THE INFLUENCE OF E-SERVICE QUALITY AND E-RECOVERY ON E-SATISFACTION AND ITS IMPLICATIONS FOR E-LOYALTY OF SHOPEE USER IN INDONESIA

Mona Syafriani[1*], Dini Hidayah[2]

[1,] Manajemen Bisnis Internasional Universitas Sains dan Teknologi Indonesia
Jln. Puwordadi Indah KM. 10, Sidomulyo Barat, Pekanbaru Riau
E-mail : monasyafriani@usti.ac.id*

Abstract: E-service quality and e-recovery are investigated in this research to determine their influence on e-satisfaction and the resulting effect on e-loyalty among Shopee users in Indonesia. Employing a quantitative survey approach, the study involved 384 participants selected via simple random sampling, with sample size determined following Krejcie and Morgan's guidelines. Data was gathered through a combination of online and offline surveys to ensure representativeness. The results of hypothesis testing indicate that e-service quality and e-recovery have a significant and positive effect on both e-satisfaction and e-loyalty, supported by t-statistics exceeding the threshold of 1.96. Furthermore, e-satisfaction functions as an important mediator linking e-service quality and e-recovery to e-loyalty, also supported by t-values exceeding 1.96. These results highlight the critical role of delivering superior electronic services and implementing effective recovery mechanisms to enhance customer loyalty on e-commerce platforms like Shopee. The study provides meaningful insights for Shopee's management to improve customer satisfaction and loyalty by optimizing service quality and complaint efficiently and effectively.

Keywords: E-Service Quality, E-Recovery, E-Satisfaction, E-Loyalty, E-Commerce.

INTRODUCTION

The current industry is entering the era of 5.0, characterized by advancements in both hardware and software technologies, which significantly impact the mindset and behavior of modern society. The Internet has become the primary bridge in technological development, offering various benefits, conveniences, and facilities that support daily activities and simplify the process of online shopping (Cahyanti et al., 2022). The year 2025 marks the highest volume of online shopping transactions in Indonesia, with 59.3% of internet users in the country making online purchases on a weekly basis, positioning Indonesia as the 9th highest-ranking country in terms of online shopping frequency (Cindi, 2024).

The growth of e-commerce in Indonesia began during the period from 1994 to 1999, the evolution of e-commerce in Indonesia traces back to the launch of Bhineka.com in 1996, the country's pioneering online marketplace. Following this, the industry witnessed rapid expansion with platforms such as tokobagus.com and bukalapak.com entering the market. Presently, Shopee.com is among the most established and extensively recognized e-commerce platforms in Indonesia (Ivastya and Zaenal, 2020).

Figure 1. Most Visited Online Marketplaces in Indonesia
Source: qontak (2025)

According to the illustration in Figure 1, Shopee was the most popular online marketplace Indonesia in 2024, with 167 million monthly visits. A wide range of product categories is available on this platform, including beauty, electronics, and fashion. Some of Shopee's key advantages include ShopeePay for easier transactions, attractive flash sales and cashback offers, extensive free shipping services, and a loyalty program through Shopee Coins, which can be used for future purchases. Tokopedia ranked second with 107.2 million monthly visits, followed by Lazada with 74.5 million, Blibli with 27.1 million, and Bukalapak with 15.6 million monthly visits.

Along with the rapid advancement of e-commerce marketing and the increasing number of companies operating on similar platforms, businesses, especially those on Shopee require deeper insights into consumer behavior and potential customers. Consumer behavior pertains to the manner in which customers assess and react to the quality of electronic services (e-service quality) on e-commerce platforms, which constitutes a critical determinant for companies striving to attain their targeted profitability (Musdalifah and Hendra, 2024)

The quality of service significantly contributes to fostering consumer trust. Within the digital domain, this is identified as electronic service quality (e-service quality). Parasuraman and Zeithaml define it as the caliber of electronic services that impacts consumer satisfaction levels (Pradana et al., 2022). E-service quality does not always guarantee customer satisfaction, as various situational factors and potential failures may still occur despite preventive efforts. Therefore, recovery is needed referring to the measures taken to correct inadequate services and restore customer satisfaction.

Service recovery in the context of online business constitutes a critical element in attaining customer satisfaction, which subsequently impacts customer loyalty and encourages repeat purchase intentions. E-recovery, according to Gronroos (1996), denotes the strategies implemented by a company in response to service breakdowns, with the goal of alleviating customer dissatisfaction and ensuring customer loyalty (Mashaqi et al., 2020). Thus, e-recovery can be defined as a recovery effort undertaken by digital service providers to address issues or failures in various forms of service delivery to the public.

