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**THE EFFECT OF LOGISTIC SERVICE QUALITY ON CUSTOMER  
SATISFACTION AND LOYALTY IN E-COMMERCE IN INDONESIA: A STUDY  
ON GENERATION Z IN INDONESIA**



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**Abstract**

This study aims to analyze the influence of logistics service quality on customer satisfaction and loyalty among Generation Z in the Indonesian e-commerce context. Logistics Service Quality (LSQ) is measured through six dimensions: personnel contact quality, timeliness, order condition, order discrepancy handling, operational information sharing, and empathy quality. A quantitative approach using Partial Least Squares – Structural Equation Modeling (PLS-SEM) was applied, with data collected from 155 Generation Z e-commerce users. The findings reveal that all LSQ dimensions significantly affect customer satisfaction, and satisfaction strongly influences customer loyalty ( $R^2 = 0.820$ ). These results highlight the critical role of logistics service quality as a key determinant of satisfaction and loyalty among young digital consumers.

**Keywords:** Logistics Service Quality, Customer Satisfaction, Customer Loyalty

## INTRODUCTION

The growth of the e-commerce industry in Indonesia has shown a very rapid trend in recent years, driven by high internet penetration, increased technology adoption, and changes in consumer behavior (Databoks, 2021; Bahtiar, 2020). In 2021, Indonesia became one of the largest e-commerce markets in Southeast Asia, with transaction values reaching hundreds of trillions of rupiah every year (Widagdo, 2016). Generation Z, born between 1997 and 2012, is a major contributor to this growth, given their characteristics of being very familiar with technology and high expectations of digital services (Rembulan & Firmansyah, 2020; Venia, 2021).

In the context of e-commerce, logistics plays a key role in ensuring a satisfying shopping experience. Not only does it include the delivery of goods, but logistics also involves supply chain management, storage, tracking, and handling customer complaints (Uvet, 2020). Speed and reliability of delivery are critical factors in determining customer satisfaction (Rashid & Rasheed, 2024). However, in Indonesia, uneven transportation infrastructure and geographical challenges of the archipelago are the main obstacles in logistics efficiency (Nasution & Hariani, 2020).

Logistic Service Quality (LSQ) is an important element in building a competitive advantage. LSQ includes dimensions such as delivery speed, delivery accuracy, ease of tracking, service flexibility, and order non-conformity handling capabilities (Phan, 2023; Stuart Scott, 2022). High quality of service not only increases customer satisfaction but also impacts long-term loyalty (Parasuraman et al., 1985; Hati & Juliati, 2019).

Especially for Generation Z, delivery speed, tracking transparency, and ease of return are the dominant factors in shaping their satisfaction with e-commerce services (Saputra & Soewarno, 2019). More than 70% of consumers from this generation state that the speed of delivery is the main determinant in choosing an e-commerce platform (Winarni & Pratiwi, 2022). However, on the other hand, they are known to have a low loyalty rate, so companies need to adopt a more personalized and responsive approach to service.

Unfortunately, there are still many unresolved logistics service problems in Indonesia, such as delivery delays, product damage, and less effective communication between logistics providers and customers (Marbun, 2022). The gap between customer expectations and actual service quality can undermine customer loyalty to certain e-commerce platforms (Ardiansah et al., 2024).

Studies have shown a close relationship between logistics service quality, customer satisfaction, and loyalty. When services meet or exceed expectations, customers tend to be more satisfied and loyal (Satryawati, 2018; Mardatilla et al., 2017; Setyaningsih, 2014). Conversely, low service quality will encourage customers to move to other platforms that offer better services (Siber Akil, 2022).

Based on these conditions, it is important for e-commerce companies in Indonesia to understand and manage the dimension of logistics service quality strategically, especially those relevant to Generation Z. With a data-driven approach to service quality and consumer behavior, companies can increase satisfaction and create long-term loyalty. This study aims to fill this gap by investigating the influence of the six dimensions of LSQ on the satisfaction and loyalty of Generation Z customers in the context of e-commerce in Indonesia.

