



Factors Influencing Customer Satisfaction: A Case Study of the E-Commerce Sector in Malaysia

Haslindar Ibrahim¹, Rudresh Pandey², Nurul Afiqah binti Yusoff^{1*}, Nurul Anis Ezaty binti Hashim¹, Nurul Atirah binti Yunus¹, Nurul Aziera binti Katan¹, Daisy Mui Hung Kee^{1*}

¹Universiti Sains Malaysia, Jalan Sg Dua, Minden, Pulau Pinang 11800, Malaysia

²IMS Ghaziabad-Business School, G.T. Road, Ghaziabad, Uttar Pradesh 201009, India

*Corresponding Email: afiqahyusoff@student.usm.my

ARTICLE INFORMATION

Publication information

Research article

HOW TO CITE

Ibrahim, H., Pandey, R., Afiqah, N. Y., Ezaty, N. A. H., Atirah, N. Y., Aziera, N. K., & Kee, D. M. H. (2026). Factors influencing customer satisfaction: A case study of the e-commerce sector in Malaysia. *International Journal of Tourism and Hospitality in Asia Pacific*, 9(2), 315-329.

DOI:

<https://doi.org/10.32535/ijthap.v9i2.4681>

Copyright © 2026 owned by Author(s).
Published by IJTHAP



This is an open-access article.

License:

Attribution-Noncommercial-Share Alike
(CC BY-NC-SA)

Received: 13 April 2026

Accepted: 17 May 2026

Published: 20 June 2026

ABSTRACT

In the fast-paced digital era, e-commerce in Malaysia has grown over the years, reflecting a shift in consumer behavior from physical to online shopping. Shopee is one of the e-commerce businesses in Malaysia, and assessing customer satisfaction is crucial for strengthening its competitive advantage. This study aims to analyze the factors influencing customer satisfaction in Malaysia. The five factors examined were perceived convenience, product quality, price perception, delivery service, and website usability. A quantitative online survey was conducted using Google Forms and distributed to 125 Shopee users in Malaysia. SPSS was used to test the significance of each factor in relation to customer satisfaction. The findings show that perceived convenience ($b = 0.183$, $p < .05$), product quality ($b = 0.352$, $p < .001$), price perception ($b = 0.121$, $p < .05$), delivery service ($b = 0.227$, $p < .001$), and website usability ($b = 0.286$, $p < .001$) positively affect customer satisfaction. Product quality is the strongest predictor among the five variables. These results suggest that Shopee should prioritize product quality while maintaining a user-friendly platform, competitive pricing, and reliable delivery service to sustain customer satisfaction and loyalty.

Keywords: Customer Satisfaction; Delivery Service; E-Commerce; Online Shopping; Perceived Convenience; Price Perception; Product Quality; Website Usability

INTRODUCTION

Shopee is recognized as the largest e-commerce platform tailored to the Southeast Asia region, including Malaysia. Shopee places strong emphasis on offering attractive sales campaigns, nationwide delivery, and in-app games. In recent years, Shopee has shown strong market dominance in Malaysian e-commerce, with 37 million monthly website visits in 2025 (Wong, 2025). Despite its significant success, customer satisfaction is indeed a critical aspect for Shopee to retain long-term customer loyalty. In a crowded e-commerce marketplace, customer satisfaction becomes a key differentiator as customers can easily switch between shopping platforms. Customers may have different shopping experiences and levels of satisfaction. Therefore, Shopee should have a solid understanding of the key factors that drive customer satisfaction on Shopee's platform for enhancing service quality and sustainable growth.

Recent studies have provided valuable insight into multiple aspects of customer satisfaction on the Shopee platform. Recent empirical work also confirms that key factors are significantly related to customer satisfaction in online shopping platforms (Gan et al., 2024). For instance, Lim et al. (2021) investigated customer satisfaction levels among Shopee users in three states of Malaysia, including Johor, Melaka, and Selangor. The study found that trust, electronic word of mouth, and website quality had significant relationships with consumer satisfaction. Shopee's strategies and market positioning in Malaysia also make it a relevant case for examining customer experience and satisfaction (Madan et al., 2022). While Shi and Fahim (2024) emphasized the critical roles of service quality, product quality, and information quality, which highly influenced changes in online customer satisfaction. Furthermore, Jamaludin et al. (2024) discovered that precise convenience, cost, and availability are elements that have a substantial impact on customer happiness on the online platform Shopee. Lastly, Mustakim et al. (2022) explored the personal experiences of Shopee users and the elements that influence the degree of satisfaction, highlighting that perceived ease of use and perceived trust have the highest determinants of customer satisfaction.

The main goal of this study is to fill this knowledge gap by examining the factors that influence customer satisfaction using Shopee for online purchase in Malaysia, including perceived convenience, product quality, price perception, delivery service, and website usability. The significance of this study is to propose practical strategies that can improve service quality, address customer concerns, and help Shopee maintain its competitive advantage. The findings will also offer valuable insights for businesses to determine market acceptance and prospects in Malaysia's e-commerce sector. Additionally, this study may serve as a useful reference for students and future researchers conducting investigations on customer satisfaction in online platforms. Overall, by focusing on perceived convenience, product quality, price perception, delivery service, and website usability, Shopee can further enhance customer satisfaction and strengthen long-term loyalty.