Sufficient e-service quality and effective e-recovery that align with customer expectations can lead to increased e-satisfaction and a stronger intention to repurchase (e-loyalty) on the platform. Both e-satisfaction and e-loyalty represent essential factors that influence consumer decision-making and behavior within e-commerce, as they play a significant role in ensuring the sustainability of business operations (Kasih et al., 2020)

123

While numerous prior studies have investigated the relationship between service quality and customer loyalty in e-commerce, there remains a critical gap in constructing an integrated model that includes both e-service quality and e-recovery, with e-satisfaction as a mediating factor, particularly within Indonesia's Shopee platform context. The present study aims to analyze the indirect impact of e-service quality and e-recovery on e-loyalty via the mediation of e-satisfaction.

The principal objective of this research is to assess the relationship between e-service quality and e-recovery with e-satisfaction, and to investigate the influence of these variables on e-loyalty among Shopee users. This study is driven by several underlying factors, notably the substantial number of consumers who actively engage in online shopping via the Shopee application, which highlights the relevance and urgency of evaluating service performance and recovery strategies in maintaining customer loyalty. Second, the existence of inconsistent findings in previous studies, which creates a research gap.

According to Ivastya and Zaenal (2020) the study reveals that e-service quality significantly contributes to the improvement of e-satisfaction among Shopee.com's B2C consumers, as supported by prior research Suprapti and Suparmi (2020) the results of the study demonstrate a positive and statistically significant relationship between e-service quality and e-satisfaction. However, the literature review suggests that this relationship may differ depending on the platform and contextual factors. Ciputra and Prasetya (2020) the research outcomes demonstrate that e-

service quality does not significantly affect customer satisfaction from a statistical perspective.

According to the research Nasution (2019) according to the findings, e-service quality significantly contributes to the enhancement of e-loyalty, showing a positive and statistically meaningful impact in the study Imany and Tiarawati (2024) findings reveal that e-service quality plays a significant and positive role in fostering e-loyalty. While this association has been widely explored in existing studies, differences in outcomes remain evident across different settings. Hasman et al., (2019) this research establishes that e-service quality has a statistically significant and positive effect on e-satisfaction. However, contrasting findings from other studies highlight potential variability in this relationship depending on contextual or demographic factors. Pudjarti et al., (2019) the analysis revealed that e-service quality does not exhibit a statistically significant relationship with e-loyalty.

According to the research Mashaqi et al., (2020) the results indicate that e-recovery positively and significantly influences e-satisfaction.

Although numerous previous studies have examined the relationships among e-service quality, e-recovery, e-satisfaction, and e-loyalty across various e-commerce platforms, several gaps remain unaddressed. First, most prior studies have primarily focused on e-service quality without comprehensively integrating the role of e-recovery within a unified model. Second, previous research findings have shown inconsistent results, where some studies identified a significant relationship between e-service quality and e-satisfaction, while others reported

different outcomes. Third, similar studies remain limited in the context of the Indonesian market, particularly on the Shopee platform, which is the marketplace with the highest number of users.

Therefore, this study seeks to fill these gaps by developing an integrative model that analyzes the influence of e-service quality and e-recovery on e-satisfaction, as well as their implications for e-loyalty among Shopee users. Thus, this research is expected to provide a deeper empirical contribution to the existing e-commerce literature.

In addition to the aforementioned issues and related studies, there is another critical problem that may cause an online shop to fail or hinder its growth namely, whether the online shop is able to provide satisfaction and build consumer loyalty toward the products it offers.

LITERATURE REVIEW
E-Service Quality

According to Wardana (2023) E-service quality describes the company's provision of online services to consumers, designed to improve the website's functionality in facilitating shopping, transaction, and product delivery processes effectively (Hidayati et al., 2024). Broadly speaking, e-service quality represents an organization's ability to fulfill customer expectations through the utilization of internet-based technologies, where websites serve as a primary medium (Fikri and Octavia, 2022). E-service quality represents a company's capability to deliver satisfactory purchasing services, assessed based on how well these services align with customer expectations (Kasih et al., 2020).

In the study Widodo et al., (2019) Menurut Zeithaml dan Malholtra, the most effective measurement tool for assessing e-service quality is the ES-QUAL scale, which yields four dimensions:
1. Efesiensi, the simplicity and rapidity with which users can access and navigate the website.
2. Fulfillment, the extent to which an online shop's commitment to order delivery and product availability can be fulfilled.
3. Reliability, the technical functionality of the website that operates properly and is easy to use.
4. Privacy, the extent to which the website ensures the security of customer information.

E-Recovery

E-Recovery According to Beugre and Viswanathan (2006), it is the effort made by service providers to reduce or recover customer loss caused by service failures, in which the service does not meet customer expectations (Widodo et al., 2019).

Meanwhile, e-recovery involves the efforts or interventions made by a company to address and resolve service failures faced by customers, which include the company's response, the compensation provided, and the contact channels available to customers (Imany and Tiarawati, 2024).

