

The Role of E-Service Quality and Price Perception: Key to Increasing Loyalty through Consumer Satisfaction

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Abstract

Purpose: This study aims to analyse the effect of E-Service Quality and Price Perception on consumer loyalty, with consumer satisfaction as a mediating variable.

Methodology/Approach: In January 2024, a survey was conducted on 105 respondents based on TopBrand survey data. The sampling process used the Roscoe technique and the probability sampling method. This survey was used to test the validity and reliability of the instrument and to test the hypothesis to identify the direct and indirect effects between research variables. The study indicates that e-service quality directly affects customer satisfaction and loyalty.

Results/Findings: Price perception plays an important role in shaping customer satisfaction and loyalty, where customers who consider prices fair and in line with the value, they receive are likely to feel higher Satisfaction and stronger loyalty. Satisfaction, in turn, acts as a mediator, increasing the positive impact of e-service quality and price perception on loyalty.

Conclusions: E-service quality and price perception significantly influence customer satisfaction and loyalty, with satisfaction acting as a mediator in strengthening these relationships. Businesses must enhance service reliability, responsiveness, and user-friendliness while ensuring competitive and transparent pricing to improve customer retention. Implementing data-driven strategies, proactive communication, and technological innovations will further sustain long-term customer satisfaction and loyalty.

Limitations: The study only focuses on the logistics sector (J&T and JNE), so the results may not apply to other industries.

Contribution: Highlights the relevance of the Expectancy Disconfirmation Theory (EDT) in digital services.

Keywords: Customer Loyalty, E-Service Quality, Price Perception, Satisfaction.

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1. Introduction

The rapid development of digital technology has brought significant changes in the way companies serve customers and build their loyalty. Electronic-based services, also known as E-Service, have become one of the main elements in creating superior customer experiences and sustainable consumer loyalty. Consumer loyalty is an important asset for companies because it provides recurring income and improves reputation through positive customer recommendations (Samidi, 2021). In this context, e-service quality is a key variable influencing customer satisfaction and loyalty. E-Service Quality includes reliability, ease of access, security, and responsiveness that, if managed well, can increase customer trust and Satisfaction (Juwaini et al., 2022). A key element in enhancing a company's

competitiveness is the quality of service, as customer expectations are constantly evolving, requiring continuous adjustments to meet these changes (Anggetha & Albari, 2024).

Consumers will also see the price perception from the highest to the lowest. Based on the current competitive conditions, price differences are significant in purchasing decisions where consumers choose the lowest price for a product (Amalia & Budiono, 2022). In addition, price perception is an important factor in influencing consumer loyalty. Price perception does not only include the cost paid but also the value perceived by consumers. Previous research shows that competitive prices and appropriate value can increase customer satisfaction and encourage loyalty to a particular brand or service (Salim et al., 2020). The relationship between E-Service Quality and Price Perception with consumer loyalty is often strengthened by mediating variables such as customer satisfaction. Customer satisfaction arises when customer expectations of service are met or even exceeded, thus becoming an important basis for building long-term customer relationships (Mahadin et al., 2023).

However, significant challenges exist in achieving consumer loyalty through E-Service Quality and Price Perception. First, diverse customer expectations for the quality of electronic services can challenge companies to meet the needs of all market segments. Second, subjective price perceptions are often influenced by consumer experience and preferences, making it difficult for companies to determine the right pricing strategy (Chairunnisah et al., 2024). Third, the mediating role of consumer satisfaction may not be uniform across markets, depending on customers' demographic and cultural characteristics (Le & Park, 2023; Thales A & Suryandari, 2022). This study uses the Expectancy Disconfirmation Theory (EDT) developed by Oliver (1999) as a theoretical basis. This theory states that customer satisfaction occurs when customer expectations of a service are met or even exceeded. Thus, Satisfaction acts as a link between E-Service Quality and Price Perception to customer loyalty. If the electronic service provided meets or exceeds customer expectations, then their level of Satisfaction will increase, which ultimately has a positive impact on their loyalty (Hong et al., 2019).