LITERATURE REVIEW

Customer Satisfaction

Customer satisfaction refers to the extent to which users feel that an online shopping experience achieves or exceeds their expectations. In online shopping, customer satisfaction is influenced not only by product quality but also by the overall platform experience, including ease of use and transaction efficiency (Lee & Lin, 2005). Research indicates that when users perceive an online platform as convenient, their satisfaction level increases due to reduced time, effort, and complexity during the shopping process (Le-Hoang, 2020). Evidence-based research further confirms that perceived

convenience has a significant positive effect on customer satisfaction, as it enables users to browse, purchase, and complete transactions smoothly (Kebah et al., 2022). High levels of convenience lead to more positive evaluations of the platform, which in turn strengthen users' continued usage and loyalty. Thus, perceived convenience plays a crucial role in enhancing customer satisfaction in online shopping platforms.

Hypotheses Development

Perceived Convenience

Perceived convenience refers in terms of which users believe that a platform allows them to complete transactions quickly and with minimal effort. Research on Shopee Malaysia shows that convenience is a key factor affecting customer satisfaction, particularly through features such as 24-hour accessibility, intuitive search functions, multiple delivery options, and streamlined checkout processes (Husin, 2021). Previous Shopee studies also confirm that perceived convenience significantly enhances customer satisfaction by reducing the effort required during online shopping activities (Kebah et al., 2022). By minimizing the effort required to browse, select, and purchase products, Shopee enhances the overall shopping experience, which increases customer satisfaction. Further research shows that perceived convenience strongly influences users' continued engagement and positive perceptions of online platforms (Yo et al., 2021).

H1: Perceived convenience positively affects customer satisfaction.

Product Quality

Product quality relates to the degree to which purchased goods meet expected standards of performance, accuracy of description, and durability. In terms of online marketplaces like Shopee, product quality has been shown to be an important determinant of customer satisfaction, as it directly influences users' trust and overall consumption experience. Studies conducted with Malaysian Shopee users found that product quality positively and significantly influences customer satisfaction, with higher perceived quality contributing to greater satisfaction among consumers (Juan et al., 2023). Findings from e-commerce research indicate that perceived product quality significantly affects customer satisfaction and repeat purchase intention (Abdella & Indradewa, 2024). This highlights the importance of accurate product information and quality assurance in enhancing satisfaction in e-commerce transactions.

H2: Product quality positively affects customer satisfaction.

Price Perception

Price perception refers to the extent to which consumers view the prices offered as fair, affordable, and providing good value related to the benefits received. Under the framework of Shopee Malaysia, price perception plays a crucial role in shaping customer satisfaction, as online buyers are highly sensitive to pricing and often compare prices across platforms before making purchase decisions. Research conducted on Shopee Malaysia shows that perceived price considerably influences customer satisfaction. When consumers perceive Shopee prices as fair and competitive, greater satisfaction with the shopping experience is more likely to be reported (Chong et al., 2023). This is supported by prior studies indicating that perceived price fairness has a significant positive effect on customer satisfaction in online shopping environments (Agung & Pudjoprastyo, 2023). Thus, positive price perception is likely to enhance customers' overall satisfaction with Shopee.

H3: Price perception positively affects customer satisfaction.

Delivery Service

Delivery service refers to the effectiveness and quality of the logistics process that transports purchased products from the seller or platform to the customer's location. In the context of Shopee Malaysia, delivery service is considered an essential component of service quality because it directly affects the after-purchase experience, including timely delivery, reliability of shipment, and transparency of tracking information. Research on online shopping logistics shows that delivery service quality, including on-time delivery and shipment reliability, significantly influences customer satisfaction, as customers place high value on receiving their orders promptly and in good condition (Trung et al., 2025). Previous research also confirms that delivery service quality is a key factor of customer satisfaction in e-commerce transactions (Şenlikci & Gulc, 2023). These findings suggest that efficient and reliable delivery service enhances overall customer satisfaction in online marketplaces.

H4: Delivery service positively affects customer satisfaction.

Website Usability

Website usability refers to the degree to which a website is easy to navigate, understand, and use, including natural layout, clear navigation, and efficient search functions. On Shopee, usability plays a crucial role in shaping customer satisfaction by influencing how easily users can find products, complete transactions, and interact with the platform. Observational research has demonstrated that higher website usability is significantly associated with greater customer satisfaction in online environments (Dewi & Darma, 2014). After that, studies applying WebQual frameworks show that usability, encompassing ease of navigation, information accessibility, and interface clarity, has a significant positive effect on users' satisfaction with online shopping experiences (Fuada, 2025). These findings highlight that platform usability is a key element of website quality, enhancing overall customer satisfaction on platforms such as Shopee.

H5: Website usability positively affects customer satisfaction.

Conceptual Framework

The study framework model is depicted in Figure 1.