E-recovery according to Parasuraman et al., in Amanah and Harahap (2023) is classified into three indicators as follows:
1. Responsivennes, The online shop's response to customer complaints.
2. Compensation, Compensation provided to customers in the event of product damage or dissatisfaction.
3. Contact, Availability of contact channels that customers can reach when filing complaints.

E-Satisfaction

E-satisfaction reflects the level of customer satisfaction that arises after comparing their online shopping experience with the expectations formed post-transaction, particularly when the service or product surpasses those expectations (Marati et al., 2021).

Ranjbarian et al., (2012) in Asnaniyah (2022), Outlines the dimensions of e-satisfaction

1. Convinience, Online shopping facilitates time and energy savings by streamlining the process of finding sellers, discovering products, and obtaining attractive deals.
2. Merchandising Merchandise and comprehensive information (with better and broader quality) are available on the internet to support more accurate decision-making and enhance electronic customer satisfaction.
3. Site Design, Ease of use in online shopping applications, including a well-organized screen design, user-friendly search features, and a responsive interface.
4. Financial Security, Giving special attention to card security as a key factor in the decision to purchase products online.
5. Serviceability, Competitive pricing, stock availability, product quality, timely delivery, and clear return policies.

E-Loyalty

According to Hur et al. (2011) in Amanah and Harahap (2023) Customer willingness to revisit the website, regardless of whether they make an online purchase. Meanwhile, according to Winnie (2014), E-loyalty is characterized by consumers' affirmative perception of an online business, which results in a recurring intention to repurchase and maintain a continuous relationship.

Hurt et al., (2011) in Amanah and Harahap (2023) divides e-loyalty into four dimensions, which are described as follows:
1. Cognitive, as an alternative, this preference may lead to other websites or services provided by the same company. The indicators used are:
    a. Utilizing other services provided by the company
    b. Consumer preference for the website.
2. Affective, as a positive attitude, this arises as a result of preference formation, leading customers to recommend the website to others. The indicators used are:
    a. Customers begin to access the website.
    b. Encouraging other consumers to visit the website.
    c. Providing recommendations about the website to others.
3. Conative, Customers revisit the website. This behavior may be influenced by previous experiences, where customers are satisfied and find that the products and services offered by the website meet their expectations. The indicators used are:
    a. Actively accessing the website.
    b. Revisiting the website even without making a purchase transaction.
4. *Action*, the highest level of loyalty is achieved when customers revisit the website to make repeat online transactions. The indicators used are:
    a. Reaccessing the website to make online purchases.
    b. Visiting the website regularly.

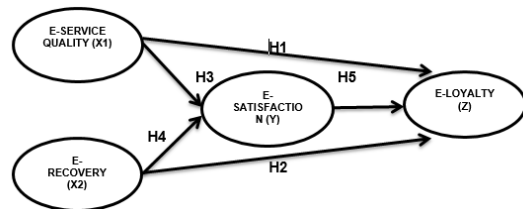The conceptual framework of this research is illustrated as follows.

Figure 2. Research Framework
Source: Author (2025)

The Relationship between E-Service Quality (X1) and E-Loyalty (Z)

Good e-service quality reflects the reliability, ease of use, security, and speed of services provided by a company to its consumers. In the context of e-commerce, e-service quality functions not only as a transactional tool but also as a strategic instrument for building long-term relationships with customers. Previous studies by Nasution (2019), Mashaqi et al., (2020), Al-dweeri et al., (2019), and Rizka Khairuna Tambusai et al., (2019) who also conducted research on other online platforms found that e-service quality has a positive and significant relationship with e-loyalty. Based on the above discussion, the first hypothesis of this study is formulated as follows:

H1: E-service quality has an effect on the e-loyalty of Shopee users.

The Relationship between E-Recovery (X2) and E-Loyalty (Z)

In the context of digital services, e-recovery is defined as the company's efforts to address service failures and restore customer satisfaction through prompt responses, the provision of compensation, and the availability of adequate communication channels (Imany and Tiarawati, 2024). Good e-recovery quality reflects the company's ability to handle customer complaints or problems in

a fair, transparent, and efficient manner. Previous research conducted by Mashaqi et al., (2020), and Rizka Khairuna Tambusai et al., (2019) who also conducted research on other online platforms found that e-recovery has a positive and significant relationship with e-satisfaction. Based on the above discussion, the fourth hypothesis is formulated as follows:

H2: E-recovery has an effect on the e-satisfaction of Shopee users

The Relationship between E-Service Quality (X1) and E-Satisfaction (Y)

In general, e-service quality provided by companies to consumers through digital platforms encompasses efficiency, fulfillment, reliability, and privacy (Widodo et al., 2019). Service quality is one of the main factors shaping the consumer experience, as every customer interaction takes place virtually without face-to-face contact. Therefore, good service quality is believed to be capable of enhancing customer satisfaction. Previous research conducted by Nasution (2019), Handayani et al., (2021), and Mashaqi et al., (2020) who also conducted research on various online platforms found that e-service quality has a significant relationship with e-satisfaction. Based on the above discussion, the third hypothesis of this study is formulated as follows:

