

Customer-Centric Shipping: The Influence of Service Quality Dimensions on Customer Satisfaction in Global Logistics

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ABSTRACT

In today's fast-paced and interconnected world, customer satisfaction has become a crucial factor in the success of global shipping services, particularly as e-commerce continues to expand. The logistics industry is under mounting pressure to meet escalating consumer expectations for service quality. This study examines the influence of key service quality dimensions, including order accuracy, timeliness, personnel contact quality, and information quality, on customer satisfaction in global shipping services. Based on responses from 300 participants collected through structured surveys, the findings reveal that order accuracy, personnel contact quality, and information quality have a significant impact on customer satisfaction. At the same time, timeliness surprisingly shows no notable effect, suggesting that customers may prioritise reliability and communication over speed alone. These results highlight the need for courier companies to prioritise accurate deliveries, invest in comprehensive employee training, and ensure the availability of clear, real-time information for customers. By addressing these areas, logistics companies can foster greater customer satisfaction, strengthen their competitive position, and contribute to the growth of Malaysia's dynamic digital economy. The study offers actionable insights for logistics providers to refine their service strategies, adapt to evolving consumer demands, enhance operational efficiency, and contribute to the advancement of the e-commerce ecosystem in Malaysia and beyond.

Keywords: Customer Satisfaction, e-Commerce Logistics, Global Shipping Services, Order Accuracy, Service Quality

1. INTRODUCTION

Global shipping services enable the delivery of products or shipments across international borders, playing a pivotal role in today's interconnected marketplace. Courier firms benefit significantly from higher customer satisfaction, including increased profitability, repeat purchases, and positive word-of-mouth recommendations. Consequently, understanding and addressing consumer needs is critical to enhancing customer satisfaction in global shipping services (Ding et al., 2019). The performance of shipping service companies significantly impacts customer satisfaction and retention, emphasising its crucial role in the success of online retailers. In the e-commerce landscape, logistics services are intrinsically tied to customer experiences, compelling courier companies to innovate and assess how service quality translates into customer loyalty and retention (Alemu, 2016).

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Customer satisfaction, defined as the degree to which a business meets or exceeds customer expectations throughout a product or service lifecycle, remains a fundamental goal for courier firms aiming to expand their operations and profitability (Jie et al., 2015). According to Ruzzier et al. (2014), understanding how service components influence customer satisfaction allows businesses to refine their offerings effectively.

As a cornerstone of the supply chain, logistics has evolved beyond its traditional role of managing raw material and product flows to encompass critical functions such as warehousing, distribution, and transportation (Karcz & Slusarczyk, 2016). Within this broader logistics framework, shipping services, whether international or local, form a vital link, facilitating the seamless movement of goods and materials. International shipping primarily utilises air and sea transport, while local shipping relies on modes such as trucks, automobiles, and trains (Roslan et al., 2015).

The rapid growth of courier services is primarily driven by the proliferation of e-commerce since the commercialisation of the World Wide Web in 1995. The global courier market, valued at USD 306 billion in 2018, is projected to reach USD 400 billion by 2024, with an annual growth rate of 8-10% (Gulc, 2020). Shipping services significantly contribute to the global economy, accounting for 8.5% of the United States' Growth Domestic Product (GDP) and 10% in European countries.

Malaysia's e-commerce sector has experienced remarkable growth, driven by increasing internet and smartphone penetration, a growing middle class, and a more tech-savvy population. The COVID-19 pandemic further accelerated this trend, as concerns about virus transmission through cash handling and physical store visits shifted consumer behaviour towards online platforms (Gupta et al., 2023). However, the Malaysian logistics industry also faces several pressing challenges. Rising last-mile delivery costs, inadequate infrastructure in rural areas, and workforce shortages have hindered seamless operations. Furthermore, increasing consumer expectations for faster delivery times and greater transparency in shipment tracking have intensified competition within the industry.