Figure 1. Research Framework

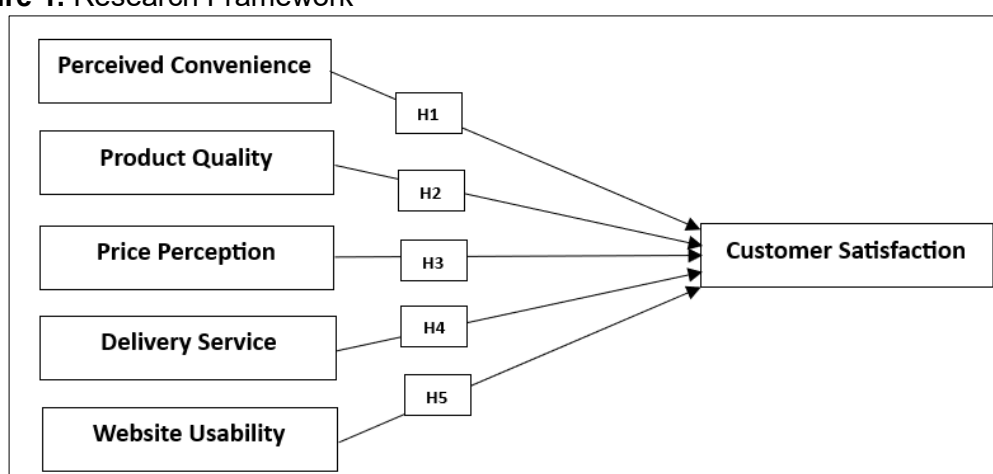


Figure 1 synthesizes the proposed relationships among the study variables. Perceived convenience, product quality, price perception, delivery service, and website usability are positioned as antecedent factors expected to shape customer satisfaction in the Shopee Malaysia context. Based on this framework, the study tests five direct

hypotheses to determine which platform attributes most strongly drive customer satisfaction.

RESEARCH METHOD

Research Design

This study employed a quantitative, cross-sectional survey design to examine the direct relationships between perceived convenience, product quality, price perception, delivery service, website usability, and customer satisfaction. A survey approach was selected because the study variables were perceptual and could be measured efficiently from active Shopee users in Malaysia. The design was appropriate for testing the proposed hypotheses at a single point in time and identifying the relative contribution of each predictor to customer satisfaction.

Sample and Procedures

This study targets active Shopee users in Malaysia who have made at least one online purchase in the last six months. Utilizing the sampling technique employed by [Lim et al. \(2021\)](#), this study focuses on the Malaysian e-commerce setting, where Shopee is among the most popular online shopping platforms. The unit of analysis is individual consumers who use Shopee for their purchases. A total of 125 respondents were selected to participate in the study. The sample consisted of Malaysian online shoppers aged 18 years and older. The sample included a mix of genders, age groups, and purchasing habits to ensure a diverse range of responses.

A non-probability convenience sampling method was used because the respondents were easily accessible and the study was conducted online. The data were collected through an online survey created with Google Forms. The link to the questionnaire was shared on social media platforms such as WhatsApp, Instagram, and Telegram to reach a broad audience of Shopee users. After receiving completed responses for analysis, the data were transferred into SPSS software for statistical analysis to test the hypotheses and assess the significance of each factor.

Questionnaire Development

The questionnaire was developed to measure five antecedent variables and customer satisfaction in the Shopee Malaysia context. The instrument included items for perceived convenience, product quality, price perception, delivery service, website usability, and customer satisfaction. A 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) was used to capture respondents' evaluations consistently across all constructs.

Measures

This study employed a structured questionnaire to capture respondents' perceptions of the five independent variables and customer satisfaction. Perceived convenience focused on the extent to which the Shopee platform allowed users to complete shopping activities easily and efficiently. Product quality assessed respondents' perceptions of reliability, accuracy, and product standards. Price perception measured the extent to which prices were viewed as fair, affordable, and valuable. Delivery service captured experiences related to delivery speed, packaging condition, and order fulfillment accuracy. Website usability examined the ease of navigation, clarity of information, and general interface experience. Customer satisfaction was measured as respondents' overall evaluation of their shopping experience on Shopee.

Perceived Convenience

The items were constructed to measure perceived convenience, regarding how easily users can complete their shopping activities on Shopee.

Product Quality

Specific items were used to assess product quality, drawing on established online-shopping measures of product quality and customer satisfaction (Uzir et al., 2020).

Price Perception

To assess price perception, the items were designed to explore how customers perceive Shopee's pricing fairness, affordability, and value for money.

Delivery Service

These items were designed to capture respondents' experiences regarding delivery speed, packaging condition, and accuracy of order fulfilment to measure delivery service.

Website Usability

Usability metrics were included in accordance with the framework proposed by Kee et al. (2023). These were included in the survey to assess website usability in terms of how easy it was to navigate around the Shopee app, the clarity of the information, and the general user interface experience.

RESULTS

Respondents' Demographic Profile

Table 1. Respondent's Demography (N=125)

Item	Classification	Frequency (n)	Percentage (%)
Age	Below 18 years old	9	7.2
	18-24 years old	57	45.6
	25-34 years old	32	25.6
	35-44 years old	20	16
	45 years old and above	7	5.6
Gender	Female	73	58.4
	Male	52	41.6
Education level	Secondary School	7	5.6
	Diploma	39	31.2
	Bachelor's Degree	66	52.8
	Master's Degree	13	10.4
	Other	0	0
Occupation	Student	61	48.8
	Government Employee	34	27.2
	Private Sector Employee	15	12
	Self-Employed	9	7
	Other	6	4.8
Monthly Income Range (RM)	Below RM 1,500	55	44
	RM 1,500-RM 3,000	17	13.6
	RM 3,001-RM5,000	37	29.6
	RM 5,001-RM 8,000	11	8.8
	Above RM 8,000	5	4

Table 1 shows the demographic profile of 125 respondents. The majority of respondents are aged between 18 and 24 years (45.6%), while only a small proportion belongs to the age group of 45 years old and above (5.6%). In terms of gender distribution, females constitute a slight majority (58.4%) compared to males (41.6%). Regarding education

level, the largest group of respondents holds a bachelor's degree (52.8%), followed by those with a diploma (31.2%). A smaller proportion possesses a master's degree (10.4%), while the remaining respondents completed secondary school (5.6%). The occupation data show that nearly half of the respondents are students (48.8%), while a smaller proportion comes from other occupations (4.8%), highlighting the dominance of student participants in the survey. Next, the monthly income range aligns with the occupation data, where most respondents fall into the below RM 1,500 category (44%). This is followed by 29.6%, earning between RM 3,001-RM5,000, with the smallest proportion reporting a monthly income above RM 8,000 (4%).