H3: E-service quality has an effect on the e-satisfaction of Shopee users

The Relationship between E-Recovery (X2) and E-Satisfaction (Y)

E-recovery is defined as the efforts made by a company to restore services when failures or discrepancies with customer expectations occur, including prompt responses to complaints, appropriate compensation, and the provision of effective communication channels (Imany and

127

Tiarawati, 2024). In the context of e-commerce, e-recovery is crucial because consumers do not interact face-to-face with service providers; therefore, the way problems are handled greatly influences customer satisfaction (e-satisfaction). Previous studies conducted on various other online platforms by (Hidayah and Utami, (2017), and Mashaqi et al., (2020), found that e-recovery has a significant relationship with e-satisfaction. Based on the above discussion, the fourth hypothesis of this study is formulated as follows:

H4: E-recovery has an effect on the e-satisfaction of Shopee users

The Relationship between E-Satisfaction (Y) and E-Loyalty (Z)

In general, e-satisfaction is associated with e-loyalty, in which satisfied customers tend to remain loyal and consistently repurchase products from the same company. Previous research by Rizka Khairuna Tambusai et al., (2019) who also conducted research on various other online platforms found that e-satisfaction has a significant relationship with e-loyalty. Based on the above discussion, the fifth hypothesis of this study is formulated as follows:

H5: E-satisfaction has an effect on the e-loyalty of Shopee users

The Relationship between E-Service Quality (X1) and E-Loyalty (Z) through E-Satisfaction (Y)

In consumer theory, satisfaction is often regarded as a mediating factor that bridges service quality and customer loyalty. Good e-service quality not only affects immediate satisfaction but also has an impact on long-term loyalty when such positive experiences are consistent over time. Previous research by Nasution,

(2019), and Kaya et al., (2019) conducted a study and found that e-service quality has a significant relationship with e-loyalty through e-satisfaction. Based on the above discussion, the sixth hypothesis of this study is formulated as follows:

H6: E-service quality has an effect on e-loyalty through e-satisfaction of Shopee users.

The Relationship between E-Recovery (X2) and E-Loyalty (Z) through E-Satisfaction (Y)

E-recovery is considered one of the key determinants in building long-term relationships with consumers. Effective e-recovery, such as prompt responses to complaints, fair compensation, and the provision of clear communication channels, can enhance customer satisfaction (e-satisfaction), which in turn strengthens customer loyalty (e-loyalty). The seventh hypothesis in this study states that the influence of e-recovery on e-loyalty is mediated by e-satisfaction:

H7: E-recovery has an effect on e-loyalty through e-satisfaction of Shopee users

RESEARCH METHODS

The study applies a quantitative research design, wherein the investigation centers on specific variables that must be operationally defined with accuracy and clarity (Ali et al., 2022).

This study was conducted on individuals or consumers who shop online through the Shopee application. The research does not have a specific geographical location, as its primary objective is to understand and analyze the variables that influence consumer decision-making in online shopping through the Shopee platform.

The population in this study includes online shoppers who utilize the Shopee platform within the Indonesian market. The research will be conducted on consumers residing in major cities in Indonesia, including Pekanbaru, who have made transactions or online purchases through the Shopee Indonesia platform. The population was selected based on its relevance to the research topic and objectives, both theoretically and practically. The population in this study is not specifically identifiable and is unlimited in number.

Although the population in this study cannot be precisely calculated, it is uncertain whether the number will increase or decrease over a given period. Accordingly, the determination of the sample size in this study utilized the sample size table developed by Krejcie and Morgan.

The sample size in this study is based on the table developed by Krejcie and Morgan, which states that if the population is infinite (for example, 1,000,000 or more), the required sample size is 384 individuals. Therefore, the sample for this study consists of 384 respondents.

This study utilizes a probability sampling technique to select samples, guaranteeing that each individual in the population has an equal chance of selection. The technique applied is simple random sampling, where samples are chosen randomly without regard to any specific strata or classifications within the population (Zulfikar, 2024).

In determining the research sample using the internet random sampling method, the researcher distributed the questionnaire link through various social media platforms (Instagram, WhatsApp, and Facebook) using Google Forms. In addition, offline data collection was also conducted by directly approaching respondents in the field to reach the required number of samples.

