



# Elevating Customer Satisfaction: The Crucial Role of Electronic Service Quality in Today's Digital Landscape

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## ABSTRACT

With digital platforms having proved to be a hub for service delivery, the drivers of customer satisfaction have become very important in ensuring improvement in service quality and retaining customers. This paper investigates the dimensions of electronic service quality that influence customer satisfaction in Jordan's logistics and delivery service. The approach is quantitative, and data was collected through structured questionnaires from 436 logistics and delivery service users. The key measurement dimensions in the study will be reliability, ease of use, efficiency, privacy, and responsiveness. Research results show that reliability is the main influencer in affecting customer satisfaction; responsiveness and ease of use are closely followed. Efficiency and privacy too show positive influences, though relatively low. That will mean that logistics and delivery service industries that offer reliable and responsive services will result in customer satisfaction. These e-service factors indicate greater room for improvement, which service providers are encouraged to focus on to nurture better customer loyalty. The following sections provide valuable insights for industry leaders and policymakers who aim to enhance the overall customer experience in Jordan's blossoming digital service landscape.

**Keywords:** Electronic Service Quality, Customer Satisfaction, Logistics and Delivery Services, Jordan

**JEL Classifications:** M31

## 1. INTRODUCTION

The expansion of the Internet and the increase in the number of users of this network in different places and times, in addition to its low cost, had a clear impact on changing the tangible global market to an intangible one (Al-Adamat et al., 2023a; Aladwan et al., 2023). This expansion was accompanied by the presence of many electronic sites that were distinguished from each other by the quantity and type of electronic services they provide to their audience (Al-Azzam et al., 2023). It became one of the most important priorities of these sites to focus on the quality of their electronic services that compete with others in the global market. Here we must clarify the meaning of the

quality of electronic service, which refers to the ease of using this electronic site in the buying and selling processes and its efficiency in delivering the product or service that the user needs (Aldaihani et al., 2023). In other words, we can say that the quality of electronic service is what it achieves in terms of the efficiency of the user's movement across the network and the volume of data and information that it provides to the user of this electronic service (Al-Fakeh et al., 2023).

The world is competing in the development and modernization processes and raising the positive features of electronic services provided to users, especially in the field of financial services, which constituted a clear and major challenge for marketers and

academics (Al-Fugaha et al., 2023). This is what motivated the business sector to develop electronic services for their current customers and seek future customers (Al-hawajreh et al., 2023). The spread of technology and related renewable technologies had a clear impact on organizations in meeting the needs of their customers and seeking to satisfy them within a global competitive environment. Alqahtani et al. (2023) explained that customer satisfaction is multidimensional and therefore contradictory and difficult. Accordingly, many interpretations have emerged to define the concept of customer satisfaction, including that one of the highest goals of business organizations is to achieve the loyalty and satisfaction of their customers (Al-Husban et al., 2023a). This can only be achieved if the electronic services provided to them are of high quality and efficiency to create a strong link with existing customers and increase their confidence in the bank on the one hand and on the other hand to gain new customers (Al-Husban et al., 2023b). All of this will benefit banks and their customers.

## 2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### 2.1. Electronic Service Quality

The concept of electronic service quality has raised a wide debate among researchers in the field of service marketing. Based on marketing research using the Internet and the quality of traditional services, this concept was defined as “the presence of electronic service offers in the virtual market is what enables customers and clients to judge the service provided to them and the ability to evaluate it” (Al-Serhan et al., 2023). As for Abu thwaib et al. (2024), electronic service quality is that online commerce, from purchasing and delivering the service or product, must be efficient and effective.

If company managers seek to provide services of distinguished quality, they must understand that their customers and clients are aware of and cognizant of the electronic service provided to them, and they are able to evaluate it (Alrfai et al., 2023). This is because achieving strategic profits, such as retaining customers for relatively long periods of time, can only be achieved through the quality of the electronic services provided to them, which we previously indicated according to Bani-Hani et al. (2023) is important for user and customer satisfaction. If difficulties or problems occur in the central service, the quality of the electronic service is able to provide remedial services to solve these problems.