Shopping Behavior

Table 2. Customer's Shopping Behavior

Item	Response	Frequency (n)	Percentage (%)
Duration of Shopee usage	Less than 6 months	6	4.8
	6 months - 1 year	12	9.6
	1 - 3 years	31	24.8
	More than 3 years	76	60.8
Shopping frequency	Daily	23	18.4
	Weekly	27	21.6
	Monthly	59	47.2
	Rarely	16	12.8
Product categories	Fashion and Accessories	71	31.5
	Electronics and Gadgets	23	10.1
	Health and Beauty	54	23.9
	Home and Living	42	18.6
	Unspecified	22	9.7
	Groceries	10	4.4
	Other	4	1.8
Price comparison	Always	69	55.2
	Sometimes	42	33.6
	Rarely	11	8.8
	Never	3	2.4
Average Monthly Spending (RM)	Below RM 100	56	44.8
	RM100-RM 300	51	40.8
	RM 301-RM 500	12	9.6
	RM 501-RM 1,000	6	4.8
	Above RM1,000	0	0

To further analyze customer satisfaction, several questions were asked to capture respondents' shopping behavior. As presented in [Table 2](#), the results indicate that the majority of respondents have been using Shopee for more than 3 years (60.8%), followed by those groups with 1-3 years of usage (24.8%). In terms of shopping frequency, data shows that monthly shopping is the most common (47.2%), whereas only 12.8% of respondents reported shopping rarely on the platform (12.8%). Regarding the product categories, data show that fashion and accessories (31.5%) and health and beauty (23.9%) dominate respondents' purchases, while groceries (4.4%) and other items (1.8%) account for only a small proportion. The results on price comparison show that most respondents consistently compare prices across platforms when shopping (55.2%). In contrast, only 2.4% of respondents reported never conducting price comparisons. In terms of average monthly spending, the majority of respondents fall within lower spending categories, which is below RM 100 per month (44.8%), while 40.8% respondents reported spending between RM 100 and RM 300 a month.

Descriptive Statistics, Reliability, and Correlation Analysis**Table 3.** Descriptive statistics, Cronbach's Alpha Reliability Coefficients, and Zero-order Correlations for All Study Variables

Variable	1	2	3	4	5	6
1 Perceived Convenience	0.761					
2 Product Quality	0.634***	0.742				
3 Price Perception	0.572***	0.601**	0.728***			
4 Delivery Service	0.622***	0.594***	0.656	0.786***		
5 Website Usability	0.641***	0.586***	0.617***	0.675	0.727***	
6 Customer Satisfaction	0.594***	0.619***	0.647***	0.633	0.645***	0.830
Numbers of Items	5	5	5	5	5	5
Mean	4.05	4.12	3.92	4.08	4.15	4.20
Standard Deviation	0.627	0.584	0.664	0.628	0.557	0.573

N = 125; *p < .05, **p < .01, ***p < .001. The diagonal entries represent Cronbach's Coefficient Alpha.

Table 3 presents the descriptive analysis, Cronbach's alpha reliability coefficients, and zero-order correlations for the study variables. All variables demonstrate high mean scores ranging from 3.92 to 4.20, indicating generally positive consumer perception across perceived convenience, product quality, price perception, delivery service, website usability, and overall customer satisfaction. The reliability analysis shows that all variables have strong internal consistency with Cronbach's Alpha ranging from 0.727 to 0.830.

Regression Analysis and Hypothesis Testing**Table 4.** Regression Analysis

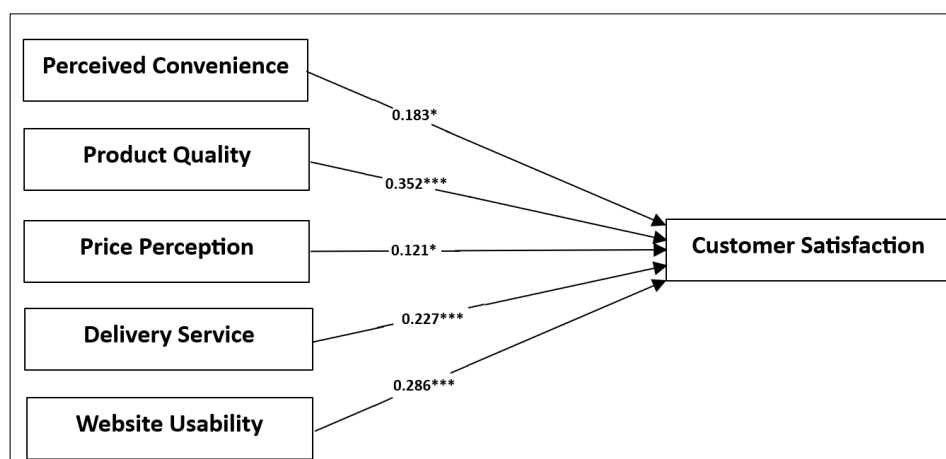
Variable	Customer Satisfaction
1 Perceived Convenience	0.183*
2 Product Quality	0.352***
3 Price Perception	0.121*
4 Delivery Service	0.227***
5 Website Usability	0.286***
R ²	0.664
F value	46.051
Durbin- Waston Statistic	1.955

Note: N=125; *p < 0.05, **p < 0.01, ***p < 0.001.

