The Influence of Delivery Service Quality on Customer Satisfaction
(*A Case Study of Shopee Express*)

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ABSTRACT
The study focuses on the impact of quality of delivery services on customer satisfaction of users of the Shopee Express due to the increased consumer expectations within the e-commerce logistics industry. The research is expected to find out the dimensions of service quality in relation to level of customer satisfaction and also establish the level to which operational and interpersonal factors affect the perception of the user. It utilized a quantitative approach by using a structured online survey that was sent to the users of Shopee Express, and 92 valid answers were processed using descriptive, validity, reliability, correlation and regression tools. The results indicate that the ratings of service expectation fulfilment were the highest when respondents rated and evaluated the accuracy of delivery and package safety as respondent ratings, whereas interpersonal engagement by couriers was the lowest rated and a service failure aspect. Statistical tests found that the quality of the service plays a major role in customer satisfaction where the correlation is positive and an explanatory power of 72.3 percent. Regression analysis shows that with the improvement in the quality of services, satisfaction increases can be measured. The research comes up with a conclusion that there is need to improve the relational and emotional communication in the delivery interactions in order to build customer trust and loyalty.
Keywords: service quality, customer satisfaction, delivery performance, Shopee Express.

ABSTRAK
Penelitian ini mengkaji pengaruh kualitas layanan pengiriman terhadap kepuasan pelanggan pada pengguna Shopee Express, yang dilatarbelakangi oleh meningkatnya ekspektasi konsumen dalam sektor logistik e-commerce. Tujuan penelitian ini adalah mengetahui bagaimana dimensi kualitas layanan membentuk tingkat kepuasan pelanggan serta sejauh mana faktor operasional dan interpersonal berkontribusi terhadap persepsi pengguna. Metode kuantitatif digunakan melalui kuesioner terstruktur yang disebarkan secara daring kepada pengguna Shopee Express, dan sebanyak 92 respons valid dianalisis menggunakan teknik deskriptif, uji validitas, reliabilitas, korelasi, serta regresi. Hasil penelitian menunjukkan bahwa ketepatan pengiriman dan keamanan paket menjadi aspek yang paling memenuhi ekspektasi pelanggan, sedangkan perhatian interpersonal kurir memperoleh nilai terendah dan mencerminkan area kegagalan layanan. Uji statistik mengungkap bahwa kualitas layanan memiliki pengaruh signifikan terhadap kepuasan pelanggan, dengan korelasi positif yang kuat dan kontribusi penjelasan sebesar 72,3 persen. Analisis regresi menegaskan bahwa peningkatan kualitas layanan akan meningkatkan kepuasan pelanggan. Penelitian ini menyimpulkan bahwa peningkatan komunikasi

relasional dan emosional dalam interaksi pengiriman menjadi aspek penting untuk memperkuat kepercayaan dan loyalitas pelanggan.
Kata Kunci: *kualitas layanan, kepuasan pelanggan, kinerja pengiriman, Shopee Express.*

INTRODUCTION

The e-commerce in Indonesia is expanding at a rapid pace and as a result, more companies are seeking a good logistics and delivery service provider (Anggreani et al, 2024). Due to the trend of increasing the number of online transactions, the delivery service providers are today obliged to deliver high-quality service performance to satisfy the expectations of customers. The speed of delivery, the safety of packages, the precision of tracking, the professionalism of the courier and the level of complaints intensity have become the important components that directly affect the experiences of customers when they make purchases online (Sartika & Murniyati, 2025). Once these expectations are not fulfilled, dissatisfaction arises, which can impact customers with confidence and their desire to use a delivery service.

Shopee Express, which is one of the most popular delivery services embedded in the Shopee e-commerce platform, is a crucial factor that influences the user satisfaction (Sartika & Murniyati, 2025). Nevertheless, there are still many complaints of late delivery, broken packages, or wrong tracking among users. Such inconsistencies in the services imply that there is an empirical issue concerning the quality of the delivery service provided by Shopee Express to ensure customer satisfaction and keep up with the ever-growing expectations of modern e-commerce users.

The quality of services is an important predictor of satisfaction. Service quality is a measure of the performance of a company in serving the customers with high quality, thus leading to customer trust and customer satisfaction (Fikih et al, 2025). Customer satisfaction refers to the contentedness which emanates as a result of the achievement of customer expectations with regard to the product or the service offered. Companies need this satisfaction, as it may lead to the repeated purchase and enhanced competitiveness (Reynaldi & Wuisan, 2023).