There are many dimensions published in Internet marketing and service quality research, but electronic service quality can be considered as one-dimensional. Considering the quality of electronic service and its related customer satisfaction, purchasing processes and decision-making, it is under the influence of the strength of its technology readiness (Al-Alwan et al., 2022a). In this study, the following dimensions were used based on previous studies:

**Reliability:** It can be measured by the ease of accessing the site in a permanent manner and correct operation (Sihombing et al., 2023). The dimension of reliability is also the extent of the company's

ability to provide quality information that meets the criteria of timeliness, accuracy, understandability and importance. **Ease of use:** This is achieved by several factors, including: website structure, ease of navigation, and (Ge et al., 2023) added other factors, which are: the degree of clarity of commands, entering facilities with the query, and the degree of customer satisfaction with the method of modifying his query. **Efficiency:** How quickly customers can access and use the website according to Raj et al., (2023). **Privacy:** This dimension expresses the degree to which the website maintains and protects customers' private information and protects them from hacking, while measuring customers' feelings of privacy and security when dealing with the website (Mardhatillah and Parvez, 2024). **Responsiveness:** The website must provide its services around the clock and at the required speed, and its services must meet customers' needs and thus achieve a speedy response to the service request (Rane et al., 2023).

### 2.2. Customer Satisfaction

Mohammad et al. (2024) defined customer satisfaction as “the feeling of satisfaction customers feels when they get what they expect from a service or product”. Abueid et al. (2024) updated this definition as “the customer's feeling of happiness after receiving a service or when purchasing a product, and that this feeling is the result of comparing the actual performance of the product or service with the expectations that the customer knows.”

The sustainability and success of business strategies necessarily depend on customer satisfaction; therefore, this satisfaction will not allow for requesting the service or product from others, and here we mean competitors. In addition, customer satisfaction contributes to increasing companies' revenues and obtaining a competitive advantage (Al-Hawary et al., 2020). There is no doubt that the results of customer satisfaction are achieving long-term profits as a result of the customer's loyalty to the organization. Accordingly, companies must seek to interact with the changing competitive environment in a manner consistent with customer behavior for the companies to continue and remain in the markets.

### 2.3. Electronic Service Quality on Customer Satisfaction

Maintaining customers in the virtual world and the desire to attract their loyalty is very important and difficult, which made the process of satisfying customers more important than the electronic service provided to them. This blindness came to achieve financial performance, as it is expected to lose the customer if he is unable to access the website smoothly or if the performance and operation of this website are unsatisfactory. Also, the higher the quality of receiving the electronic service, the higher the customer satisfaction. Zuhri et al. (2023) indicated that managers and researchers should distinguish between customer satisfaction and service quality, as the service provider needs to know whether the goal is to direct consumer customers to be satisfied with their performance or to reach the highest level of quality of their services provided. According to Khalayleh and Al-Hawary (2022), the success and continuity of businesses are based primarily on the quality of services and customer satisfaction. Al-Ayed et al. (2024) also wrote about the relationship between service quality and customer satisfaction, and customer satisfaction is related

to the level of quality of services provided to them by service providers. Therefore, the conceptual model of research can be expressed in Figure 1.

The hypothesized research model depicts five hypotheses to express the effect of electronic service quality on customer satisfaction as follows:

H1: Reliability positively affects customer satisfaction.

H2: Ease of use positively affects customer satisfaction.

H3: Efficiency positively affects customer satisfaction.

H4: Privacy positively affects customer satisfaction.

H5: Responsiveness positively affects customer satisfaction.

### 3. METHODOLOGY

A positivist research philosophy was used to assess how customer satisfaction with logistics and delivery services in Jordan is affected by the quality of electronic services. This way of thinking assesses social phenomena and the variables that contribute to their creation using empirical data and a scientific methodology. While the positivist approach favors using a longitudinal design for data gathering, it also endorses the use of a cross-sectional design in order to get around restrictions on research. Therefore, in order to get around the research's time and budgetary restrictions, a cross-sectional design was adopted in this study. Furthermore, a quantitative data approach was used to evaluate the causal relationship between the research variables. Two primary sources provided the information used here. Whereas the secondary source is an extensive analysis of the pertinent literature, which includes books, manuscripts, and published reports, the primary source is a quantitative survey.

