

Exploring Service Quality in E-Commerce Platforms: A Qualitative Analysis of Customer Experience in Shopee

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ABSTRACT

This study explores service quality dimensions and customer experience on the Shopee e-commerce platform through a qualitative literature review approach. Drawing on seven empirical studies published between 2022 and 2025, this research synthesizes findings on how service quality measured through the SERVQUAL and e-SERVQUAL frameworks shapes customer satisfaction and loyalty in the Shopee ecosystem. Key findings indicate that service quality has a positive and significant effect on customer satisfaction across multiple research contexts, with explained variance ranging from 65.4% to 76.9% (Erna AR, 2022; Aulia Dwi Sartika & Murniyati, 2025). The Customer Satisfaction Index analysis by Nur Rahmah Hidayah et al. (2024) recorded an overall satisfaction score of 81.57% for Shopee, with responsiveness identified as the most critical dimension requiring improvement. Customer experience and e-service quality are further confirmed as significant drivers of repurchase intention and loyalty (Surya Chandra et al., 2022; Melandri, 2024). Despite overall positive satisfaction levels, persistent gaps exist in delivery speed, complaint handling responsiveness, and data privacy assurance. This study concludes that Shopee must continuously enhance

its service quality across all five SERVQUAL dimensions, with particular focus on responsiveness and empathy, to sustain customer satisfaction and long-term loyalty in Indonesia's increasingly competitive e-commerce market.

INTRODUCTION

The development of digital technology has driven a significant shift in consumer behavior, particularly in the shopping patterns of Indonesian society. Widespread internet access and the ease of online transactions have made e-commerce the preferred choice for many consumers (Aulia Dwi Sartika & Murniyati, 2025). Among the various e-commerce platforms operating in Indonesia, Shopee has succeeded in becoming the market leader with a broad user base and an integrated service ecosystem, encompassing a product marketplace, the Shopee Express delivery service, the ShopeePay payment system, and digital lending services.

However, Shopee's massive growth does not always translate directly into customer satisfaction. Various studies have identified ongoing customer complaints related to delivery delays, inaccurate package tracking, low responsiveness of customer service, and discrepancies between products and their platform descriptions (Aulia Dwi Sartika & Murniyati, 2025; Nur Rahmah Hidayah et al., 2024). This gap between customer expectations and actual experience constitutes a strategic challenge that Shopee must address in order to maintain its competitive position.

Service quality is the primary determinant of customer satisfaction in the e-commerce industry. Erna AR (2022) demonstrated that Shopee's service quality has a positive and significant effect on consumer satisfaction among students, with a coefficient of determination $R^2=0.654$, meaning that 65.4% of the variation in customer satisfaction can be explained by the service quality variable. This finding is reinforced by Aulia Dwi Sartika & Murniyati (2025), who

found $R^2=0.769$ in the context of Shopee Express in Jakarta, and by Budi Astuti (2024), who confirmed that the efficiency, accessibility, privacy & security, and responsiveness dimensions of e-SERVQUAL significantly influence Shopee customer satisfaction.

On the other hand, customer experience is increasingly recognized as an important dimension that complements the conventional service quality framework in the e-commerce context. Melandri (2024) found that customer experience has a positive and significant effect on customer engagement, satisfaction, and loyalty among Shopee users. Surya Chandra et al. (2022) further demonstrated that both e-service quality and customer experience have a significant effect on repurchase intention, mediated by customer satisfaction among Shopee users in DKI Jakarta.

Based on the above background, this study aims to systematically synthesize findings from various empirical studies on service quality and customer experience on the Shopee platform, to identify the dimensions most critical in shaping customer satisfaction, and to formulate practical implications for efforts to improve e-commerce services in Indonesia.

THEORETICAL REVIEW

Service Quality in E-Commerce: SERVQUAL and E-SERVQUAL

Service quality in the e-commerce context refers to the extent to which a digital platform is consistently able to meet or exceed customer expectations, spanning aspects such as timeliness, system reliability, and quality of customer interaction (Indrasari, 2019, in Aulia Dwi Sartika & Murniyati, 2025). The SERVQUAL model developed by Parasuraman et al. (1988) measures service quality across five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. This model remains the dominant framework in e-commerce service quality research in Indonesia, including for the Shopee platform.

In the digital context, Zeithaml et al. (2002) developed e-SERVQUAL as an adaptation of SERVQUAL to measure the quality of online platform services. Budi Astuti (2024) applied five e-SERVQUAL dimensions to Shopee efficiency (ease of access), fulfillment (order completion), privacy & security (data security), responsiveness, and accessibility (ease of use) and found that the first four dimensions had a positive and significant effect on customer satisfaction, while fulfillment did not demonstrate a significant effect. These findings indicate that ease of access, security, and responsiveness are more dominant in shaping Shopee customer satisfaction than mere order fulfillment.