Table 4 presents the results of the regression analysis showing customer satisfaction from perceived convenience, product quality, price perception, delivery service, and website usability. The findings indicate that product quality has the strongest positive effect on customer satisfaction. The R value of 0.664 suggests that 66% of the variance in customer satisfaction is significant. Among the variables, product quality ($\beta = 0.352$, $p < .001$) and website usability ($\beta = 0.286$, $p < .001$) emerged as the strongest contributors to customer satisfaction, delivery service ($\beta = 0.227$, $p < .001$) and perceived convenience ($\beta = 0.183$, $p < .05$). Price perception also shows a small effect but still significant price perception ($\beta = 0.121$, $p < .05$).

Overall, these results demonstrate that product quality and website usability are the strongest influences on customer satisfaction, with other factors contributing to a lesser extent. This pattern suggests that respondents place greater value on receiving products that meet expectations and on using a platform that is easy to navigate, efficient, and reliable throughout the shopping process. Figure 2 illustrates the overall result.

Figure 2. Overview Result



DISCUSSION

This study, therefore, focused on identifying the major factors influencing customer satisfaction on Shopee Malaysia: perceived convenience, product quality, price perception, delivery service, and website usability. This research is significant in the Malaysian context because it provides empirical evidence on how e-commerce platforms can maintain competitiveness by addressing particular user needs. The results related to the hypotheses laid down and the existing literature are presented in the ensuing sections.

The Importance of Perceived Convenience

Perceived convenience has a significant positive effect on customer satisfaction ($\beta = 0.183$, $p < .05$), indicating that easier access, smoother navigation, and faster checkout improve the Shopee shopping experience. Therefore, H1 is supported. Convenience motivates customers during online shopping in their intention towards online shopping (Zeqiri et al., 2023). Convenience enhances perceived value by reducing effort, time, and stress. According to Husin (2021), 24-hour accessibility and smooth checkouts lessen the effort involved in shopping and enhance satisfaction. Easy product discovery and quick comparison keep customers on the website longer. Conveniences like multiple payment options, services, and feedback methods play a significant role in shaping customer satisfaction as well as enhancing values. This has been further supported by Kebah et al. (2022), who supported that reduction in transaction hassle leads to better assessment of the site. If the site minimizes effort, customers tend to feel the platform respects their time.

The Influence of Product Quality

Product quality shows the strongest positive effect on customer satisfaction ($\beta = 0.352$, $p < .001$), suggesting that customers place greater value on receiving products that meet expectations in terms of reliability and quality standards. Therefore, H2 is supported. This assertion is supported by Juan et al. (2023), who established that higher perceived quality is directly related to greater satisfaction among Malaysian Shopee users. Likewise, Abdella and Indradewa (2024) pointed out the accuracy of product description and meeting the standards of performance as two prime features that lead to satisfaction in e-commerce. Product quality is essential since customers expect to receive a functional product that fulfills their needs. Mahsyar and Surapati (2020) stated that product quality is a set of characteristics and attributes of goods and services that have the ability to meet the needs, is a combined understanding of the reliability, accuracy, convenience, maintenance, and other attributes of a product. Hence, if customers are satisfied with the purchased products, it will drive them to purchase more in the future as well as generate loyalty towards Shopee.

The Impact of Price Perception

Price perception has a significant positive effect on customer satisfaction ($\beta = 0.121$, $p < .05$), although the effect is smaller than product quality and website usability. This indicates that fair and competitive pricing still contributes meaningfully to the Shopee shopping experience. Therefore, H3 is supported. This is in line with the findings of [Chong et al. \(2023\)](#), where it is observed that Shopee users have higher satisfaction with the perceived price being more equitable and competitive as compared to other platforms. Similarly, [Agung and Pudjoprastyono \(2023\)](#) have assessed that the perceived fairness of the price remains an important determinant even within sensitive online shopping dimensions. Shopee stays competitive and balanced with its price and product value compared to other e-commerce platforms. According to [Chong et al. \(2023\)](#), customers typically assess a product's price before buying it. Attractive discounts, sales, and significant price reductions enhance customer satisfaction when shopping on Shopee.

The Role of Delivery Services

Delivery service has a significant positive effect on customer satisfaction ($\beta = 0.227$, $p < .001$), showing that timely and reliable order fulfillment remains an important driver of satisfaction. Therefore, H4 is supported. This is aligned with [Trung et al. \(2025\)](#), who found that customers value receiving orders on time and in proper condition. [Şenlikci and Gulc \(2023\)](#) also corroborated that the reliability of delivery service forms the bedrock of satisfaction regarding online transactions. Punctuality in delivery is essential in logistics management, and timely delivery has been shown to positively influence customer satisfaction ([Kaligis et al., 2024](#)). The ability provided by Shopee to let customers track their parcels in real time enhances customers' trust in using the platform. This enables customers to accurately anticipate the expected date and time of the parcel delivery. According to [Uzir et. al. \(2021\)](#), home delivery service providers need to meet customers' expectations, in terms of on-time delivery, special handling of perishable products, pleasant interactions with the delivery person, proper instructions and documentation, assuring convenience and so on.