RESULTS AND DISCUSSION
Table 1. Characteristics of Respondents

	Variabel	Jumlah (F)	(%)
Jenis Kelamin	Laki-laki	153	39,8
	Perempuan	231	60,2
Usia	< 15 tahun	28	7,3
	15-25 tahun	293	76,3
	26-35 tahun	133	34,6
	36-45 tahun	16	4,2
	> 45 tahun	14	3,6
Pekerjaan	Mahasiswa/Pelajar	209	54,4
	Karyawan Swasta	78	20,3
	PNS	8	2,1
	Wirausaha	34	8,9
	IRT	23	6,0
	Lainnya	32	8,3

Source: Processed Data, 2025

Table 1 shows that the majority of respondents are female (60.2%) and belong to the 15–25 age group (76.3%). In terms of occupation, most respondents are students (54.4%). This indicates that Shopee users are predominantly young people, particularly women, who are actively engaged in online shopping.
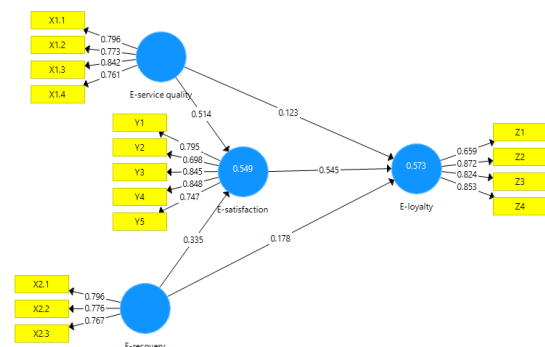

Figure 3. Research Path Diagram
Source: Smart PLS (2025)

This model includes four essential constructs. The assessment of the measurement model is conducted to validate the accuracy and consistency of each construct.

Table 2. Results of Convergent Validity Testing

Variabel	Indikator	Loading Factor
E-Service Quality	X1.1	0,796
	X1.2	0,773
	X1.3	0,842
	X1.4	0,761
E-Recovery	X2.1	0,796
	X2.2	0,776
	X2.3	0,767
E-Satisfaction	Y.1	0,795
	Y.2	0,698
	Y.3	0,845
	Y.4	0,848
	Y.5	0,747
E-Loyalty	Z.1	0,659
	Z.2	0,872
	Z.3	0,824
	Z.4	0,853

Source: Processed Data, 2025

Table 2 indicates that all indicators for the variables e-service quality, e-recovery, e-satisfaction, and e-loyalty exhibit values surpassing 0.6. Consequently, these indicators are deemed suitable for assessing the variables under investigation in this study.

Table 3. Data Reliability

Variabel Laten	Composite Reliability	Cronbach Alpha
E-Service Quality	0.880	0.816
E-Recovery	0.823	0.679
E-Satisfaction	0.891	0.846
E-Loyalty	0.872	0.804

Source: Processed Data, 2025

According to table 3, the composite reliability coefficients for the constructs e-service quality, e-recovery, e-satisfaction, and e-loyalty are all above the threshold of 0.7. Therefore, the indicators used to measure these constructs exhibit a high level of reliability according to composite reliability criteria.

Table 4. Hypothesis Testing Results

Eksogen	Endogen	Path Coefficient	Standard Deviation	T-Statistics	P Values
E-Service Quality	E-Loyalty	0.123	0.061	2.018	0.044
E-Recovery	E-Loyalty	0.178	0.047	3.806	0.000
E-Service Quality	E-Satisfaction	0.514	0.056	9.186	0.000
E-Recovery	E-Satisfaction	0.335	0.056	5.994	0.000
E-Satisfaction	E-Loyalty	0.178	0.068	8.013	0.000

Source: Processed Data, 2025

The Influence of E-Service Quality on E-Loyalty

This study's first hypothesis asserts that e-service quality has a significant influence on e-loyalty, as indicated by a t-statistic of 2.018 and a significance level of 0.044. The alternative hypothesis is accepted when the t-value > 1.96 (two-tailed) and the p-value < 0.05, following the accepted standards, this finding confirms that delivering high-quality e-service improves customer satisfaction, thereby fostering greater e-loyalty.

This study corroborates the findings of prior research conducted on different platforms, indicating that e-service quality has a positive and significant impact on e-loyalty (Nasution et al., 2019; Eman Mashaqi et al., 2020; Rami et al., 2018; Suci Rizka et al., 2019).

The Influence of E-Recovery on E-Loyalty

The results pertaining to the second hypothesis reveal that e-recovery has a significant impact on e-loyalty. The analysis yields a t-statistic of 3.806 for e-recovery (X2) influencing e-loyalty (Z), with a significance level of 0.000. Based on the criteria used in this study where a t-value > 1.96 (two-tailed) and p-value < 0.05 justify the acceptance of Ha, it is concluded that e-

recovery significantly affects e-loyalty among Shopee customers.

This study corroborates earlier research from other online platforms which reported a significant and positive relationship between e-recovery and e-loyalty, as highlighted by (Riski and Eristy, 2017; Eman Mashaqiet al., 2020; Suci Rizka et al., 2019).

The Influence of E-Service Quality on E-Satisfaction

The third hypothesis in this study states that electronic service quality significantly affects electronic satisfaction. The data analysis shows a t-statistic of 9.186 and a significance level of 0.000 for the influence of electronic service quality (X1) on electronic satisfaction (Y). According to the criteria of t > 1.96 (two-tailed) and p < 0.05, this hypothesis is accepted, indicating a significant effect of electronic service quality on electronic satisfaction.