The current research targeted a population consisting of users of logistics and delivery services in Jordan such as Talabat, DHL, and Aramex. The large size of the research population made it impossible to conduct a comprehensive survey. Therefore, the convenience sampling method was used with a minimum sample size of 385 valid responses. Accordingly, the research instrument was sent to 620 individuals from the target population to achieve sufficiency in sampling. The responses to the research instrument were 487 responses. These responses included 14 incomplete responses and 37 with a typical bias in the response, which led to their removal from the research sample. Accordingly, the final research sample included 436 responses, which is 70.3% of the total sent.

A standardized self-reporting questionnaire was used in the research data collection process. The target sample was emailed the electronic form created with Google Forms, and they were invited to reply between July 10 and September 28, 2024. The questionnaire

had items that were translated using the reverse translation method into Arabic from English-language literature. In addition, there were three primary sections and an introduction outlining the goals of the study as well as the researchers' responsibilities regarding research ethics and information confidentiality. The first section of the instrument included demographic data, which are categorical variables that define the demographic characteristics of the sample. The second section was for items on electronic service quality, the independent variable, measured by 22 items derived from Rane et al., (2023). These items are distributed into five first-order constructs: reliability (four items), ease of use (four items), efficiency (four items), privacy (five items), and responsiveness (five items). The last section was devoted to customer satisfaction, the dependent variable, which was measured through four items consistent with Mohammad et al., (2023b).

### 4. RESULTS

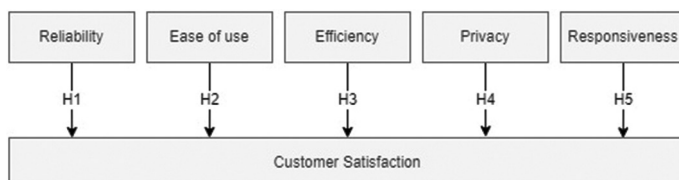
Confirmatory factor analysis (CFA) was used to confirm the validity and reliability of the study measures prior to testing the hypotheses using the structural model. To evaluate the degree of fit between the observed variables and the proposed factor model made up of latent variables, CFA is a crucial component of structural equation modeling. The outcomes of the confirmatory factor analysis for the customer satisfaction and electronic service quality metrics are shown in Table 1.

The factor loadings on the first-order latent constructs were found to range between 0.604 and 0.824, according to Table 1's results. Retention of the observed variables in the measurement model is based on loading values over the 0.50 threshold, which is seen as an indicator of a reasonable degree of link between the observed variables and their latent construct. Convergent validity was attacked using the average variance extracted (AVE). The indicator's findings show that the electronic service quality and customer happiness metrics had values higher than the permissible minimum of 0.50. Consequently, it was determined that the measures had sufficient convergent validity.

The Heterotrait-Monotrait ratio of correlations (HTMT) comparisons were used to estimate discriminant validity. Preliminary evidence of discriminant validity was supported by the comparisons, which showed that AVE was greater than the maximum shared variance (MSV) between the constructs. By contrasting the square root values of AVE with the correlations between the components, these findings were demonstrated. This comparison's findings demonstrated that the square root values of AVE were higher than the correlation coefficient values, proving beyond a shadow of a doubt that the latent constructs capture heterogeneous notions. Conversely, the measures' reliability was examined using the composite reliability (CR), which was determined using McDonald's Omega coefficients in accordance with Kalkbrenner (2023). The findings indicated that the CR values were higher than the suggested threshold of 0.70, falling between 0.804 and 0.879. The research measures were deemed valid and trustworthy in light of these findings.