Customer Experience in E-Commerce

Customer experience in the e-commerce context encompasses all customer interactions and perceptions throughout their digital shopping journey from product search, purchase process, and payment, through to delivery and complaint handling. According to Chen and Lin (2014, in Surya Chandra et al., 2022), customer experience is the psychological recognition or motivational insight of consumers that can enhance the value of goods and services.

Melandri (2024) examined customer experience and customer engagement on Shopee with 260 respondents using the SEM-PLS method and found that customer experience has a positive and significant effect on customer engagement, satisfaction, and loyalty. Alfitman (2024) further confirmed that customer experience influences customer satisfaction, which then mediates the relationship between experience and online repurchase intention. This indicates that a positive customer experience on Shopee not only drives momentary satisfaction, but also builds the intention to return for future purchases.

Customer Satisfaction as a Service Quality Outcome

Customer satisfaction is defined as the emotional response arising from the comparison between expectations of a service and the actual performance experienced (Tjiptono & Chandra, 2017, in Aulia Dwi Sartika & Murniyati, 2025). Nur Rahmah Hidayah et al. (2024) measured Shopee customer satisfaction in Makassar using the Customer Satisfaction Index (CSI) and Importance Performance Analysis (IPA) methods with 95 respondents, and recorded a CSI value of 81.57%, categorized as 'very satisfied' based on customer satisfaction level criteria.

However, IPA analysis identified that the responsiveness dimension falls in Quadrant I indicating high importance from the customer's perspective but performance that has yet to satisfy making it the top improvement priority. The most critical specific indicators include reseller responsiveness in handling changes to orders, response to additional requests, and accuracy of delivery time estimates (Nur Rahmah Hidayah et al., 2024). These findings are consistent with the complaints identified by Aulia Dwi Sartika & Murniyati (2025) regarding Shopee Express services.

RESULTS AND DISCUSSION

Reliability: System Dependability and Service Consistency at Shopee

The reliability dimension encompasses Shopee's ability to deliver its promised services accurately and consistently. Erna AR (2022) found that the overall service quality dimensions of Shopee including reliability have a significant effect on the satisfaction of student consumers at STIE APRIN Palembang. In that study, the diversity of payment methods (bank transfer, ATM, ShopeePay, COD) and the comprehensiveness of product options were the reliability indicators most appreciated by customers.

Nur Rahmah Hidayah et al. (2024) identified that reliability indicators on Shopee include the reseller's ability to provide information when stock is unavailable, the completeness of the payment system, and the correspondence between products and their images and descriptions. Among the five measured SERVQUAL dimensions, reliability occupies a relatively favorable position in the IPA Cartesian diagram, indicating that Shopee has successfully established a reputation for dependability in the minds of its customers. However, consistency of quality across different resellers remains an inherent challenge in the C2C (Customer-to-Customer) marketplace model adopted by Shopee.

Responsiveness: The Most Critical Dimension Requiring Improvement

Responsiveness is the dimension that has attracted the most negative attention in the reviewed literature. Nur Rahmah Hidayah et al. (2024) explicitly placed the responsiveness dimension in Quadrant I of the IPA diagram a position signifying high importance from the customer's perspective but actual performance that remains low. The three most critical responsiveness indicators are: (1) reseller responsiveness in responding to additional order requests; (2) responsiveness in handling changes to orders or delivery addresses; and (3) the speed of product delivery relative to the estimated timeline.

Aulia Dwi Sartika & Murniyati (2025) confirm that complaints related to delivery delays and low responsiveness of Shopee Express customer service are the factors most consistently reducing customer satisfaction in Jakarta. This situation reflects a structural tension between Shopee's very large operational scale and the system's capacity to respond to each customer request individually and in a timely manner. Budi Astuti (2024) confirms that responsiveness within the e-SERVQUAL framework has a positive and significant effect on Shopee customer satisfaction (260 respondents, Yogyakarta), affirming that improvements in this dimension will yield measurable satisfaction gains.

Assurance: Trust, Security, and Service Guarantees

The assurance dimension encompasses Shopee's ability to inspire customer trust through guarantees of transaction security, information integrity, and service competence. Aulia Dwi Sartika & Murniyati (2025) identify trust as a variable that interacts in complex ways with service quality in shaping Shopee Express customer satisfaction. On a partial basis, trust does not have a significant effect on satisfaction ($t=-1.616$, $p=0.109$); however, when combined simultaneously with service quality, both variables jointly have a significant effect ($F=154.915$, $p=0.000$, $R^2=0.769$).

These results indicate that trust on e-commerce platforms is conditional in nature it is only meaningfully significant when combined with good service quality. Nur Rahmah Hidayah et al. (2024) found that the assurance indicators most appreciated by Shopee customers are the buyer rating system and transparent review mechanism, as well as clear refund and return policies. On the other hand, the confidentiality of consumers' personal data received the lowest Mean Importance Score (3.74) among assurance indicators, signaling concerns about data privacy that the platform has yet to fully address.