The key components of consumer behaviour include the decision-making process and physical activities involving individuals in economically evaluating, acquiring, and utilizing goods and services. Therefore, understanding consumer behaviour can be intelligently applied to various strategies and appropriate aspects (Aryando et al., 2024). This research is expected to provide theoretical and practical contributions. Theoretically, this research enriches the literature on the relationship between E-Service Quality, Price Perception, and consumer loyalty with Satisfaction as a mediating variable. Practically, this research provides strategic guidance for companies to improve the quality of electronic services and manage price perceptions more effectively. It is important in facing increasingly tight competition in the digital era, where customers have many alternative services (Balci, 2021; Liu & Ansari, 2021).

2. Literature review and hypothesis development

2.1 E-Service Quality

As technology advances, e-service quality is important in determining consumer satisfaction and loyalty. Customers who enjoy user-friendly, fast, and timely digital services tend to feel satisfied and loyal. Conversely, negative experiences, such as transaction errors or delays, can reduce consumer satisfaction (Juwaini et al., 2022; Thales A & Suryandari, 2022). Good e-service quality also has an impact on consumer loyalty. Timeliness, order conditions, and order accuracy are important elements in creating Satisfaction, which ultimately affects loyalty (Akil & Ungan, 2022; Simarmata et al., 2019). Consumers who are satisfied with a digital service are likelier to use it again and recommend it to others.

In addition, many studies have shown that customer satisfaction mediates between e-service quality and loyalty. Good service quality increases Satisfaction, which then strengthens customer loyalty. Customer satisfaction remains a key factor in the relationship between service quality and loyalty (Yulianingsih et al., 2023). Overall, e-service quality significantly influences customer satisfaction and loyalty, with Satisfaction acting as a mediator that strengthens this relationship. These findings provide a strong basis for developing better service strategies in the increasingly competitive digital era.

The e-S-Qual research scale Parasuraman et al., (2005) covers four main dimensions: Efficiency: Ease and speed of access in website use, which is important for convenience and time-saving in online shopping. Fulfilment: The correct fulfilment of service promises and orders is an important factor in assessing the quality of an online business and affects customer satisfaction. System Availability: The site's reliable technical functions, such as working buttons and active links, affect customer experience and loyalty. Privacy: Security and protection of consumer information, which has a significant impact on customer purchase intentions and Satisfaction with the website.

H₁ There is an effect of E-Service Quality on Customer Satisfaction

H₂ There is an effect of E-Service Quality on Customer Loyalty

H₃ There is an influence of E-Service Quality on Customer Loyalty through Customer Satisfaction

2.2 Price Perception

Price perception is a consumer's subjective evaluation of the price of a product or service, including the nominal price and the fairness, quality and value perceived by the consumer (Batarlienė & Slavinskaitė, 2023). Price perception is important in marketing strategy, especially because it can impact the overall consumer experience. Salim et al., (2020) shows that positive price perception contributes significantly to customer satisfaction and repeat purchase intention.

Customer satisfaction is a mediating variable that bridges the relationship between price perception and consumer loyalty. Priambodo & Nainggolan, (2024) revealed that the perception of competitive prices has a positive influence, both directly and indirectly, on customer satisfaction in the online transportation sector. It is due to the ability of positive price perceptions to create a sense of fairness and added value for customers, which ultimately influences customers' decisions to continue using certain services or products (Samidi, 2021).

In addition, high customer satisfaction can potentially increase loyalty, namely, the customer's commitment to continue using or recommending the product. (Simarmata et al., 2019) add that customer loyalty is also influenced by image, ease of use, and promotion, where price perception is one of the key factors. Batarlienė & Slavinskaitė, (2023), in the context of aviation, show that price and service quality have a significant positive effect on Satisfaction, where this Satisfaction then becomes a strong determinant of loyalty.