Developing the structural model and determining the effect coefficients between customer happiness and electronic service

**Figure 1:** Research model



**Table 1: Key findings of confirmatory factor analysis**

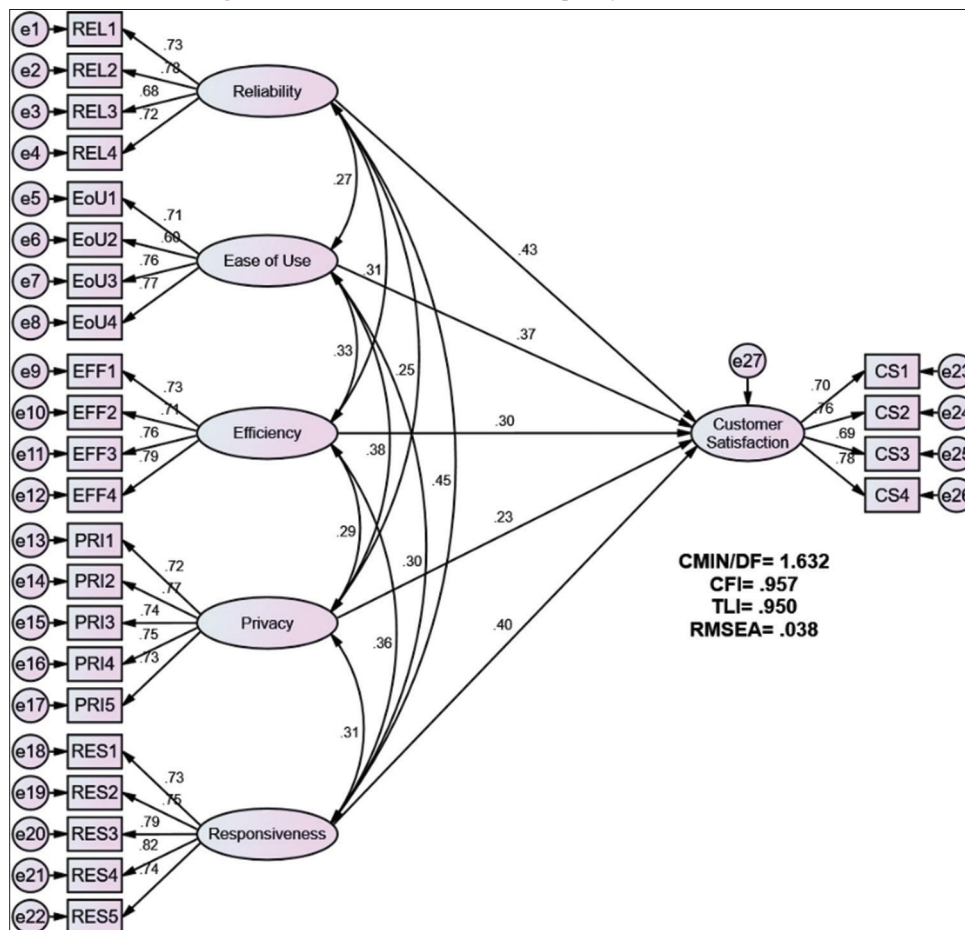
Constructs	Items	Loadings	AVE	MSV	√AVE	CR
Reliability	REL1	0.734	0.534	0.336	0.731	0.821
	REL2	0.781				
	REL3	0.682				
	REL4	0.723				
Ease of use	EoU1	0.708	0.509	0.389	0.714	0.804
	EoU2	0.604				
	EoU3	0.758				
	EoU4	0.772				
Efficiency	EFF1	0.734	0.564	0.411	0.751	0.838
	EFF2	0.715				
	EFF3	0.764				
	EFF4	0.788				
Privacy	PRI1	0.721	0.550	0.467	0.741	0.859
	PRI2	0.766				
	PRI3	0.740				
	PRI4	0.751				
	PRI5	0.728				
Responsiveness	RES1	0.731	0.593	0.457	0.770	0.879
	RES2	0.755				
	RES3	0.792				
	RES4	0.824				
	RES5	0.744				
Customer Satisfaction	CS1	0.702	0.543	0.449	0.737	0.826
	CS2	0.764				
	CS3	0.693				
	CS4	0.785				

quality constituted the next stage of the analysis. SEM is a sophisticated analytical technique that aids in examining the causal relationship between the latent components by assessing the trajectories of the hypotheses and emphasizing the goodness-of-fit indicators, as shown in Figure 2.