Prominent international players, such as DHL, FedEx, and UPS, alongside local providers like Pos Laju, GDex, and SkyNet, characterise the competitive Malaysian logistics landscape. While international shipping is typically slower than local deliveries, providers differentiate themselves through innovative offerings and enhanced service quality. For instance, DHL excels in expedited small package deliveries from China to Southeast Asia, while Pos Laju boasts extensive coverage in Malaysia and fast delivery options. Additionally, the rise of regional free trade agreements, such as the Regional Comprehensive Economic Partnership (RCEP), has created opportunities for Malaysian logistics companies to expand their international reach. Nevertheless, this also necessitates adapting to more stringent regulatory and environmental standards.

Service quality has emerged as a key determinant of customer satisfaction in the shipping industry. Effective Logistics Service Providers (LSPs) focus on delivering on-time, prompt responses, problem-solving capabilities, accurate storage and record-keeping, and customer support (Roslan et al., 2015). Measuring customer satisfaction provides critical insights into consumer perceptions, enabling companies to sustain and strengthen customer relationships (Alemu, 2016). Despite the rapid growth of e-commerce and logistics in Malaysia, there is a lack of comprehensive studies exploring how specific factors, such as timeliness, order accuracy, and personnel quality, influence customer satisfaction in global shipping services. Addressing this gap is crucial to helping Malaysian shipping companies stay competitive in an evolving market.

This study aims to identify the key factors that significantly influence customer satisfaction in global shipping services. Specifically, it seeks to examine the relationship between order accuracy and customer satisfaction, as accuracy in fulfilling customer orders is essential in building trust and reliability. The study also aims to analyse the impact of timeliness on customer satisfaction,

as timely delivery is a critical expectation in global shipping. In addition, the research investigates how personnel contact quality, including the professionalism and responsiveness of staff, affects customer satisfaction. Finally, it examines the relationship between information quality and customer satisfaction, recognising that clear, accurate, and timely information plays an important role in shaping customer experiences in the shipping industry.

The significance of this study lies in its potential to provide actionable insights for logistics companies operating in Malaysia. By identifying the critical determinants of customer satisfaction, this research can guide service providers in enhancing their offerings, fostering customer loyalty, and driving profitability. Additionally, the findings can contribute to policymaking and strategic planning, supporting Malaysia's transition to a robust digital economy while addressing existing challenges in the logistics sector.

2. LITERATURE REVIEW

Service quality plays a pivotal role in shaping customer satisfaction, particularly in logistics and shipping services, where meeting customer expectations is critical for maintaining a competitive edge (Uvet, 2020). High service quality has been linked to increased customer satisfaction and loyalty, especially in e-commerce logistics, where accuracy and timeliness are highly valued (Muljono & Setiyawati, 2019). However, traditional evaluations often overlooked customer perceptions, resulting in a mismatch between service delivery and expectations (Chingang & Lukong, 2010).

Customer satisfaction is an emotional response to evaluating a service's performance relative to expectations. It is a key determinant of business success, driving customer retention, loyalty, and repurchase behaviour (Ruzzier et al., 2013). High satisfaction levels promote long-term loyalty and competitive advantage (Jie et al., 2015).

Order accuracy is central to logistics operations, encompassing precise order fulfillment and the condition of shipments upon delivery. Errors such as incorrect items or damaged goods negatively impact customer satisfaction and trust, making accuracy a critical factor in operational efficiency (Hong et al., 2019).

Timeliness reflects a courier's ability to deliver goods within agreed timeframes, which is essential for customer satisfaction. Delays in delivery or information sharing can undermine service quality, highlighting the importance of timely and reliable logistics operations (Uvet, 2020).

Personnel contact quality emphasises the role of frontline employees in fostering trust and confidence through professionalism, empathy, and responsiveness. Effective communication and problem-solving by logistics personnel significantly enhance customer experiences and loyalty (Muhammad et al., 2017).

Information quality pertains to the adequacy, accuracy, and timeliness of information shared with customers. Reliable and accessible information ensures smooth transactions, reduces uncertainties, and improves overall satisfaction (Sanjuq, 2014).