However, there are conflicting results in the context of air cargo transportation, and price perception has no significant effect on customer loyalty. This finding indicates that the effect of price perception on loyalty can be contextual, depending on the type of service, customer characteristics, and market conditions (Artik & Duygun, 2022). Pricing for a product is determined based on the company's specific objectives, such as maximising profits, boosting sales, maintaining price stability, and achieving other strategic goals. According to Kotler, Philip Armstrong, (2018), there are four key objectives in pricing strategies: ensuring price affordability, aligning price with the quality of the product, maintaining competitive pricing, and setting prices that reflect the perceived benefits of the product. These objectives guide companies in establishing pricing strategies that cater to market demands while supporting the organisation's overall goals.

H₄ There is an influence of Price Perception on Customer Satisfaction

H₅ There is an influence of Price Perception on Customer Loyalty

H₆ There is an influence of Price Perception on Customer Loyalty through Customer Satisfaction

2.3 Customer Satisfaction

Customer satisfaction is a key factor that increases customer loyalty, customer retention, and company performance. Satisfied customers are more loyal and recommend products or services (Chonsalasin et al., 2020; Mahadin et al., 2023). Positive experiences in ordering, delivery and after-sales service also encourage repeat purchases, even when there are cheaper or more accessible options. Satisfaction strengthens the relationship between product quality and loyalty, with good quality encouraging consumers to continue choosing the same brand (Akil & Ungan, 2022; Huma et al., 2020; Yulianingsih et al., 2023). In the transportation sector, Satisfaction with flight services has also been shown to support consumer loyalty (Park, 2019). In e-commerce, customer experience of e-service quality significantly

increases loyalty, as satisfied consumers are more likely to repeat purchases (Le & Park, 2023; Thales A & Suryandari, 2022).

Consumer satisfaction is fulfilling needs that aim to make products or services meet customer desires and expectations (Tjiptono, 2015). Customer satisfaction is evident through three key indicators. The first is expectation alignment, which measures how well a product or service meets consumer expectations, forming the foundation for evaluating Satisfaction. The second is the intention to return, reflecting the consumer's willingness to reuse the product or service, signifying the success of creating a positive experience. The third is the readiness to recommend, where satisfied customers willingly share their positive experiences with others, expanding the customer base and enhancing the company's reputation. Together, these indicators assess satisfaction levels and play a crucial role in fostering customer loyalty and ensuring long-term business sustainability.

H₇ There is an effect of Customer Satisfaction on Customer Loyalty

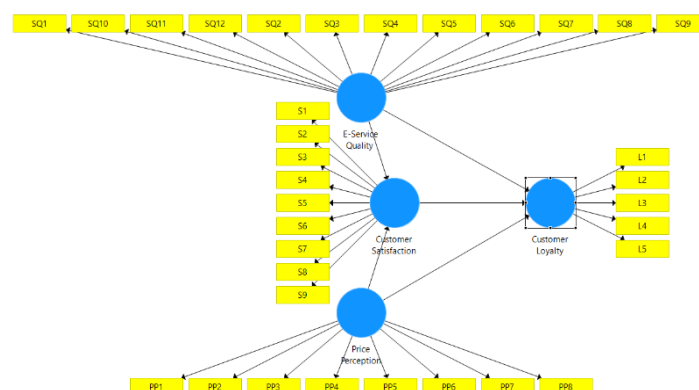
2.4 Customer Loyalty

Customer loyalty is vital in fostering long-term relationships between businesses and their customers. Several factors, such as the quality of e-services, promotional activities, and the level of customer satisfaction, shape it. A similar finding was observed in the study conducted by (Le & Park, 2023), which found that the quality of electronic services significantly influences customer satisfaction, subsequently impacting customer loyalty. High-quality electronic services enhance the user experience, build trust, and foster stronger customer loyalty.