Website Usability and Its Impact

Website usability has a significant positive effect on customer satisfaction ($\beta = 0.286$, $p < .001$), indicating that an easy-to-use and intuitive platform strengthens the overall shopping experience. Therefore, H5 is supported. This is in support of [Fuada \(2025\)](#), who, using WebQual, explained that simple navigation and user-friendly interface designs are highly influential in enhancing user satisfaction. Shopee's ease of navigation and user-friendly design make it accessible to customers of all age groups without problems. [Dewi and Darma \(2014\)](#) also support this, stating that natural designs, along with effective search systems, play a significant role in a positive shopping experience. Apart from that, [Chong et al. \(2023\)](#) stated that if customers trust a site, their propensity to purchase typically increases, and Shopee's pleasant and safe atmosphere has changed consumer behavior. Thus, a reliable platform plays a crucial role in influencing customer satisfaction. The findings show that the majority of customers purchased a variety of products from Shopee, indicating that a trustworthy website and guaranteed security encourage repeat purchases and foster confidence that confidential information remains safely stored.

CONCLUSION

This study provides an overview of customer satisfaction on Shopee Malaysia by examining respondents' demographic characteristics, shopping behavior, and the influence of selected factors on satisfaction. The demographic profile was largely

composed of young adults aged between 18 and 24 years old. Female respondents and bachelor's degree holders also formed the majority of the sample. A significant number of respondents were students who reflect the purchasing power and spending habits of younger online shoppers. These demographic characteristics suggest that the findings largely represent the perspectives of younger and price-conscious Shopee users. In terms of shopping behavior, the results show that most respondents were experienced Shopee users, with more than three years of platform usage and a tendency to shop on a monthly basis. Fashion and accessories, as well as health and beauty products, were the most frequently purchased categories, while groceries and other items were less common. The majority of respondents had low to moderate monthly spending and always compared prices across platforms. This behavior indicates their conscious and rational purchasing decisions on online platforms.

Overall, this study provides a comprehensive understanding of the factors influencing customer satisfaction on Shopee Malaysia. The findings indicate that all five examined factors, such as perceived convenience, product quality, price perception, delivery service, and website usability, positively affect customer satisfaction. Product quality proved to be the strongest determinant among all factors, suggesting that customers place high importance on receiving products that meet their expectations for quality and reliability. Our findings also highlight that website usability positively affects customer satisfaction. Features like seamless navigation, a user-friendly interface, and an efficient checkout process enhance the shopping experience. The results reveal that delivery service further positively affects customer satisfaction by meeting customers' expectations for timely and accurate order fulfillment, which strengthens confidence and trust in Shopee. Perceived convenience positively affects customer satisfaction by facilitating accessible payment methods and an easy-to-use platform. The study further confirms that price perception positively affects customer satisfaction, as customers value competitive pricing and price transparency when making purchasing decisions.

LIMITATION

Despite offering useful insights into factors influencing customer satisfaction on Shopee Malaysia, this study has several limitations. First, the study was conducted within a limited time frame, whereby data were collected over a short period. Consequently, the findings reflect customer satisfaction at a single point in time that may not account for potential changes in customer experience influenced by seasonal promotions, sales campaigns, and changes in service quality standards offered by Shopee. By adopting a cross-sectional approach, this study is unable to capture shifts in customer perception across different time frames.

Second, although convenience sampling allows efficient data collection, the questionnaire was distributed through social media platforms such as WhatsApp, Instagram, and Telegram. As a result, the respondents were more likely to consist of active social media users, younger individuals, and heavy online shoppers. In contrast, Shopee users who are less active on social media, older users, or those who make online purchases less frequently may have been underrepresented. Consequently, the findings have limited generalizability, as not all Shopee users in Malaysia were equally represented in the sample.

Third, the study relied on online self-administered questionnaires, which are inherently dependent on respondents' willingness, honesty, and attentiveness when answering the survey. The lack of direct interaction limits the researcher's ability to address ambiguous questions that potentially lead to the risk of response bias, such as straight-lining and low engagement of respondents on the questionnaire. This may affect the accuracy and reliability of the collected data. In addition, the relatively small sample size of 125

respondents may constrain the statistical power of the regression analysis. Incorporating a wider sample could provide more reliable results and improve the representativeness of the findings. A limited sample size may also influence the stability of the relationships identified between the independent variables and customer satisfaction.

Lastly, this study only focused on five selected factors, such as perceived convenience, product quality, price perception, delivery service, and website usability, based on the literature. While these variables are important determinants of customer satisfaction, the authors do not encompass all possible factors influencing customers' experiences on Shopee. Other elements such as promotional strategies, brand image, trust and security, customer service responsiveness, and seller reliability were not examined. Excluding these factors may limit the power of the research model to explain outcomes.

Considerations of these limitations are necessary for future research. Accordingly, further studies could address these constraints by using larger, more diverse samples and adopting probability sampling methods to enhance the representativeness and generalizability of the results. In addition, longitudinal research designs may be used to examine changes in customer satisfaction over time in response to continuous changes in platform updates and service quality standards on Shopee. Future studies could extend the research framework by integrating additional influential factors apart from the five variables examined in this research, such as promotional strategies, trust, security, customer service quality, and seller reliability. As a result, it provides a more comprehensive understanding of customer satisfaction in the e-commerce context.

ACKNOWLEDGMENT

The authors sincerely acknowledge the supervisor, co-supervisor, and advisor lecturer for their valuable guidance, constructive feedback, and support throughout this study. Gratitude is also extended to all team members for their cooperation and commitment, as well as to the respondents and everyone who participated in this research. Their contributions were essential to the completion of this study.

DECLARATION OF CONFLICTING INTERESTS

The authors have declared no potential conflicts of interest concerning the study, authorship, and/or publication of this article.