2.1 Relationship between Order Accuracy and Customer Satisfaction

Order accuracy is a critical performance indicator for courier service providers, as it reflects their ability to meet customer specifications in both quantity and quality. According to Hong et al. (2019), the effectiveness and efficiency of a courier service provider are often measured by how accurately customer orders are fulfilled. Failing to meet these standards can lead to customer

dissatisfaction, complaints, and a potential shift to competitors within the industry. Order accuracy is foundational in logistics services, ensuring consistency between customer orders and delivered products. In the delivery process, accuracy involves avoiding common errors, such as providing incorrect items or mismatched packaging, even if the shipment arrives on time. Courier companies must meet all consumer requirements to maintain trust and reliability in their services.

In recent years, there has been an increase in incidents of mishandling, including improper classification, loss of goods, or damaged packaging. These issues have raised concerns among online shoppers about the safety and integrity of their shipments. Customers now expect their goods to be protected from theft or rough handling during transit (Rahmat & Faisol, 2016). Ensuring the correct quantity and quality of packages upon delivery is paramount. Any mismanagement, such as missing items, damaged goods, or delivery errors, can lead to customer dissatisfaction. This often prompts consumers to seek alternative courier services, highlighting the critical role of order accuracy in fostering customer loyalty and satisfaction (Muhammad et al., 2017).

Given that, the first hypothesis is postulated as H₁: Order accuracy is positively related to customer satisfaction.

2.2 Relationship between Timeliness and Customer Satisfaction

Consumers can easily switch from one courier service to another due to late deliveries, safety concerns, and undesirable product conditions. As a result, many consumers prefer purchasing products online and having them delivered to their homes rather than visiting physical stores (Muhammad et al., 2017). Cycle time, a key competitive factor, refers to the period from placing an order to its fulfilment. The most critical aspect of delivery system efficiency is cycle time, which includes transportation and back-order time (Uvet, 2020). Timeliness is considered one of the most important aspects of logistics service quality. Timeliness of departure and arrival refers to the duration it takes a customer to travel from their starting point to their destination. Research has shown that timeliness reflects service accuracy and schedule adherence, such as a train's arrival time as indicated on the timetable. Customers often use the estimated arrival time to determine their satisfaction with the service (Firmansyah, 2020).

Given that, the second hypothesis is postulated as H₂: Timeliness is positively related to customer satisfaction.

2.3 Relationship between Personnel Contact Quality and Customer Satisfaction

A critical aspect of logistics service quality is the interactive component that involves direct communication between consumers and courier staff. Key attributes of logistics service staff, such as expertise, empathy, motivation to address delivery issues, and their overall attitude toward customer interactions, collectively shape the customer's perception of service quality. Courier workers must communicate effectively with customers, as their service attitude and language can directly influence customer behaviour. The staff's ability to manage customer complaints and concerns is crucial. They should be able to distinguish between frequent customers and offer tailored attention to resolve any issues. This personalised approach can enhance customer satisfaction and encourage repeat purchases (Muhammad et al., 2017).

Communication between the consumer and the contact person is essential during service delivery, as it helps improve the understanding of customer needs. The quality of personnel

contact is vital, as it is closely linked to operational components and contributes significantly to overall satisfaction. Customer satisfaction increases when courier workers provide customer-oriented service, truly understand customer needs, and deliver friendly, respectful, and considerate service. Conversely, poor personnel contact can worsen the customer's delivery experience and amplify the impact of other service deficiencies (Uvet, 2020). Successful communication, on the other hand, can resolve customer concerns and increase satisfaction with the delivery service (Xu et al., 2013).

Given that, the third hypothesis is postulated as H₃: Personnel contact quality is positively related to customer satisfaction.

2.4 Relationship between Information Quality and Customer Satisfaction

Logistics information systems have recently become a valuable tool for logistics companies, helping them enhance their understanding of service quality. According to research by Hong et al. (2019), customer satisfaction can be influenced by the quality of information provided, as it helps customers make informed decisions about the trustworthiness and reliability of the service. The quality and trustworthiness of information play a critical role in consumer satisfaction, as they directly impact the decision-making process regarding the services offered (Muhammad et al., 2017).