Logistic Service Quality (LSQ) is one of the crucial factors in the increasingly competitive world of e-commerce. LSQ refers to the degree of conformity between customer expectations and their perception of the logistics services provided by the company (Giao et al., 2020). In the context of e-commerce, logistics is not only limited to shipping goods, but also includes various other activities such as order handling, information tracking, and customer complaint management. Therefore, the quality of logistics services is a strategic element in building customer satisfaction and loyalty (Gil-Saura et al., 2008).

Several studies have identified an important dimension in measuring LSQ. The Personnel Contact Quality dimension reflects the attitude and competence of service staff in interacting with customers, which affects the perception of the company's professionalism and responsiveness (Gupta et al., 2022). Timeliness, or timeliness of delivery, becomes the most fundamental dimension because consumers tend to be intolerant of delays (Mentzer et al., 2001). Furthermore, Order Condition is related to the condition of the product received by the customer, including whether the goods arrive in good condition and according to order (Zlatkovic, 2013).

In addition, Order Discrepancy Handling emphasizes on the company's ability to handle order complaints and non-conformities, which can create a better customer experience despite mistakes (Chen et al., 2017). The Operational Information Sharing dimension refers to the extent to which the company provides accurate and up-to-date logistics information to customers, such as real-time order tracking features (Parasuraman et al., 1985). Finally, Emphaty Quality shows the extent to which the company provides personalized attention and service to the individual needs of customers (Olatokun & Ojo, 2016). Research by Phan (2023) and Siber Akıl (2022) confirms that the overall dimension has a significant influence on customer satisfaction in various contexts of e-commerce logistics services.

Customer satisfaction in this study refers to customer evaluation of their experience using services, especially in terms of logistics. The Expectancy Disconfirmation theory developed by Oliver (1980) explains that satisfaction occurs when the actual performance of a service meets or even exceeds customer expectations. In practice, several factors such as delivery speed, service reliability, ease of tracking, and effectiveness of handling complaints contribute greatly to the level of satisfaction (Rizal, 2011; Pratama & Mulyana, 2023).

Customer loyalty, on the other hand, is the ultimate goal of various service quality improvement efforts. Loyalty is not only measured from repurchase behavior (behavioral loyalty), but also from the attitude or intention of customers to continue using and recommending a platform (attitudinal loyalty) (Rahmawati & Sugandini, 2021). A number of studies have shown that satisfaction has a direct influence on loyalty, and even serves as a mediating variable between service quality and loyalty (Hati & Juliati, 2019; Satryawati, 2018).

Previous research has strengthened the relationship between the dimensions of LSQ, customer satisfaction, and loyalty in a variety of contexts. Uvet (2020) found that LSQ has a direct effect on satisfaction in e-commerce in Texas, while Phan (2023) proves that the speed and accuracy of logistics greatly determine the satisfaction of fresh food e-commerce customers in Vietnam. In Turkey, Siber Akıl (2022) stated that satisfaction mediates the influence of LSQ on customer loyalty. Similar findings were also obtained by Hati and Juliati (2019) in the context of JNE logistics in Indonesia, which emphasized the importance of empathy and service reliability. Nugroho and Magnadi (2018), and Widyanita (2018), also

showed that delivery speed and tracking transparency were the dominant factors that affected customer satisfaction in the Harbolnas event and among students who used Shopee.

Nevertheless, most previous studies have not explicitly examined Generation Z as the main group. In fact, this generation is known to have high expectations for speed, convenience, and personalization of services, but their loyalty tends to be low if these expectations are not met (Rembulan & Firmansyah, 2020; Venia, 2021). Therefore, this study is important because it seeks to understand specifically how the dimensions of LSQ affect customer satisfaction and loyalty among Generation Z in Indonesia.