The research outcomes support prior findings from various online platforms, showing evidence of a strong and positive association between e-service quality and e-satisfaction, as evidenced by studies conducted by (Helvinasari, et al., 2019; Raras dan Zaenal, 2020; Riski and Eristy, 2017; Eman Mashaqi, et al., 2020).

The Influence of E-Recovery on E-Satisfaction

The fourth hypothesis asserts that e-recovery has a statistically significant impact on e-satisfaction, as evidenced by a t-statistic of 5.994 and a significance level of 0.000. According to the acceptance criteria of t > 1.96 (two-tailed) and p < 0.05, this hypothesis is accepted, confirming that e-recovery significantly affects e-satisfaction.

This research confirms earlier findings across multiple online platforms, demonstrating that e-recovery significantly and positively impacts e-satisfaction. As evidenced by studies conducted by (Riski and Eristy, 2017; Eman Mashaqi, et al., 2020; Suci Rizka et al., 2019).

The Influence of E-Satisfaction on E-Loyalty

According to the fifth hypothesis, the analysis yielded a t-value of 8.013 and a significance level of 0.000 for the impact of e-satisfaction on e-loyalty. The hypothesis is accepted following the criteria of t > 1.96 (two-tailed) and p < 0.05, confirming that e-satisfaction significantly affects e-loyalty.

This research supports previous studies from various online platforms that report a significant and positive relationship between e-satisfaction and e-loyalty, as documented by Suci Rizka et al., (2019).

Table 5. Results of Indirect Effect Testing

Eksogen	Mediation	Endogen	Indirect Effect	Standard Deviation	T-Statistics	P Values
E-Service Quality	E-Satisfaction	E-Loyalty	0.280	0.049	5.711	0.000
E-Recovery	E-Satisfaction	E-Loyalty	0.183	0.038	4.837	0.000

Source: Processed Data, 2025

The Influence of E-Service Quality on E-Loyalty Through the Dimension of E-Satisfaction

According to the analysis of the sixth hypothesis, the t-statistic value for the indirect effect of e-service quality (X1) on e-loyalty (Z) through e-satisfaction (Y) is 5.711, with a significance level of 0.000. The acceptance criterion of t > 1.96 (two-tailed) and p < 0.05 leads to the conclusion that e-service quality indirectly affects e-loyalty via e-satisfaction.

These findings support prior research from multiple online platforms, which evidenced a significant and positive

correlation between e-satisfaction and e-loyalty, as detailed by (Helvinasari et al., 2019; Bahar Kaya, et al., 2019).

The Influence of E-Recovery on E-Loyalty Mediated by E-Satisfaction

According to the seventh hypothesis analysis, e-recovery (X2) significantly affects e-loyalty (Z) through e-satisfaction (Y) as a mediator, supported by a t-value of 4.837 and a p-value of 0.000. The hypothesis is accepted following the criteria of t > 1.96 and p < 0.05, confirming the significant mediation effect.

This research investigates the influence of e-recovery on e-loyalty through e-satisfaction among users of Shopee. The data was gathered using questionnaires distributed to respondents who have made online transactions via the Shopee app. The study finds that e-recovery indirectly affects e-loyalty, with e-satisfaction serving as the mediating factor among Shopee consumers.

CONCLUSION AND SUGGESTIONS

Considering the goals and findings of this study, the following conclusions can be established:

1. This study provides empirical evidence that e-service quality and e-recovery have a significant influence on e-satisfaction and e-loyalty among Shopee users. Beyond merely confirming previous findings, the novelty of this research lies in the development of an integrated analytical model that simultaneously examines the direct and indirect effects of e-service quality and e-recovery on e-loyalty through e-satisfaction as a mediating variable.

2. This approach broadens the scientific understanding of digital consumer behavior by demonstrating that e-recovery, which has often been considered a complementary variable, plays a strategic role equivalent to e-service quality in building customer loyalty within the e-commerce ecosystem.

3. This study strengthens the relationship model among service quality, service recovery, satisfaction, and customer loyalty in a digital context. The findings emphasize that customer perceptions of e-recovery should not merely be viewed as corrective actions for service failures, but rather as a value creation strategy capable of enhancing post-failure satisfaction and fostering long-term loyalty.

The author provides the following recommendations:

1. The results indicate that on-time delivery, particularly deliveries adhering to the estimated time, received the lowest average rating among all measured indicators. Consequently, online retailers operating on the Shopee platform need to prioritize timely delivery to guarantee that products reach customers within the expected timeframe. This factor notably influences customer satisfaction.

2. The lack of service recovery efforts by Shopee, such as refund processes when products received do not match the orders, is a critical factor for customer satisfaction and requires greater attention. Therefore, more emphasis should be placed on improving the delivery process and simplifying procedures for customers to request refunds or return products.