Logistics information systems involve both internal and external information exchanges. Internal information sharing within logistics services improves service quality by enhancing the timeliness and accuracy of order fulfilment. On the other hand, external information exchange, which includes real-time communication with customers, helps bridge the gap between expected and actual service levels. Additionally, the staff's ability to identify repeat customers is essential for understanding individual preferences, solving problems, raising product awareness, offering personalised attention, improving customer satisfaction, and encouraging repeat purchases.

Information quality is key to customer satisfaction. Information quality refers to users' evaluation of the performance of information provided on digital platforms. High-quality information enables consumers to evaluate and compare products and services online, leading to more informed decision-making. Consequently, customers who perceive high online information quality are more likely to be satisfied and view websites as more effective in fulfilling their needs (Ghasemaghaei & Hassanein, 2015).

Furthermore, Rahmat and Faisal's (2016) research shows that customer satisfaction is significantly influenced by the quality of delivery service information, website design, product attributes, and payment security. Courier services that utilise advanced technology enable customers to track their deliveries in real-time. Using mobile device applications, customers can monitor their packages at each stage of the delivery process. This system can increase customer satisfaction and build trust in courier services.

Given that, the fourth hypothesis is postulated as H₄: Information quality is positively related to customer satisfaction.

3. RESEARCH METHODOLOGY

This study employs a quantitative approach, utilising empirical techniques and **methods**. It collects numerical, statistical, and mathematical data from a large sample of respondents through questionnaires (Sukamolson, 2007). Specifically, survey research was conducted, involving the gathering of data from individuals based on their responses. Survey research enables the

recruitment of participants, data collection, and various instrumentation techniques (Ponto, 2015).

The sampling frame for this study consists of Malaysian consumers who have experience using global shipping services in the Klang Valley. Klang Valley was selected for this research due to its relevance to the target population. As a central urban region in Malaysia, Klang Valley is centred around Kuala Lumpur and includes surrounding cities and towns in Selangor (Tey, 2012). It is considered the most advanced area in economic and social development. With a dense population and diverse groups across various education levels, ethnic backgrounds, and income distributions, Klang Valley is an ideal location for this research. Furthermore, it has the highest e-commerce adoption rates in Malaysia and is home to key urban areas with well-developed infrastructures, such as Kuala Lumpur, Petaling Jaya, and Klang. It also hosts significant shipping gateways, such as Kuala Lumpur International Airport (KLIA) and Port Klang (MYPKG) (Omar et. al, 2016).

This study employed a non-probability sampling technique, specifically convenience sampling. This method selects samples based on their ease of access to the researcher (Taherdoost, 2020). It is a cost-effective and convenient approach, particularly when time is limited. This technique is commonly used for quick data collection, as the participants are readily accessible. However, convenience sampling may result in under-representation or over-representation of specific groups within the sample. In this study, the researcher distributed online questionnaires to participants, utilising the convenience of access to Malaysian consumers who frequently use global shipping services (Etikan et al., 2016).

This study used an online, self-administered questionnaire using Google Forms. A link to the Google Form was shared with respondents online. To ensure clarity, the researcher followed up with participants to clarify any ambiguous responses. The online survey method proved quick, cost-effective, and efficient, allowing for real-time data collection and immediate analysis. Online questionnaires offer greater convenience, lower costs, and increased efficiency compared to other research instruments. As a result, the researcher was able to gather sufficient data within a limited time and budget (Yanos & Hopper, 2008).

The survey questionnaires consisted of multiple-choice and 5-point Likert scale questions. Since the questions offered limited choices, respondents had to select the option that best reflected their opinions (Reja et al., 2003). The questions were written in simple English to ensure clarity, making them easily understandable for all respondents. The questions focused on service quality dimensions and customer satisfaction with global shipping services, with participants asked to base their responses on their most recent experience with such services.