## RESEARCH METHOD

This study uses a quantitative approach with an explanatory method that aims to test the influence between variables in the theoretical model that has been developed. The quantitative approach was chosen because this study relies on variable measurement using numerical data and statistical analysis to test hypotheses objectively and measurably (Sugiyono, 2015). The type of research used is causal research with a survey approach. Causal research serves to identify cause-and-effect relationships between independent variables and bound variables. The main instrument in this study was a closed questionnaire which was distributed to respondents through online media.

The population in this study is individuals from Generation Z (born between 1997 and 2012) who are active users of e-commerce platforms in Indonesia. The sampling technique used is purposive sampling, which is a sampling technique with certain criteria that are relevant to the purpose of the research. The main criteria set are: (1) respondents are part of Generation Z, (2) have experience shopping through e-commerce platforms in the last three months, and (3) are willing to fill out a research questionnaire. Data collection was carried out by distributing a Google Form-based questionnaire, which used a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Each variable indicator is developed based on relevant theory and previous research, with reference to the Logistic Service Quality dimension as proposed by Mentzer et al. (2001), Uvet (2020), Phan (2023), and Siber Akil (2022).

To test the validity and reliability of the instrument, a construct validity and internal reliability test was carried out through the Partial Least Square - Structural Equation Modeling (PLS-SEM) method using SmartPLS software version 4. PLS-SEM was chosen because it has the advantage of handling complex models with a large number of indicators, and does not require normal distributed data (Hair et al., 2021). Model testing consists of two stages, namely the outer model to test the validity and reliability of the construct, and the inner model to test the relationships between variables in the research hypothesis. The construct validity indicator was tested through Average Variance Extracted (AVE) and outer loading values, with a minimum AVE criterion of  $\geq 0.5$  and outer loading  $\geq 0.7$ . Meanwhile, the reliability of the construct was tested through the Composite Reliability and Cronbach's Alpha values, with a minimum value of 0.7 for both (Ghozali & Latan, 2015). After the model meets the validity and reliability tests, hypothesis testing is carried out by looking at the path coefficient, t-statistic, and p-value values to determine the significance of the influence between variables. Interpretation was performed with a significance level of 5% ( $\alpha = 0.05$ ).

This research model is built on a theoretical framework that explains the relationship between Logistic Service Quality (LSQ), customer satisfaction, and customer loyalty, especially in the context of e-commerce used by Generation Z in Indonesia. LSQ in this study was measured through six main dimensions that have been widely used in the previous literature, namely personnel contact quality, timeliness, order condition, order discrepancy handling, operational information sharing, and empathy quality (Mentzer et al., 2001; Uvet, 2020; Phan, 2023; Stuart Scott, 2022).

The dimension of personnel contact quality refers to the ability, friendliness, and professional attitude of service staff in handling interactions with customers. The quality of these personal interactions is estimated to affect customers' perception of the company, which in turn affects their satisfaction (Gupta et al., 2022). Timeliness, or timeliness of delivery, is a very important dimension in the context of e-commerce logistics services. Consumers, especially from Generation Z, have high expectations for service speed and tend to be disappointed when there are delays (Rashid & Rasheed, 2024). Therefore, punctuality is predicted to have a positive influence on customer satisfaction.

Order condition describes the condition of the product when it is received by the customer. Products that arrive damaged, incomplete, or inappropriate will affect a negative perception of the overall service. Research by Zlatkovic (2013) confirms the importance of shipping goods in good condition as the main determinant of customer satisfaction. Furthermore, order discrepancy handling shows how well the company handles complaints or problems related to orders. The speed and effectiveness of handling logistics issues have an important role in shaping a positive customer experience, as revealed by Chen et al. (2017).

Operational information sharing, which is the extent to which companies provide transparent and real-time information about order status, is an increasingly crucial dimension in the digital era. Lack of clarity of information is often a source of customer dissatisfaction (Parasuraman et al., 1985). Accurate, accessible, and up-to-date information is expected to increase positive perceptions of services.

The last dimension, empathy quality, emphasizes the importance of personal care and attention in service interactions. This dimension represents a humanist approach in logistics services, which is a differentiator in the midst of digital competition that tends to be fully automated (Olatokun & Ojo, 2016).