Juwaini et al., (2022) show that although electronic service quality positively influences consumer satisfaction, its impact on consumer loyalty tends to be insignificant. (Samosir et al., 2021), research shows that social media promotions effectively enhance electronic Word of Mouth (e-WOM), which directly impacts consumer loyalty. Through these promotions, businesses can highlight product advantages, reinforce brand image, and drive sales, ultimately fostering greater customer loyalty. It is further supported by (Mahadin et al., 2023), which indicates that promotions can strengthen the relationship between consumers and a brand by positively influencing customer trust and Satisfaction.

Consumer satisfaction serves as a mediator in the relationship between e-service quality, promotions, and customer loyalty. E-service quality influences customer satisfaction, which, in turn, impacts loyalty. It highlights the interconnected role of service quality in shaping Satisfaction and fostering long-term customer loyalty (Samidi, 2021). In this study, e-service quality, promotions, and customer satisfaction interact complexly to shape customer loyalty. To sustain customer loyalty, companies must provide high-quality services, implement appealing promotions, and ensure high levels of Satisfaction to strengthen their relationship with customers.

Loyal customers are a valuable asset to a company, and they have the following characteristics: First, they make regular purchases, not only buying specific products but also repeat buying. Second, loyal customers purchase products across the company's various product or service lines. Third, they recommend the company's products or services to others, encouraging them to try the same products.



Fourth, loyal customers resist the appeal of competitors' products, as they believe the company's offerings are the best (Griffin, 2005).

Figure 1. Framework
Source: Author

3. Research methods

3.1 Population and Sample

This study was conducted using quantitative research. Data were collected in January 2024, focusing on two leading service companies, J&T and JNE, as identified in the Top Brand survey. Participants were consumers of these companies, with a total sample of 105 people: 50 from J&T and 55 from JNE, all of whom volunteered to participate. The sampling process used the Roscoe Technique, which suggests a sample size of 15–20 times the number of research variables, and the probability sampling method was applied.

3.2 Research Instruments

This study utilised a Likert scale as the main measurement tool to assess validity, reliability, and test hypotheses. The research instruments were centred around four key variables: E-Service Quality, Price Perception, Customer Satisfaction, and Consumer Loyalty.

3.3 Data Analysis Techniques

The study employed Path Analysis to test the proposed hypotheses. This method allows for the simultaneous estimation of multiple linear regression models, assessing direct and indirect effects. The analysis was performed using Smart PLS 3 statistical software, facilitating the evaluation of validity, reliability, and hypothesis testing.

4. Results and discussion

4.1 Validity and Reliability

Table 1. Outer Loading

Variable	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
<i>E-Services Quality</i>	Efficiency.		0.946	0.953	0.627
	An easy-to-use app or website	0.716			
	The app or website has an attractive appearance	0.792			
	The app or website is in line with my expectations	0.795			
	Fulfillment				
	The online tracking system helps me monitor the delivery of goods well	0.723			
	The online tracking system provides detailed information regarding the status of the shipment	0.843			
	The online tracking system helps me anticipate the receipt of goods well	0.816			
	System availability				
	The company's electronic customer service responds quickly to my questions or concerns	0.749			
	The company's electronic customer service provided a satisfactory solution to my problem	0.855			