The questionnaires were divided into three sections. Section A consisted of nine questions about respondents' personal information, each with multiple-choice options. Section B contained eight questions focused on the dependent variable, while Section C focused on independent variable. All items were rated on a five-point Likert scale, with 1 indicating strong disagreement and 5 indicating strong agreement.

4. RESEARCH FINDINGS

The survey included 167 female and 133 male respondents, with 67.3% identifying as Chinese, 18.3% as Malay, and 14.3% as Indian. Nearly half (47.7%) of the respondents were aged between 25 and 34, while only 1.7% were aged 45 and above. Regarding monthly income, 44% of respondents earned between RM3,000 and RM5,000, followed by 37.3% who earned between RM1,500 and RM2,900. Additionally, 10.7% earned RM5000 or more, and 8.7% earned below RM1500. Only individuals with experience using courier services participated in the survey, with

350 questionnaires distributed, 335 completed, and 300 valid responses. Among the respondents, 53% used courier services more than once a month, while 42% used them once a month. Regarding shipping preferences, 195 respondents preferred international shipping over local shipping, and approximately 84% preferred parcel shipments. Furthermore, 195 respondents never complained about delivery services, while 105 reported frequently complaining about courier services.

The reliability test results in Table 1 showed that all variables demonstrated satisfactory internal consistency. The Cronbach's Alpha values for each variable were as follows: Customer Satisfaction with Global Shipping Services (CSGS) had a value of .896, indicating excellent reliability; Order Accuracy (OA) had a value of .861, also reflecting strong consistency; Timeliness (TM) received a Cronbach's Alpha of .865, further supporting its reliability; Personnel Contact Quality (PCQ) had a value of .827, which is considered acceptable; and Information Quality (INQ) showed a value of .857, indicating good reliability. These results suggest that the survey items used to measure each variable are consistent and reliable for this study.

Table 1 Results of the Reliability Test

Variables	Items	Cronbach's Alpha
CSGS	8	.896
OA	7	.861
TM	7	.865
PCQ	7	.827
INQ	6	.857

The regression analysis results in Table 2 provide valuable insights into the relationships between the independent variables and customer satisfaction towards global shipping services. The R-squared value of .331 indicates that 33.1% of the variation in customer satisfaction can be explained by the independent variables (order accuracy, timeliness, personnel contact quality, and information quality). In comparison, the remaining 66.9% is influenced by other factors not included in the model. The F-statistic of 36.502, with a significant p-value ($p = .000$), confirms that the overall regression model is statistically significant at the 1% level.

Order accuracy has the most substantial impact on customer satisfaction, with an unstandardised coefficient of .407 and a t-statistic of 5.515, statistically significant at the 1% level ($p = .000$). Findings suggest that for each unit increase in order accuracy, customer satisfaction increases by .407 units, indicating the importance of fulfilling order specifications (quantity and quality). This result is consistent with previous studies, such as Hong et al. (2019) and Muhammad et al. (2017), which emphasise that failing to meet order expectations can lead to customer frustration and a shift to competitors. Therefore, hypothesis 1 is supported. Order accuracy is positively related to customer satisfaction.

In contrast, timeliness has a negative coefficient (-.014) with a t-statistic of -.210 and a p-value of .834, which is not statistically significant ($p > .05$). This study's findings suggest that timeliness does not significantly influence customer satisfaction with global shipping services. This result contrasts with previous research, including studies by Xu et al. (2013), Muhammad et al. (2017), and Uvet (2020), which found a positive relationship between timeliness and satisfaction. However, hypothesis 2 is not supported, and timeliness is found to be negatively related to customer satisfaction in the context of this study.

Personnel contact quality is another variable that positively influences customer satisfaction. It has an unstandardised coefficient of .127 and a t-statistic of 2.084, which is statistically significant at the 5% level ($p = .039$). This finding supports previous research by Hong et al. (2019) and Uvet (2020), highlighting the importance of positive interactions between customers and courier staff in enhancing customer satisfaction. Couriers who provide friendly, respectful, and attentive

service are more likely to improve customer satisfaction and encourage repeat business. Hypothesis 3 in this study is supported. Personnel contact quality is positively related to customer satisfaction.