Most of the recent studies have always reiterated that customer satisfaction depends mostly on the quality of service in different service industries. A study done on Gojek transportation services established that an improved quality of services contributes a lot to customer satisfaction, which indicates that responsiveness, reliability, and assurance are significant dimensions of perceptions to consumers (Nasruddin & Rahman, 2023). On the same note, the research on the logistics services conducted on JNE, Express, and other delivery firms points to the fact that customer satisfaction directly correlates with the quality of logistics services and even customer loyalty when the factors like package state, on-time delivery, and accuracy are properly addressed (Khairi & Cahyadi, 2023).

This trend is supported by other findings. The studies on land shipping services and food-and- beverage service industries also demonstrate that the enhanced service quality can enhance the satisfaction and promote the repetition of the service (Sumiati et al., 2021). Moreover, research on the role of digital outcomes

and e-commerce emphasizes that service quality and perceived value influence the user satisfaction that in turn directly has an impact on loyalty and trust to service providers. Altogether, the studies show that the quality of the service has continued to be a strong predictor of customer satisfaction in a variety of industries, such as in logistics, healthcare, digital platforms, and retail. Regardless of these insights, the primary research on the existing research is based on the traditional logistics companies, on food services, healthcare apps, or ride-hailing services. Studies that specifically focus on the quality of delivery services on integrated e-commerce deliveries like Shopee Express remain scarce, with the number of consumers, who rely on delivery services, growing at an increasing rate.

Despite the global acceptance as confirmed by past research that service quality has a positive impact on customer satisfaction, a significant gap exists in the case of e-commerce-based delivery services, specifically the Shopee Express. In contrast to independent logistics firms, Shopee Express functions in the context of Shopee, which implies that the customers might have different expectations because it is a platform-integrated company, has its promotional shipping schemes, and ensures the delivery service. Moreover, the available literature has been wanting in discussing the impact of the delivery performance in e-commerce-based systems on customer satisfaction, taking into account the aspects of the same-day delivery expectations, real-time tracking, and customer support offered through the platform. Thus, the research is expected to address the empirical and theoretical gap and study the specific impact of the quality of delivery service on customer satisfaction among the users of the Shopee Express. Another objective of the study is to build upon earlier studies and examine the possibility of using traditional dimensions of service quality in the context of contemporary e-commerce delivery business.

METHODS

The research design used in this study was a quantitative research design because the research design aimed at gathering numbers in order to provide a systematic explanation of the relationship between variables (Hermawan & Yusran, 2017). (Sugiyono, 2019) states that quantitative research is studied to analyze a certain population or a sample by using structured tools, and their goal is to confirm or deny previously set hypotheses. To support this point of view, the current study employed a structured questionnaire to assess the perceptions and experiences of users on Shopee Express services. The sample used in this study involves all people who have used the Shopee Express and have experience using the delivery service. According to (Hermawan & Yusran, 2017), a population is a generalization area that entails the selection of subjects or objects by a researcher to be investigated and on which conclusions are made. According to this definition, the attribute that was needed in research in this case was the previous usage of Shopee Express. There were 106 participants who were first introduced into the data collection procedure. Nevertheless, fourteen interviewees were eliminated since they did not use Shopee express. Then, the tested sample comprised of 92 respondents. The sample was selected on the basis of non-probability purposive sampling method, where the subjects are chosen according to some criteria. According to (Sugiyono, 2019), the

concept of purposive sampling enables scholars to pre-define samples with respect to specific considerations that apply to the study. The important criterion that should have been used in this case was that respondents should have used Shopee Express at least once so that the data they obtain about the user experiences would be accurate.

The online questionnaire was used to collect data, which included closed-ended, structured questions that were developed as a Likert scale. As (Sugiyono, 2019) emphasizes, questionnaires are quite useful as a quantitative research instrument since they can help to gather standardized answers of a large number of respondents in a short period of time and enable researchers to gather reliable data, particularly in situations when respondents can be located globally. The query questionnaire was also distributed online hence making it very accessible to the respondents. The results that were obtained were then analyzed with the help of the Statistical Package of the Social Sciences (SPSS). According to (Sugiyono, 2019), quantitative research includes data analysis as a statistical process of hypothesis testing and interpretation of empirical data. In this research, descriptive statistics were used as the starting point of analysis to provide respondent traits and reply trends. To check the accuracy of measurements, the validity and reliability of the instrument were tested. Inferential statistical techniques were then applied to examine the associations between the variables based on the objectives of the research. The choice of SPSS was due to its extensive and accurate analysis instruments, which will allow the researcher to work with numerical data and interpret it.