	The help system or self-guidance on the company's app or website is easy to understand	0.866			
	Privacy				
	The company's app or website provides clear information regarding the privacy policy	0.802			
	The security system of the app or website protects my data well	0.784			
	The company's app or website provides adequate privacy control options	0.745			
Price Perception	Affordability		0.939	0.950	0.707
	The price of the product offered by the company is affordable for my ability	0.856			
	I chose the shipping company because the price suited my needs	0.723			
	Kesesuaian harga dengan kualitas produk				
	The price of the product is following the quality of the service provided	0.905			
	The service provided following the costs I incurred	0.911			
	Price competitiveness				
	Product prices can compete with other companies prices	0.748			
	Product prices are more affordable than other companies	0.730			
	Price compatibility with benefits				
	The product prices vary and can be selected according to my needs.	0.890			
	The price is following the benefits I feel	0.929			
Customer Satisfaction	Expectation Suitability		0.961	0.967	0.765
	The delivery service has fulfilled the promise given according to the type of service	0.889			
	Delivery services pay attention when it comes to solving customer problems	0.872			
	On-time service completion delivery service for customers	0.893			
	Interest in returning				
	Delivery service employees are serious about solving customer problems	0.889			
	Friendly and polite delivery service staff	0.886			
	The knowledge of delivery service employees is good for answering customer questions	0.887			
	Willingness to Recommend				
	We recommend to our friends and business associates about the completeness of the product	0.916			
	If any of my friends or business partners need logistics services, I will advise them	0.757			
	I always recommend this service if there is a company that needs	0.870			

Customer Loyalty	Makes Regular Repeat Purchases		0.870	0.911	0.721
	I will reuse the delivery service	0.914			
	Purchases Across Product and Service Lines				
	In meeting my needs, I often try other product variants	0.881			
	Demonstrates An Immunity To The Pull Of The Competition				
	I never considered the services of any other company	0.700			
	The persuasion of other companies did not influence me to switch to their services	0.885			

Source: Author

The external model testing stage, also called measurement model evaluation, focuses on assessing the validity and reliability of the indicators and constructs. As illustrated in Table 1, the external loading values exceed the recommended threshold of 0.70, confirming the validity of each indicator in this study. Composite Reliability (CR) and Cronbach's Alpha (CA) values were analysed to evaluate the reliability of the data collection instruments. Table 1 demonstrates that all latent variables achieve CR and CA values of at least 0.70, alongside Average Variance Extracted (AVE) values greater than 0.5. These findings indicate strong construct reliability, ensuring the data are both consistent and dependable.

4.2 R^2 (R-Square)

Table 2. R-Square

	R Square	R Square Adjusted
Customer Loyalty	0.765	0.758
Customer Satisfaction	0.719	0.713

Source: Author

Based on Table 2, the R-square values for each variable surpass 0.50, with the Loyalty variable reaching 0.789 and the Satisfaction variable at 0.785. These findings demonstrate that the model possesses a high level of explanatory power.

4.3 Goodness of fit (Q^2 and SRMR)

Table 3. Q^2 and SRMR Result

	Q^2 (=1-SSE/SSO) CCC	Q^2 (=1-SSE/SSO) CCR	Saturated Model	Estimated Model
E-Service Quality	0.545			
Loyalty	0.540	0.530		
Price Perception	0.605			
Satisfaction	0.708	0.536		
SRMR			0.072	0.072
CCC=Construct Cross-validated Commuality, CCR=Construct Cross-validated Redundancy				

Source: Author

The Q^2 value represents the adjusted coefficient of determination, which evaluates the predictive accuracy of a statistical model. A $Q^2 > 0$ indicates the model possesses predictive relevance, whereas a $Q^2 < 0$ suggests limited predictive capability (Chin, 1998). As shown in Table 3, both the Construct Cross-validated Communality and Construct Cross-validated Redundancy values exceed the threshold of 0, confirming the predictive relevance of Q^2 . Additionally, Model Fit assesses the degree to which the model aligns with the data in testing variable relationships. One criterion for Model Fit is that the SRMR (Standardized Root Mean Square Residual) value must be below 0.10 (Muhson, 2022). Based on Table 3, the SRMR value is 0.072, below the required threshold, indicating that the model achieves a good fit.