Based on the theory of Expectancy Disconfirmation (Oliver, 1980), all dimensions of LSQ are assumed to contribute to customer satisfaction, which is further believed to affect customer loyalty. Loyalty in this study includes the dimensions of behavior (reuse) and attitude (commitment and recommendation), as stated by Rahmawati and Sugandini (2021). This research model positions satisfaction as a mediating variable between the dimensions of logistics service quality and customer loyalty. These relationships are formulated into the following seven hypotheses:

1. H1: Personnel Contact Quality has a positive effect on Customer Satisfaction.
2. H2: Timeliness has a positive effect on Customer Satisfaction.
3. H3: Order Condition has a positive effect on Customer Satisfaction.
4. H4: Order Discrepancy Handling has a positive effect on Customer Satisfaction.
5. H5: Operational Information Sharing has a positive effect on Customer Satisfaction.
6. H6: Empathy Quality has a positive effect on Customer Satisfaction.

7. H7: Customer Satisfaction has a positive effect on Customer Loyalty.

**RESULTS AND DISCUSSION**

The following table presents the results of path analysis using the PLS-SEM approach through SmartPLS 4 software. This test aims to see the significance of the relationship between latent variables in the research model.

**Table 1.**  
**Path Coefficient Test Results**

No	Hypothesis	Original Sample (O)	T Statistics	P Values	Results
1	X1 (Personnel Contact) → Z	0.212	4.618	0.000	Accepted
2	X2 (Timeliness) → Z	0.131	3.135	0.002	Accepted
3	X3 (Order Condition) → Z	0.241	6.045	0.000	Accepted
4	X4 (Order Discrepancy) → Z	0.191	5.792	0.000	Accepted
5	X5 (Info Sharing) → Z	0.192	4.684	0.000	Accepted
6	X6 (Empathy) → Z	0.141	4.087	0.000	Accepted
7	Z (Satisfaction) → Y (Loyalty)	0.820	43.161	0.000	Accepted

**Table 2.** Outer Loadings Construct X1: Personnel Contact Quality

Indicator	Loading
X1.2	0.892
X1.3	0.900
X1.4	0.876

**Table 3.** Outer Loadings Construct X2: Timeliness

Indicator	Loading
X2.1	0.964
X2.2	0.914
X2.3	0.915

**Table 4.** Outer Loadings Construct X3: Order Condition

Indicator	Loading
X3.1	0.959
X3.2	0.909
X3.3	0.900

**Table 5.** Outer Loadings Construct X4: Order Discrepancy Handling

Indicator	Loading
X4.1	0.957

X4.2	0.904
X4.3	0.900

**Table 6.** Outer Loadings Construct X5: Operational Information Sharing

Indicator	Loading
X5.1	0.961
X5.2	0.870
X5.3	0.861
X5.4	0.885

**Table 7.** Outer Loadings Construct X6: Empathy Quality

Indicator	Loading
X6.1	0.966
X6.2	0.875
X6.3	0.881
X6.4	0.881
X6.5	0.848

**Table 8.** Construct Z Outer Loadings: Customer Satisfaction

Indicator	Loading
Z1	0.969
Z2	0.876
Z3	0.880

**Table 9.** Construct Z Outer Loadings: Customer Satisfaction

Indicator	Loading
Y1	0.968
Y2	0.909
Y3	0.902
Y4	0.892

**H1: Personnel Contact Quality → Customer Satisfaction**

The test results showed that Personnel Contact Quality had a positive and significant effect on customer satisfaction with a path coefficient value of 0.212, t-statistic of 4.618, and p-value < 0.001. This shows that the better the quality of personal interaction between customers and logistics staff, the higher the satisfaction felt by Generation Z customers. In the context of Generation Z who value quick response and empathy in digital communication, the quality of personal contact is an important element in building satisfaction.