Finally, information quality is also positively related to customer satisfaction, with an unstandardised coefficient of .188 and a t-statistic of 3.186, statistically significant at the 1% level ($p = .002$). This result reinforces the findings of Hong et al. (2019) and Uvet (2020), who highlighted the importance of high-quality, reliable information in enabling customers to make informed decisions and enhance their overall satisfaction. Providing accurate, timely, and transparent information in global shipping services can significantly improve customer satisfaction. Hypothesis 4 in this study is supported. Information quality is positively related to customer satisfaction.

Table 2 Results of Regression Analysis

Variables	Coefficient	Standard Error	t-statistics
Constant	.996	.280	3.564
OA	.407*	.074	5.515
TM	-.014	.068	-.210
PCQ	.127**	.061	.113

Note: * = $p < .01$; ** = $p < .05$

5. CONCLUSIONS AND FUTURE RESEARCH SUGGESTIONS

In conclusion, this research explored the relationship between order accuracy, timeliness, personnel contact quality, information quality, and customer satisfaction with global shipping services. The findings reveal that three variables, namely order accuracy, personnel contact quality, and information quality, have significant impact on customer satisfaction. However, timeliness did not show a significant relationship with customer satisfaction in this study. From a managerial perspective, these results underscore the importance of order accuracy as the most influential factor in enhancing customer satisfaction with global shipping services.

Given the findings, courier companies should improve order accuracy by ensuring that the correct items are delivered without defects and that products are securely packed. They must also ensure that all incoming products are correctly labelled and stored in the appropriate warehouse sections. Additionally, before dispatching deliveries, companies should proactively contact customers to minimise delivery failures.

Personnel contact quality also plays a vital role in customer satisfaction. Therefore, it is recommended that courier companies invest in training their employees to provide exceptional service at all touchpoints. Couriers should be patient, polite, and professional when interacting with customers, particularly in situations where delivery disruptions or delays occur. Apologies should be offered on behalf of the company when necessary, helping to maintain customer satisfaction even in the face of challenges.

Information quality also significantly influences customer satisfaction, and courier companies should ensure that operational information is updated accurately on their websites. Furthermore, providing customers with the ability to track and trace their shipments at every stage of the delivery process would enhance transparency and trust.

This study emphasises the significance of the SERVQUAL model in evaluating service quality dimensions within the context of online shopping. By utilising this model, managers can gain valuable insights into service quality and customer satisfaction, helping to identify strengths and

areas for improvement. However, the findings of this research present a notable deviation from previous studies, as order accuracy emerged as the most significant factor influencing customer satisfaction. At the same time, timeliness did not demonstrate a substantial impact. Findings suggest that timeliness may not be as crucial a dimension of logistics service quality as previously thought.

For future research, scholars could investigate additional dimensions of logistics service quality that may influence customer satisfaction, particularly those relevant to the Malaysian context. Further examination of the underlying reasons for the non-significant effect of timeliness observed in this study could provide a deeper understanding of whether this outcome reflects evolving customer expectations, operational constraints, or methodological limitations. Expanding the sample size and including respondents from a broader range of geographic regions would enhance the generalisability of future findings. Researchers could also adopt longitudinal research designs to track changes in customer perceptions and satisfaction over time, thereby capturing the dynamic nature of service quality evaluation. Cross-country comparative studies may provide valuable insights into cultural, institutional, and market-related differences that influence the relationship between logistics service quality and customer satisfaction. Additionally, examining how logistics service quality affects customer loyalty and behavioural intentions would contribute to understanding the long-term strategic value of service performance. Given the rapid digital transformation of the logistics industry, future studies could further explore how emerging technologies, such as automation, real-time tracking, artificial intelligence, and blockchain, shape customer satisfaction, loyalty, and engagement across different market contexts.

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