3. Several respondents indicated that some products sold on the Shopee application were inadequate and did not match the

provided descriptions. As consumers, it is important to be more careful in verifying that the products align with the stated descriptions and quality, which can be done by reviewing feedback from previous buyers. In addition, Shopee is expected to ensure that product descriptions are accurate and consistent with the actual appearance and features of the products offered.

4. In relation to customer loyalty, the majority of consumers stated that they would return to Shopee for future online purchases. This is a highly positive indication, it is anticipated that Shopee will persist in improving product quality and user-friendliness to maintain customer satisfaction and foster long-term loyalty.

5. Shopee should provide a service that enables consumers to communicate directly with company representatives in the event of any issues. In addition, Shopee is anticipated to engage in ongoing innovation efforts to outperform competing e-commerce platforms and to become the primary choice for consumers in online shopping.

For future research, it is recommended that this model be further developed by incorporating moderating variables such as trust, perceived value, or digital literacy to capture a broader range of consumer behavior dynamics. In addition, comparative studies across different e-commerce platforms would provide a deeper understanding of how cultural factors and market characteristics influence the formation of e-loyalty.

REFERENCES

Al-dweeri, R. M., Ruiz Moreno, A., Montes, F. J. L., Obeidat, Z. M., & Al-dwairi, K. M. (2019). The effect of e-service quality on Jordanian student's e-loyalty: an empirical study in online retailing. *Industrial Management and Data Systems*, *119*(4), 902–923. https://doi.org/10.1108/IMDS-12-2017-0598

Ali, M. M., Hariyati, T., Pratiwi, M. Y., & Afifah, S. (2022). The Quantitative Research Methodology and Its Practical Application in Scientific Studies. *Education Journal.2022*, *2*(2), 1–6.

Amanah & Harahap. (2023). E-Recovery Service Quality for GoFood Bandung Customer E-Loyalty. *Niagawan*, *12*(1), 32. https://doi.org/10.24114/niaga.v12i1.43693

Asnaniyah, S. (2022). Pengaruh E-Service Quality, E-Trust Dan E-Satisfaction Terhadap E-Loyalty Konsumen Muslim. *Journal of Comprehensive Islamic Studies*, *1*(2), 275–302. https://doi.org/10.56436/jocis.v1i2.142

Atha Ardelia Cahyanti, A., Sudarmiatin, & Titis Shinta Dhewi. (2022). Effect of E-Service Quality and E-Trust on E-Loyalty of E-Payment Through E-Satisfaction of Shopee pay Users. *International Journal Of Humanities Education and Social Sciences (IJHESS)*, *2*(1), 239–246. https://doi.org/10.55227/ijhess.v2i1.234

Ciputra and Prasetya. (2020). Analisis Pengaruh E-Service Quality, Perceived Value Terhadap Customer Satisfaction, Trust, dan Customer Behavioral Intention. *COMMENTATE: Journal of Communication Management*, *1*(2), 109.

https://doi.org/10.37535/1030012202 01

Fikri and Octavia. (2022). Dampak E-Service Quality, E-Trust Dan Persepsi Resiko Terhadap Repurchase Intention Yang Dimediasi E-Satisfaction Dalam Menggunakan Aplikasi E-Commerce Dimasa Pandemic Covid-19 Di Kota Jambi. *Jurnal Manajemen Terapan Dan Keuangan*, *11*(03), 602–515. https://doi.org/10.22437/jmk.v11i03. 15332

Handayani, D. F. R., PA, R. W., & Nuryakin, N. (2021). The influence of e-service quality, trust, brand image on Shopee customer satisfaction and loyalty. *Jurnal Siasat Bisnis*, *25*(2), 119–130. https://doi.org/10.20885/jsb.vol25.iss 2.art3

Hasman, H. C. P., Ginting, P., & Rini, E. S. (2019). The Influence of E-Service Quality on E-Satisfaction and Its Impact on Repurchase Intention in Using E- Commerce Applications on Students of Universitas Sumatera Utara. *International Journal of Research and Review*, *6*(10), 299–307.

Hidayah, R. T., & Utami, E. M. (2017). E-Service Quality and E-Recovery Service Quality on E-Satisfaction Lazada.Com. *JRMSI - Jurnal Riset Manajemen Sains Indonesia*, *8*(2), 258–274. https://doi.org/10.21009/jrmsi.008.2. 05

Hidayati, F. N., Sari, D. K., & Hariasih, M. (2024). Dampak Content Marketing , E-Service Qaulity , dan Brand Awarness Terhadap Keputusan Pembelian Produk Barenbliss pada E-Commerce Shopee. *Jurnal Ilmiah Ekonomi Dan Bisnis*, *21*(2), 185–194.