REFERENCES

- Abdella, R. A., & Indradewa, R. (2024). Customer satisfaction in e-commerce: The role of service quality, product quality, and e-servicescape influences via perceived value. *Journal of Management and Digital Business*, 4(2), 368–382. <https://doi.org/10.53088/jmdb.v4i2.1004>
- Agung, A. K., & Pudjoprastyono, H. (2023). The influence of perceived price and customer satisfaction on customer loyalty for Shopee e-commerce online shopping. *International Journal of Economics*, 2(2), 496–507. <https://doi.org/10.55299/ijec.v2i2.541>
- Chong, M. H., Chow, W. Y., Chow, X. Q., & Lim, C. C. H. (2023). Consumer satisfaction in e-shopping: Shopee Malaysia case. *Asia Pacific Journal of Management and Education*, 6(1), 94–107. <https://doi.org/10.32535/apjme.v6i1.2231>
- Dewi, C. R., & Darma, G. S. (2014). Website usability, satisfaction, loyalty, security perception, trust and word of mouth in e-commerce business. *Jurnal Manajemen Bisnis*, 11(2), 1–30. <https://doi.org/10.38043/jmb.v11i2.269>
- Fuada, Z. (2025). Analysis of e-commerce website service quality on customer satisfaction using the WebQual 4.0 method. *Journal Digital Technology Trend*, 4(1), 1–7. <https://doi.org/10.56347/jdtt.v4i1.264>

- Gan, K. H., Lim, S. H., Aronkar, P., Lim, W. S., Lin, X., Hashim, M. B. M., ..., & Kee, D. M. H. (2024). Investigating the relationship between key factors and customer satisfaction in an online shopping platform. *Journal of the Community Development in Asia*, 7(2), 280–293. <https://doi.org/10.32535/jcda.v7i2.3213>
- Husin, K. A. (2021). *Factors Influencing Customer Satisfaction in E-Commerce Platform: A Study of Shopee Malaysia* [Master's Thesis, International Islamic University Malaysia]. IUM Theses Repository. <https://studentrepo.iium.edu.my/handle/123456789/2710>
- Jamaludin, J., Rahman, N. R. A., Mohamad, N. I., Rahman, A. A., & Cging, K. W. (2024). Customer satisfaction with online platform: A case study on Shopee Malaysia. *Library Progress International*, 44(4), 1493–1503.
- Juan, P. H., JunQiao, Q., Selvam, R., & Dandamudi, S. (2023). The study of the factors influencing consumers' satisfaction in Shopee. *International Journal of Tourism and Hospitality in Asia Pacific*, 6(1), 36–48. <https://doi.org/10.32535/ijthap.v6i1.217>
- Kaligis, J. N., Satmoko, N. D., Tahapary, G. H., Tawil, M. R., & Kusnadi, I. H. (2024). The effect of timely delivery on customer satisfaction with service quality as a moderating variable. *Innovative: Journal of Social Science Research*, 4(3), 484–493. <https://doi.org/10.31004/innovative.v4i3.10478>
- Kebah, M., Raju, V., & Cavaliere, L. P. L. (2022). Mediating role of customer satisfaction between website quality, perceived convenience and online purchase intention. *Journal of Entrepreneurship and Business Innovation*, 9(1), 19–35. doi:<https://doi.org/10.5296/jebi.v9i1.19639>
- Kee, D. M. H., Hilman, M. H. W., Hidayat, M. A. Z., Mok, H. X., Mok, M. N., Rafif, M. I., ..., & Priyambodo, H. G. (2023). Are you satisfied with Shopee? A study of customer satisfaction towards Shopee. *International Journal of Tourism and Hospitality in Asia Pasific*, 6(2), 102–115. <https://doi.org/10.32535/ijthap.v6i2.2342>
- Le-Hoang, P. V. (2020). The relationship between aesthetics, perceived value and buying intention: A literature review and conceptual framework. *Independent Journal of Management & Production*, 11(3), 1050–1069. <https://doi.org/10.14807/ijmp.v11i3.1076>
- Lee, G.-G., & Lin, H.-F. (2005). Customer perceptions of e-service quality in online shopping. *International Journal of Retail & Distribution Management*, 33(2), 161–176. <https://doi.org/10.1108/09590550510581485>
- Lim, K. B., Fern, Y. S., & Singh, H. S. K. B. (2021). The study of customer satisfaction of Shopee customers in Malaysia. *International Journal of Entrepreneurship, Business and Creative Economy*, 1(2), 30–44. <https://doi.org/10.31098/ijebce.v1i2.602>
- Madan, S., Pérez-Morón, J., Chua, X. N., Kee, D. M. H., Chua, J., Chua, K. Z., ..., & Vidal, L. D. S. (2022). Analysis of the Shopee's strategies to succeed in the global e-commerce market: Malaysia case. *International Journal of Tourism and Hospitality in Asia Pasific*, 5(1), 34–48. <https://doi.org/10.32535/ijthap.v5i1.1400>
- Mahsyar, S., & Surapati, U. (2020). Effect of service quality and product quality on customer satisfaction and loyalty. *International Journal of Economics, Business and Accounting Research*, 4(1), 204–211. doi:<https://doi.org/10.29040/ijebar.v4i01.950>
- Mustakim, N. A., Hasan, Z., Saudid, M. K., Ebrahim, Z. B., & Mokhtar, N. (2022). Factors affecting customer satisfaction on Shopee. *International Journal of Academic Research in Business and Social Sciences*, 12(10), 500–512. <https://doi.org/10.6007/ijarbss/v12-i10/14751>
- Şenlikci, M., & Gulc, A. (2023). Impact of delivery service quality on customer satisfaction in online shopping. *Akademia Zarządzania*, 7(2), 272–296. <https://doi.org/10.24427/az-2023-0026>