4.4 Direct Effect

Table 4. Direct Effect Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Customer Satisfaction -> Customer Loyalty	0.629	0.627	0.091	6.876	0.000	Accepted
E-Service Quality -> Customer Loyalty	0.463	0.475	0.108	4.281	0.000	Accepted
E-Service Quality -> Customer Satisfaction	0.559	0.569	0.098	5.712	0.000	Accepted
Price Perception -> Customer Loyalty	0.399	0.390	0.116	3.456	0.001	Accepted
Price Perception -> Customer Satisfaction	0.342	0.332	0.108	3.171	0.002	Accepted

Source: Author

4.4.1 The Influence of E-Service Quality on Satisfaction

The effect of E-Service Quality on Satisfaction yields a t-count of 5.712, surpassing 1.96, with a significance level of 0.000 ($p < 0.05$). It supports the acceptance of H_1 , demonstrating that E-Service Quality significantly influences Satisfaction. These results align with the publication (Hong et al., 2019; Juwaini et al., 2022; Le & Park, 2023). High-quality services effectively meet customer needs and expectations, creating positive experiences that enhance Satisfaction. This relationship underscores the critical role of consistent service delivery in shaping customer perceptions. When organisations prioritise service quality, they improve Satisfaction and strengthen trust and loyalty, which are essential for long-term success. The impact of service quality on Satisfaction highlights its importance as a strategic focus for businesses aiming to maintain a competitive edge in their industries.

4.4.2 The Influence of E-Service Quality on Loyalty

The impact of E-Service Quality on Loyalty shows a t-count of 4.281, which exceeds the threshold of 1.96, with a significance level of 0.000 ($p < 0.05$). It confirms that H_2 is accepted, indicating that E-Service Quality significantly influences loyalty. These results align with the publication (Juwaini et al., 2022; Le & Park, 2023; Thales A & Suryandari, 2022). Superior E-Service Quality enhances customer satisfaction, strengthens customer trust, and fosters long-term loyalty. Key dimensions, such as reliability, responsiveness, and usability, are critical in shaping customer perceptions and encouraging repeat engagements. Businesses prioritising improving their online service experience can establish stronger customer connections, ensuring loyalty even in highly competitive environments.

4.4.3 The Influence of Price Perception on Satisfaction

The effect of Price Perception on Satisfaction, the t-count is 3.171, more significant than 1.96, with a significance level of 0.002 ($p < 0.05$). It confirms H_4 , showing that Price Perception significantly impacts Satisfaction. These results align with the publication (Elgarhy & Mohamed, 2023; Risnawati et al., 2019; Salim et al., 2020). Price perception plays a crucial role in shaping customer satisfaction.

When customers perceive the price of a product or service as fair, reasonable, and aligned with the value they receive, it positively influences their overall Satisfaction. This relationship highlights the importance for businesses to strategically set prices that resonate with customer expectations and perceived benefits, ultimately fostering loyalty and repeat purchases. Conversely, if the price is perceived as too high or inconsistent with the quality offered, it can lead to dissatisfaction and reduced customer trust.

4.4.4 The Influence of Price Perception on Loyalty

The influence of Price Perception on Loyalty produces a t-count of 3.456, far exceeding 1.96, with a significance level of 0.001 ($p < 0.05$). It validates H_5 , indicating that Price Perception significantly affects loyalty. These results align with the publication (Elgarhy & Mohamed, 2023; Risnawati et al., 2019). Price perception significantly influences customer loyalty, indicating that how customers perceive the value and fairness of pricing plays a crucial role in their continued patronage. A positive price perception fosters trust and Satisfaction, encouraging customers to remain loyal. Conversely, negative perceptions of pricing may repeat purchases and weaken loyalty. These findings highlight the importance of pricing strategies in maintaining and enhancing customer relationships.