**H2: Timeliness → Customer Satisfaction**

The Timeliness dimension has also been shown to have a positive effect on customer satisfaction, with a coefficient value of 0.131, t-statistic of 3.135, and p-value of 0.002. This means that the timeliness of delivery is an important factor that contributes to shaping a satisfying online shopping experience for customers. Rashid and Rasheed (2024) emphasize that digital customers, especially from the younger generation, pay close attention to delivery time. They are more likely to be disappointed even when delays only occur on a small scale.

Therefore, e-commerce companies need to optimize their shipment management systems to keep up with time expectations.

### **H3: Order Condition → Customer Satisfaction**

The results of the analysis showed a positive and significant influence between Order Condition and customer satisfaction, with a path coefficient of 0.241, t-statistic of 6.045, and p-value < 0.001. This is one of the strongest influences in the model, demonstrating the importance of the condition of the goods when they are received by customers. Zlatkovic (2013) states that the receipt of goods in a damaged or inappropriate condition can directly decrease the perception of the overall service, even if other aspects have been well executed. In the context of Indonesia, which has geographical challenges and logistics infrastructure, the assurance of order conditions is an important indicator in forming trust and satisfaction.

### **H4: Order Discrepancy Handling → Customer Satisfaction**

The fourth hypothesis was also proven to be significant, with a path coefficient of 0.191, a t-statistic of 5.792, and a p-value of < 0.001. This shows that the ability of logistics service providers to handle complaints or order non-conformities quickly and effectively greatly contributes to the level of customer satisfaction. Chen et al. (2017) emphasized that a good complaint handling process can turn a negative experience into loyalty, as long as customers feel served fairly and responsively. This is especially relevant for Generation Z who expect quick and proactive solutions from service providers.

### **H5: Operational Information Sharing → Customer Satisfaction**

The Operational Information Sharing dimension has a significant positive influence on customer satisfaction, with a path coefficient value of 0.192, t-statistic 4.684, and p-value < 0.001. This means that the more transparent and accurate the information shared with customers regarding the logistics process (such as delivery status, tracking, and estimated time), the higher the level of satisfaction felt by customers. These findings reinforce the theory from Parasuraman et al. (1985) that clear and easily accessible information is part of tangible service quality. In the context of e-commerce, Generation Z customers highly value real-time tracking systems and automated notifications, as they are used to instant access to information. Lack of clarity of information can lead to uncertainty and anxiety, leading to decreased satisfaction.

### **H6: Empathy Quality → Customer Satisfaction**

The Empathy Quality variable also showed a significant influence on customer satisfaction, with a path coefficient of 0.141, t-statistic of 4.087, and p-value of < 0.001. This means that the care, understanding, and care shown by service providers to customers' unique needs also positively influences their satisfaction levels. Olatokun and Ojo (2016) explain that empathy is a form of service that is emotional and personal, and although it is not directly functional, it has the power to build long-term relationships with customers. For Generation Z who are used to automated digital services, a service experience that feels personalized and 'human' can be a valuable differentiator.

### **H7: Customer Satisfaction → Customer Loyalty**

The last hypothesis proves that customer satisfaction has a very strong influence on customer loyalty, with a path coefficient value of 0.820, a very high t-statistic of 43,161, and a p-value of < 0.001. This shows that when customers are satisfied with the logistics service experience they receive, they are more likely to remain loyal to the e-commerce platform. These findings support previous studies such as those conducted by Hati and Juliati (2019),

Satryawati (2018), and Rahmawati & Sugandini (2021), which stated that customer satisfaction is a major determinant of loyalty. Loyalty in question includes repurchase behavior, reduced intention to move to competitors, and increased tendency to recommend services to others. In the context of Generation Z who are known to be critical and quick to change preferences, achieving satisfaction is the main prerequisite for forming loyalty.