Imany and Tiarawati. (2024). *Pengaruh E-Service Quality dan E-Recovery Terhadap Repurchase Iintention Pengguna Tokopedia , dengan E-Lloyalty Sebagai Variabel Mediasi.* *4*(1).

Ivastya and Zaenal. (2020). The Impact of E-Service Quality on E-Satisfaction and Implications on B2C shopee.com the online Repurchase: A case study of Indonesia. *International Journal of Advances in Scientific Research and Engineering*, *06*(07), 01–09. https://doi.org/10.31695/ijasre.2020.33 842

Kasih et al. (2020). Pengaruh E-Service Quality Dan E-Trust Terhadap E-Loyalty Dengan E-Satisfaction Sebagai Variabel Intervening (Studi Pada Pelanggan Sorabel Di Bandung). *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*, *4*(4), 780–791. http:jim.unsyiah.ac.id/ekm

Kaya, B., Behravesh, E., Abubakar, A. M., Kaya, O. S., & Orús, C. (2019). The Moderating Role of Website Familiarity in the Relationships Between e-Service Quality, e-Satisfaction and e-Loyalty. *Journal of Internet Commerce*, *18*(4), 369–394. https://doi.org/10.1080/15332861.2019 .1668658

Marati, M., Faisal, M. A., Anggoro, I. D., & Anwar, S. (2021). E-Service Quality, E-Loyalty, and E-Satisfaction Muslim Travellers. *Annual International Conference on Islamic Economics and Business (AICIEB)*, *1*, 219–226. https://doi.org/10.18326/aicieb.v1i0.22

Mashaqi, E., Al-hajri, S., Alshurideh, M., & Kurdi, B. Al. (2020). The impact of e-service quality, e-recovery services on e-loyalty in online shopping :

Theoretical Foundation And Qualitative Proof. *PalArch's Journal of Archaeology of Egypt/Egyptology*, *17*(10), 2291–2316. https://archives.palarch.nl/index.php/jae/article/view/5005

Musdalifah and Hendra. (2024). Memahami Perilaku Konsumen Terhadap E-Commerce Shopee. *Jurnal Ekonomi, Manajemen Dan Akuntansi*, *1192*, 304–317.

Mutia Cindi. (2024). *Indonesia Masuk Jajaran 10 Negara Paling Sering Belanja Online*. Databoks.Katadata. https://databoks.katadata.co.id/teknologi-telekomunikasi/statistik/e909aa002dda25e/indonesia-masuk-jajaran-10-negara-paling-sering-belanja-online

Nasution, H. (2019). The Effect Of E-Service Quality on E-Loyalty Through E-Satisfaction on Students Of Ovo Application Users At The Faculty Of Economics. *European Journal of Management and Marketing Studies*, *4*(1), 146–162. https://doi.org/10.5281/zenodo.3360880

Pradana, J., Edris, M., & Sutono, S. (2022). Analisis Online Marketing, E-Service Quality, E-Recovery Service Quality Terhadap Loyalitas Melalui Kepuasan Konsumen Pengguna Shopee Di Kabupaten Kudus. *Jurnal Studi Manajemen Bisnis*, *2*(1), 1–28. https://doi.org/10.24176/jsmb.v2i1.8151

Pudjarti, S., Nurchayati, N., & Dwi Putranti, H. R. (2019). Penguatan Kepuasan Model Hubungan E-Service Quality Dan E-Loyalty Pada Konsumen Go-Jek Dan Grab. *Sosiohumaniora*, *21*(3), 237–246. https://doi.org/10.24198/sosiohumaniora.v21i3.21491

Rizka Khairuna Tambusai, S., Pangestuti, E., & Suharyono, S. (2019). Dan E-Recovery Service Quality Terhadap E-Customer Satisfaction Dan E-Customer Loyalty [Influencia De La Calidad Del Servicio Electrónico Y La Calidad Del Servicio De Recuperación Electrónica En La Satisfacción Del Cliente Electrónico Y La Lealtad Del Cli. *Jurnal Profit*, *13*(2), 72–79. https://doi.org/10.21776/ub.profit.2019.013.02.8

Suprapti and Suparmi. (2020). Membangun e-Loyality dan e-Satisfaction melalui e-Service Quality Pengguna Goride Kota Semarang Development of e-Loyality and e-Satisfaction through quality of e-Service for Goride User. *Jurnal Konsep Bisnis Dan Manajemen*, *6*(2), 2407–263. https://doi.org/10.31289/jkbm.v6i2.3795

Widodo, A. K., Selvina, O., Widhiyaningrum, & Siregar, O. E. R. (2019). In corporating the E-S-QUAL scale and importance-performance analysis for assessing electronic service quality. *ACM International Conference Proceeding Series*, 193–197. https://doi.org/10.1145/3357292.3357327

Zulfikar, et al. (2024). Quantitative Research Methods (Theory, Method, and Practice). In *Jurnal Ilmu Pendidikan* (Vol. 7, Issue 2). Widina Media Utama.