- Shi, P. S., & Fahim, N. A. (2024). Factors influencing customer satisfaction in Shopee Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 14(12), 2363–2376. <https://doi.org/10.6007/ijarbss/v14-i12/24196>
- Trung, C. T., Xuan, T. P. T., & Thanh, H. T. (2025). The impact of last-mile delivery logistics service quality factors on customer loyalty: The case of online shopping in the Mekong Delta region. *International Journal of Business and Society*, 26(2), 793–805. <https://doi.org/10.33736/ijbs.8294.2025>
- Uzir, M. U. H., Halbusi, H. A., Thurasamy, R., Hock, R. L. T., Aljaberi, M. A., Hasan, N., & Hamid, M. (2021). The effects of service quality, perceived value and trust in home delivery service personnel on customer satisfaction: Evidence from a developing country. *Journal of Retailing and Consumer Services*, 63, 102721. <https://doi.org/10.1016/j.jretconser.2021.102721>
- Uzir, M. U. H., Jerin, I., Halbusi, H. A., Hamid, A. B. A., & Latiff, A. S. A. (2020). Does quality stimulate customer satisfaction where perceived value mediates and the usage of social media moderates? *Heliyon*, 6(12), e05710. <https://doi.org/10.1016/j.heliyon.2020.e05710>
- Wong, K. (2025, September 5). *Top 5 eCommerce Marketplaces in Malaysia 2025*. SiteGiant. <https://sitegiant.my/blog/top-ecommerce-marketplaces-in-malaysia-2025/>
- Yo, P. W., Kee, D. M. H., Yu, J. W., Hu, M. K., Jong, Y. C., Ahmed, Z., ..., & Nair, R. K. (2021). The influencing factors of customer satisfaction: A case study of Shopee in Malaysia. *Studies of Applied Economics*, 39(12), 1–16. <https://doi.org/10.25115/eea.v39i12.6839>
- Zeqiri, J., Ramadani, V., & Aloulou, W. J. (2023). The effect of perceived convenience and perceived value on intention to repurchase in online shopping: The mediating effect of e-WOM and trust. *Economic Research-Ekonomika Istraživanja*, 36(3), 2153721. <https://doi.org/10.1080/1331677X.2022.2153721>

ABOUT THE AUTHOR(S)

1st Author

Dr Haslindar is an Associate Professor at the School of Management, Universiti Sains Malaysia, and earned her Ph.D from the University of Malaya in 2009. Her current research interests include ownership concentration (family ownership), corporate governance, capital structure, green finance, digital finance, and Islamic finance. Her publications appeared in, among others, Pacific-Basin Finance Journal, Corporate Social Responsibility and Environmental Management, Resource Policy, Transnational Corporations Review, and Journal of Multinational Financial Management.

Email: haslindar@usm.my

2nd Author

Dr. Rudresh Pandey is a seasoned academician with over 25 years of experience in management education, academic administration, and international collaborations. Currently, he serves as Professor and Area Chair – Startup Strategy and International Relations at IMS Ghaziabad, where he leads initiatives in entrepreneurship, incubation, and global tie-ups. He has played a key role in integrating startup strategy into management education, mentoring early-stage ventures, and strengthening industry-academia collaboration. Dr. Pandey has also contributed to international platforms like AIBPM, supporting global virtual team projects and student exchange programs. His research appears in reputed journals, including Scopus Q1 and ABDC-listed outlets. An IIM Indore alumnus, he holds a Ph.D. in Business Management and has also guided Ph.D. scholars. He has participated in academic events and conferences in China, Singapore, Malaysia, and the UAE. With expertise in marketing and strategic

management, he is committed to promoting innovation, value-based education, and global perspectives in business learning.

Email: rudresh.pandey@imgzb.ac.in

3rd Author

Nurul Afiqah binti Yusoff is an undergraduate student at Universiti Sains Malaysia, currently pursuing a Management Course. Her research interest focuses on Organizational Behavior.

Email: afiqahyusoff@student.usm.my

ORCID ID: <https://orcid.org/0009-0007-2267-6684>

4th Author

Nurul Anis Ezaty binti Hashim is an undergraduate student at Universiti Sains Malaysia, currently pursuing a Management Course. Her research interest focuses on Organizational Behavior.

5th Author

Nurul Atirah binti Yunus is an undergraduate student at Universiti Sains Malaysia, currently pursuing a Management Course. Her research interest focuses on Organizational Behavior.

6th Author

Nurul Aziera binti Katan is an undergraduate student at Universiti Sains Malaysia, currently pursuing a Management Course. Her research interest focuses on Organizational Behavior.

7th Author

Dr. Daisy Mui Hung Kee is an Associate Professor at the School of Management, University Sains Malaysia. She earned her Ph.D. from the University of South Australia and an MBA from USM. A prolific scholar, she has authored over 85 Web of Science-indexed and 127 Scopus-indexed publications. In addition to her academic contributions, Dr. Kee serves as the Country Director for the Association of the International Business and Professional Management (AIBPM) and the STAR Scholars Network.

Email: daisy@usm.my

ORCID ID: <https://orcid.org/0000-0002-7748-8230>