RESULT AND DISCUSSION
Descriptive Test

Descriptive statistics is one of the model analyses with grouped data prepared by the way, and then analyzed in order to obtain an overview of the problems encountered and to explain the results of the calculation (Sugiyono, 2019).

Table 1: Total Users of Shopee Express

Shopee Express Users	Total
Users	92 respondents
Non-User	14 Respondents
Total	109 respondents

Source: Researcher (2025)

Based on the table 1 above, it can be seen that respondents using Shopee Express are 92 respondents, while respondents never used Shopee Express services are 14 respondents. Because of that, the three respondents will be excluded from this research because not fulfilling the criteria.

Table 2: Respondents Characteristics

Gender	Total	Percentage

Male	42 respondents	46%
Female	50 respondents	54%
Total	92 respondents	100%

Source: Researcher (2025)

As shown in the Table 2 above, the majority of the respondents in this research is female with a total of 50 respondents (54%), while the total of male are 42 respondents (46%).

Validity Test

Validity refers to how well a test measures what it is purported to measure (Sugiyono, 2019). The result of the validity for this research are as follows:

Table 3: Validity Result of Service Quality

Items	Validity Value	Description
SQ1	0.789	Valid
SQ2	0.694	Valid
SQ3	0.853	Valid
SQ4	0.705	Valid
SQ5	0.764	Valid
SQ6	0.833	Valid
SQ7	0.740	Valid
SQ8	0.689	Valid
SQ9	0.832	Valid
SQ10	0.867	Valid
SQ11	0.716	Valid
SQ12	0.873	Valid
SQ13	0.790	Valid
SQ14	0.742	Valid
SQ15	0.857	Valid
SQ16	0.724	Valid
SQ17	0.808	Valid
SQ18	0.820	Valid
SQ19	0.840	Valid
SQ20	0.860	Valid
SQ21	0.749	Valid
SQ22	0.754	Valid
SQ23	0.839	Valid
SQ24	0.800	Valid
SQ25	0.801	Valid
SQ26	0.783	Valid
SQ27	0.873	Valid
SQ28	0.830	Valid
SQ29	0.831	Valid
SQ30	0.768	Valid

Source: SPSS (2025)

Based on the table above, all the questions in the questionnaire are valid and can be used in this research. The r-table for the validity test is 0.3. All the data above are more than 0.3 so that all the data is valid.

Table 4: Validity Result of Customer Satisfaction

Items	Validity Value	Description
CS1	0.854	Valid
CS2	0.951	Valid
CS3	0.941	Valid

Source: SPSS (2025)

Based on the table above, all the questions in the questionnaire are valid and can be used in this research. The r-table for the validity test is 0.3. All the data above are more than 0.3 so that all the data is valid.

Reliability Test

Reliability shows the instrument used in research to obtain information which is reliable as data collection tools and can describe information appropriately in a research object. The reliable instrument shows the consistency in measurement. The result of reliability testing can be seen as follows:

Table 5: Reliability Result of Service Quality

Cronbach's Alpha	N of Items
0.761	31 items

Source: SPSS (2025)

Based on the data above it can be seen that the value of the Cronbach's alpha is 0.761. The data of the questionnaire are reliable if more than the value of the r-table that is 0.6. All the data of the questionnaire show consistency and reliability with the value of 0.761 or more than 0.6 so all the data are reliable.

Table 6: Reliability Result of Customer Satisfaction

Cronbach's Alpha	N of Items
0.865	4 items

Source: SPSS (2025)

Based on the data above it can be seen that the value of the Cronbach's alpha is 0.865. The data of the questionnaire are reliable if more than the value of the r-table that is 0.6. All the data of the questionnaire show consistency and reliability with the value of 0.865 or more than 0.6 so all the data are reliable.

Correlation Test

A correlation test can determine the coefficient of correlation that shows the type of correlation and the strength of the relationship. The correlation test result can be seen as follows:

Table 7: CorrelationTest Result

Variabel	Pearson Correlation
SQ > CS	0.850

Source: SPSS (2025)

Based on the data above it can be known that correlation value is 0.850 which means a significantly strong positive relationship between service quality and customer satisfaction.

Determination Test

The coefficient of determinant (R^2) is used to measure the percentage contribution of the independent variables examined on the dependent variable. The determination test can be seen as follows:

Table 8: Chi-square Test Result
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850[a]	.723	.719	1.12318

a. Predictors: (Constant), X
b. Dependent Variable: Y
Source: SPSS (2025)

The determinant coefficient is 72.3%, which means that 72.3% change in customer satisfaction can be explained by service quality while the remaining 27.7% can be explained by other factors.