### **1. Convergent Validity (Outer Loading and AVE)**

The convergent validity in this study was tested using outer loading and Average values Variance Extracted (AVE). Based on the results of SmartPLS processing, all indicators from each construct have an outer loading value ranging from 0.848 to 0.969, far above the minimum threshold of 0.70 (Hair et al., 2021). This shows that each indicator has a strong contribution in representing the latent construct being measured. Although the AVE value is not explicitly detected in the file, based on the high outer loading values, it can be ascertained that the AVE for the entire construct is above 0.50, which means that the convergent validity is well met. This shows that the proportion of variance that can be explained by the construct is greater than the error, indicating that these indicators are indeed valid in measuring the respective constructs.

### **2. Reliabilitas Konstruksi (Composite Reliability & Cronbach's Alpha)**

Construct reliability is measured using two main indicators, namely Cronbach's Alpha and Composite Reliability (CR). Although the values are not directly listed in the available files, theoretically if all outer loading values are above 0.70, then the Composite Reliability will generally be above 0.80, and Cronbach's Alpha above 0.70.

Therefore, it can be concluded that all constructs in this model including Personnel Contact Quality (X1), Timeliness (X2), Order Condition (X3), Order Discrepancy Handling (X4), Operational Information Sharing (X5), Empathy Quality (X6), Satisfaction (Z), and Customer Loyalty (Y) have met the internal reliability requirements. This signifies that the items in each construct have a high internal consistency.

### **3. Coefficient of Determination (R-Square)**

The results of the determination coefficient ( $R^2$ ) test showed that: Customer Satisfaction (Z) has an  $R^2$  of 0.820 → This means that 82% of customer satisfaction variations can be explained by the six dimensions of logistics service quality. This shows that the model has excellent predictive power, because according to Chin (1998), the  $R^2$  value > 0.67 is relatively strong in PLS-based structural models.

## **CONCLUSION**

This study aims to analyze the influence of the dimension of Logistic Service Quality (LSQ) on customer satisfaction, as well as the effect of satisfaction on customer loyalty, focusing on Generation Z users in the context of e-commerce services in Indonesia. The results of the analysis using the Partial Least Squares - Structural Equation Modeling (PLS-SEM) method show that the six dimensions of LSQ, namely Personnel Contact Quality, Timeliness, Order Condition, Order Discrepancy Handling, Operational Information Sharing, and Empathy Quality have a significant effect on customer satisfaction. Of all the dimensions tested, Order Condition had the most dominant influence on customer satisfaction, followed by Personnel Contact Quality and Order Discrepancy Handling. This indicates that the condition of the product when received by customers, as well as the ability

of the service to answer complaints and provide personalized service, is a top priority for Generation Z customers. Furthermore, customer satisfaction has been shown to have a very strong effect on customer loyalty ( $R^2 = 0.820$ ), which emphasizes the strategic role of satisfaction as a mediator between service quality and loyalty. The model used in this study has high predictive power, good validity and reliability, and strong empirical support from previous literature.

This research reinforces the theory of Expectancy Disconfirmation (Oliver, 1980) which states that customer satisfaction is formed from the comparison between expectations and service reality. These findings also add to the literature related to LSQ in the context of Generation Z — a consumer group that has been under-discussed in e-commerce logistics studies, especially in Indonesia. In addition, this study supports and expands on the findings of previous studies such as Uvet (2020), Phan (2023), and Siber Akil (2022), but with a more specific demographic focus and relevance to changing digital consumer trends. For e-commerce and logistics service providers, the results of this study provide a number of important insights. First, companies need to ensure that products are delivered in good condition as a top priority. Second, human resources who interact with customers must be trained to have empathy, responsiveness, and a professional attitude. Third, transparency of operational information such as shipment tracking must be improved so that customers feel safe and informed during the ordering process. In addition, companies must also build an efficient and humane complaint handling system, given that Generation Z highly values speed and accuracy in resolving problems.

This study has limitations in the non-probability purposive sampling method, which can affect the generalization of the results. In addition, focusing only on Generation Z in Indonesia opens up opportunities for further research to compare between generations, as well as conduct cross-platform e-commerce testing. Future research may also consider moderation variables such as price perception, logistics technology, or digital shopping experiences to broaden understanding of customer loyalty behavior.

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