Empathy and Tangibles: Personalization and the Digital Experience

The empathy dimension on a digital e-commerce platform is manifested through the ability of the system and resellers to understand and respond to the individual needs of customers. Nur Rahmah Hidayah et al. (2024) identified that the highest-rated empathy indicators on Shopee are the direct chat feature between buyers and sellers, delivery to the specified address, and the reseller's ability to listen to complaints through the comments section. These features effectively humanize the digital shopping experience, which is inherently anonymous in nature.

The tangibles dimension in the context of Shopee encompasses the intuitive application interface, product display quality, promotional system, and packaging of goods received by customers. Budi Astuti (2024) found that accessibility which encompasses ease of use of the Shopee interface has a significant effect on satisfaction, while Nur Rahmah Hidayah et al. (2024) noted that daily promotional features, ease of application use for first-time users, and secure packaging were the tangibles attributes with the highest satisfaction scores in their CSI analysis.

Customer Experience as a Driver of Long-Term Loyalty

Beyond conventional service quality, customer experience has been proven to be a critical driver of Shopee customer satisfaction and loyalty that transcends purely transactional assessments. Melandri (2024) found that customer experience has a positive and significant effect on customer engagement, satisfaction, and loyalty in a study of 260 Shopee users using the SEM-PLS method. Alfitman (2024) confirmed the same pattern by finding that customer experience influences customer satisfaction, which then mediates the relationship between experience and online repurchase intention among 185 respondents.

Surya Chandra et al. (2022) provide the most comprehensive evidence of this relationship's mechanism through a study of 243 Shopee customers in DKI Jakarta using SEM LISREL. All hypotheses in that study were confirmed positive and significant, encompassing: (1) e-service quality influences customer satisfaction; (2) customer experience influences customer satisfaction; (3) customer satisfaction influences repurchase intention; (4) e-service quality influences repurchase intention mediated by customer satisfaction; and (5) customer experience influences repurchase intention mediated by customer satisfaction. These findings affirm that customer satisfaction functions as a critical bridge between service quality and Shopee's long-term customer loyalty.

Table 1. Synthesis of Research Findings: Service Quality and Customer Satisfaction at Shopee

Author (Year)	Method/Sample	Main Variables	Key Findings
Erna AR (2022)	Regression, 75 resp.	Service Quality → Satisfaction	$R^2=0.654$; positive & significant effect
Surya Chandra et al. (2022)	SEM LISREL, 243 resp.	E-SQ + Customer Experience → Repurchase via Satisfaction	All hypotheses confirmed positive
Alfitman (2024)	PLS-SEM, 185 resp.	Customer Experience + E-SQ → Satisfaction → Repurchase	All paths significant
Budi Astuti (2024)	PLS-SEM, 260 resp.	E-SERVQUAL (5 dim) → Satisfaction + Loyalty	Efficiency, accessibility, privacy & responsiveness significant
Melandri (2024)	SEM-PLS, 260 resp.	Customer Experience + Engagement → Satisfaction + Loyalty	All hypotheses positive & significant
Nur Rahmah Hidayah et al. (2024)	CSI+IPA, 95 resp.	5 SERVQUAL Dimensions → Satisfaction	CSI=81.57%; Responsiveness top improvement priority
Aulia Dwi Sartika & Murniyati (2025)	Regression, 96 resp.	Service Quality + Trust → Express Satisfaction	$R^2=0.769$; service quality dominant

Source: Literature synthesis, processed by the authors (2026)

CONCLUSION

Based on the synthesis of seven reviewed empirical studies, this research concludes that service quality and customer experience on the Shopee platform have a significant and measurable effect on customer satisfaction in Indonesia. Overall, Shopee customers demonstrate a relatively high level of satisfaction with a CSI score of 81.57% (Nur Rahmah Hidayah et al., 2024); however, persistent service gaps remain identified in the responsiveness dimension, which consistently emerges as the area with the lowest performance relative to customer expectations.

Three main conclusions can be drawn. First, service quality particularly as measured through the responsiveness, reliability, and e-service quality dimensions is the dominant predictor of Shopee customer satisfaction, with the capacity to explain between 65.4% and 76.9% of satisfaction variance (Erna AR, 2022; Aulia Dwi Sartika & Murniyati, 2025). Second, customer experience and customer engagement function as drivers of loyalty that go beyond mere transactional satisfaction, with customer satisfaction proven to mediate the relationship between service quality and repurchase intention (Surya Chandra et al., 2022; Alfitman, 2024). Third,

while trust does not have a significant partial effect, its simultaneous interaction with service quality is proven to significantly determine customer satisfaction.

Based on these conclusions, the study recommends three strategic steps for Shopee. First, making the improvement of responsiveness the top priority encompassing enhancements to the complaint response system, acceleration of delivery estimates, and improvement of digital customer service interactivity. Second, strengthening customer experience design through service personalization, a more intuitive interface, and engagement features that encourage meaningful interaction between customers and the platform. Third, raising customer data security and privacy standards as the foundation for long-term trust. Future research is recommended to empirically examine differences in the perception of Shopee's service quality based on generational segmentation and geographic regions across Indonesia.

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