Figure 2's results demonstrate how the structural model of the study was assessed using two different kinds of goodness-of-fit indicators. Appropriate values were indicated by the absolute fit indices. It did not approach the top limit of 0.08, as indicated by the root mean square error of approximation (RMSEA) of 0.038. Furthermore, since the suggested model did not meet the upper threshold of 3, the Chi-square to degrees of freedom ratio (CMIN/DF) was 1.632, indicating that it is compatible with the data employed. Values with suitable degrees of fit were also indicated by the incremental fit indices. The Tucker-Lewis index (TLI) was 0.950, while the comparative fit index (CFI) was 0.957. An appropriate level of agreement between the suggested model and the null model is indicated by the values of these indices, which are greater than the 0.90 threshold. Therefore, the thorough assessment of the structural model indicated a suitable degree of fit, allowing us to move forward with the analytical steps and derive the impact coefficients provided in Table 2.

The research hypotheses argued that there is an impact of electronic service quality structures on customer satisfaction, as the results of

**Figure 2: SEM of electronic service quality on customer satisfaction**



**Table 2: Path coefficients: Electronic service quality on customer satisfaction**

			B	$\beta$	S.E.	T
Reliability	→	Customer satisfaction	0.411	0.432	0.053	7.75***
Ease of use	→	Customer satisfaction	0.348	0.366	0.058	6.00***
Efficiency	→	Customer satisfaction	0.284	0.299	0.060	4.73**
Privacy	→	Customer satisfaction	0.215	0.227	0.064	3.35*
Responsiveness	→	Customer satisfaction	0.374	0.397	0.056	6.67***

\*P&lt;0.05, \*\*P&lt;0.01, \*\*\*P&lt;0.001

the path analysis showed support for these hypotheses. Reliability had a positive impact on customer satisfaction, as the standardized effect coefficient ( $\beta$ ) was 0.432, which is statistically significant ( $P < 0.001$ ). Responsiveness had a positive impact on customer satisfaction, as the standardized effect coefficient ( $\beta$ ) was 0.397, which is statistically significant ( $P < 0.001$ ). Moreover, ease of Use had a positive impact on customer satisfaction, as the standardized effect coefficient ( $\beta$ ) was 0.366, which is statistically significant ( $P < 0.001$ ). Efficiency had a positive impact on customer satisfaction, as the standardized effect coefficient ( $\beta$ ) was 0.299, which is statistically significant ( $P < 0.01$ ). Finally, privacy had a positive impact on customer satisfaction, as the standardized effect coefficient ( $\beta$ ) was 0.227, which is statistically significant ( $P < 0.05$ ).

## 5. CONCLUSION

There is an impact of the dimensions of electronic service quality on customer satisfaction. As a result of the website's management's interest in the accuracy of the information provided and its provision of electronic services that are somewhat free of errors, this necessarily reflects on raising the degree of customer satisfaction. The ease of use of the website contributed to raising the degree of customer satisfaction by organizing the website pages, clarity of language, speed of loading, and moving from one service to another with ease, which enabled customers to complete their transactions. There is a positive impact of the efficiency of websites on customer satisfaction through the speed of the electronic service and also the ease of use by the customer using fewer clicks and less time, which achieves the effectiveness of the site. There is an impact of the attractiveness of websites on customer satisfaction, in addition to the fact that both the quality of the images and colors used on the main page of the site increase the desire of customers to deal with these sites, and then they feel pleasure and happiness. There is an impact of privacy on customer satisfaction, as maintaining the customer's personal information and not breaching it reduces the customer's tension and fear of dealing with such electronic services, and then the customer is reassured and trust, loyalty, and satisfaction are planted in him.

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