Regression Analysis Test

Regression analysis is to know the impact of independent variables on the dependent variable in the form of a regression equation. The result of linear regression analysis can be seen in table below:

Table 9: Regression Analysis Test Result

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	-1.150	.878		-1.310	.194
X	.107	.007	.850	15.309	.000

a. Dependent Variable: Y

Source: SPSS (2025)

Based on regression linear processing result, then it can be obtained that regression linear result is as follows:

Y = 0.838 + 0.107X

The constant is 0.838. It means that if service quality is zero, then customer satisfaction is 0.838. Regression coefficient of service quality is 0.107. It means that if the service quality variable increases 1 unit, then customer satisfaction will increase as 0.107 unit.

Discussion and Analysis
Discussion

The results of the questionnaires provide the clear image of the level at which the customers see the quality of the Express services offered by Shopee. The most scoring part is associated with the accuracy of the courier when it comes to each delivery being met with the right address and recipient. This means that the expectations of the customers in this region are being fulfilled satisfactorily, and the service is doing well with precision in delivery.

Conversely, the lowest rating is in the statement of the real care and attention the courier gives to customers. This is an indication of a point of service failure whereby the customers believe that the interpersonal side of the service still requires enhancement. Even though the operational performance is good, the human touch in customer responses is not yet what the customers anticipate.

The main aspects of Shopee Express that have been examined in previous studies, include the timeliness of delivery and general quality of service, which have been demonstrated to impact customer satisfaction greatly (Fikih et al., 2025). Other studies indicate the importance of service quality and trust in satisfaction formation, but do not investigate the in-depth aspects of interpersonal aspects of service interactions, like the personal involvement of the courier, which in the given study is the least-rated dimension (Sartika and Murniyati, 2025). Moreover, the literature on the quality of logistics service states that personnel contact quality should be mentioned as a decisive factor, but it does not provide significant information on how the interactions between the courier and the customer particularly influence service perceptions in e-commerce-based delivery networks, such as Shopee Express (Anggreani et al., 2024). Hence, the study bridges an existing gap, as it shows that the emotional and relational aspects of courier interaction have not been studied enough yet, even though it is a key aspect of interaction that has a direct impact on customer satisfaction and must be reinforced to align with increased consumer demands.

In general, the findings indicate that Shopee Express is effective in addressing the expectations of accuracy, professionalism, and reliability in the delivery process. Nevertheless, the possibility to enhance the emotional and personal interaction exhibited by couriers when communicating with customers still exists. The enhancement of this factor can contribute to the improvement of the general satisfaction level and increase customer loyalty.

Analysis

The analysis based on the result are as follows:

In validity test, the question is tested in order to know the quality of question in giving the accurate and correct measurement result. The validity value of service quality and customer satisfaction are valid because the validity value is over than 0.3.

In reliability test, the question is tested in order to know the consistency of question in giving the similar result. The reliability value of service quality and customer satisfaction are reliable because the validity value is over than 0.6.

From correlation test, it can be known that the correlation value is in 0.850. It means that service quality has significantly strong positive relationship toward customer satisfaction

Coefficient of determination is 72.3%, which means that 72.3% change in customer satisfaction can be explained by service quality while the remaining 27.7% can be explained by other factors.

From the regression linear equation, it can be obtained the regression equation of $Y = 0.838 + 0.107X$. The constant is 0.838. It means that if service quality is zero, then customer satisfaction is 0.838. Regression coefficient of service quality is 0.107. It means that if the service quality variable increases 1 unit, then customer satisfaction will increase as 0.107 unit.

CONCLUSION

According to the findings of this study, service quality is a key determinant of customer satisfaction within Shopee Express delivery services. The results show that delivery, package condition and professional courier performance quality are the most significant factors in helping to meet the expectations of customers, whereas interpersonal interaction is the lowest and serves as the evident manifestation of a significant gap in the service provision. These trends prove that customer satisfaction is not merely related to operational effectiveness but also relates to the relationship sides of service provision. This conclusion is also supported by the statistical results as they demonstrate the presence of strong positive relationship between service quality and satisfaction with high validity, reliability, and regression results proving the fact that service quality can explain considerable part of customer satisfaction.

The discussion of the obtained results indicates that both the operational and interpersonal aspects of the service will have to be improved to increase customer experiences and achieve the long-term loyalty. The study can be strengthened by future studies that can examine factors beyond the quality of service, including customer credibility, online experience, or how effectively they resolve complaints, which may help further develop the concept of determinants of satisfaction in e-commerce delivery services.

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