4.4.5 The Influence of Satisfaction on Loyalty

The effect of Satisfaction on Loyalty is evidenced by a t-count of 6.876, surpassing 1.96, with a significance level of 0.000 ($p < 0.05$). It supports the acceptance of H_7 , indicating that Satisfaction significantly influences loyalty. These results align with the publication (Chonsalasin et al., 2020; Mahadin et al., 2023; Park, 2019). The findings demonstrate that Satisfaction plays a significant role in shaping loyalty. When individuals are satisfied, their likelihood of remaining loyal increases, as Satisfaction fosters positive emotional connections and trust. This relationship highlights the importance of delivering experiences or products that meet or exceed expectations, as these efforts can directly enhance loyalty and strengthen long-term relationships.

4.5 Indirect Effect

Table 5. Indirect Effect Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
E-Service Quality -> Customer Satisfaction -> Customer Loyalty	0.351	0.354	0.067	5.209	0.000	Accepted
Price Perception -> Customer Satisfaction -> Customer Loyalty	0.215	0.211	0.083	2.589	0.010	Accepted

Source: Author

4.5.1 The Influence of E-Service Quality on Loyalty Through Satisfaction

The effect of E-Service Quality on Loyalty through Satisfaction yields a t-count of 2.763, exceeding the threshold of 1.96, with a significance level of 0.006 ($p < 0.05$). It suggests that H_3 is accepted, and e-service quality significantly influences customer loyalty through Satisfaction. High-quality e-services, such as reliability and responsiveness, enhance customer satisfaction. This Satisfaction, in turn, fosters trust and emotional connection, leading to increased loyalty. Satisfied customers are more likely to return and recommend the service, making Satisfaction a key mediator in strengthening loyalty. Therefore, businesses should prioritise e-service quality to boost customer satisfaction and loyalty.

4.5.2 The Influence of Price Perception on Loyalty Through Satisfaction

The impact of Price Perception on Loyalty through Satisfaction is shown by a t-count of 3.038, surpassing 1.96, with a significance level of 0.003 ($p < 0.05$). It confirms that H_6 is accepted. The positive effect of Price Perception on Loyalty through Satisfaction highlights the critical role of how customers perceive the price of a product or service in shaping their overall loyalty. When consumers

view the price as fair and reasonable, it can enhance their Satisfaction with the purchase. This Satisfaction, in turn, increases the likelihood of repeat purchases and long-term loyalty to the brand or company. A positive price perception reassures customers that they receive good value, making them more inclined to develop an emotional attachment to the brand. Thus, Satisfaction is a mediator between price perception and loyalty, emphasising the importance of managing both price expectations and customer satisfaction to foster loyalty.

5. Conclusion

Based on the study's results, it can be concluded that E-service quality directly influences both customer satisfaction and loyalty, emphasising the importance of providing reliable, responsive, and user-friendly online services. Additionally, price perception plays a crucial role in shaping customer satisfaction and loyalty, with customers who perceive the price as fair and aligned with the value they receive being more likely to experience higher Satisfaction and stronger loyalty. Satisfaction, in turn, acts as a mediator, enhancing the positive effects of both e-service quality and price perception on loyalty. These findings underscore the interconnectedness of service quality, price perception, and Satisfaction in fostering long-term customer loyalty. To effectively implement the findings, businesses need to improve the quality of e-services by ensuring reliable, responsive, user-friendly, and secure systems. Pricing should be competitive, transparent, and in line with customer-perceived value, supported by flexible pricing packages and relevant promotions. Customer satisfaction can be improved through service personalization, loyalty programs, quick response to complaints, and regular surveys for improvement.

Data and analytics are essential to monitor service performance, segment customers, and develop churn prevention strategies. Proactive communications, such as customer education and service updates, should be maintained to stay personally connected. A customer-centric culture must be developed through employee training, rewards, and cross-divisional collaboration. Technological innovations, such as AI and omnichannel, should also be continuously adopted to meet the dynamic needs of customers. With these steps, businesses can sustainably improve satisfaction, loyalty, and competitiveness.

Limitations and Futhur Study

This study only focuses on the logistics sector (J&T and JNE), so the results may not apply to other industries/fields. Further research is expected to examine the top five companies based on top logistics services brands.

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