

## From Tap to Table: How Ease of Use, Trust, and Convenience Drive Customer Loyalty on Foodpanda

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### ABSTRACT

Foodpanda, a leading food delivery platform in Malaysia, offers customers a fast and convenient way to order meals from local restaurants. Despite ranking second overall among food delivery services behind GrabFood, it holds the top position in the “Food & Drink” category on the Google Play Store in terms of app downloads. This study investigates the factors influencing customer satisfaction and loyalty toward Foodpanda. Specifically, it examines the effects of perceived usefulness, perceived ease of use, perceived trust, perceived risk, and perceived convenience on customer satisfaction, as well as their impact on customer loyalty, including the role of satisfaction as a predictor of loyalty. Data was collected from 200 Foodpanda users and analyzed. Our findings indicate that perceived trust and perceived convenience significantly and positively affect customer satisfaction, while perceived usefulness, perceived trust, perceived risk, perceived convenience, and customer satisfaction significantly predict customer loyalty. Among these, perceived convenience had the strongest effect on both satisfaction and loyalty. Our findings highlight the key roles of convenience, trust, and satisfaction in shaping customer behavior in the food delivery industry.

**Keywords:** Convenience; Customer loyalty; Customer satisfaction; Ease of use; Foodpanda; Trust

## **INTRODUCTION**

The rapid rise of food delivery services has completely transformed the food consumption process of people, making the whole experience more convenient for them through digital platforms. In Malaysia and Asia, Foodpanda has established itself as one of the main players in the food delivery market, a platform that besides offering customers an array of restaurants has brought much delight in a simple and friendly mobile application. With just a few quick taps, customers can review menus, make orders, and have their preferred food delivered directly to them. The stronger the competition among delivery platforms, the more difficult it is to retain customers, thus customer loyalty has emerged as a key issue for businesses wanting to achieve long-term success.

Recent studies have brought valuable insights regarding customer experience, their satisfaction, and even their loyalty to the food delivery and fast-food industry. For instance, Kee et al. (2025) mentioned that the three main factors that have a strong impact on customer satisfaction in Foodpanda are ease of use, trust, and convenience. Similarly, Yo et al. (2021) and Kee et al. (2023a) pointed out the importance of fast and reliable service in enhancing customer engagement. Ng et al. (2025) and Tan et al. (2025) established that quality of service, trust, and satisfaction are important factors for loyalty in digital mobility and ride-hailing apps. Munir et al. (2021) and Lew et al. (2024) proved that in online shopping and service platforms, ease of use, perceived trust, and convenience are always the main factors of satisfaction and loyalty. Kee et al. (2023b) also stated that user-friendly app design and convenience have a huge impact on customer satisfaction on platforms like Shopee.

Functional and transactional attributes no longer solely define the features of a product or service. Recent studies highlight the importance of cognitive and contextual mechanisms that can lead to favorable behavioral outcomes. By means of a study, Chen et al. (2025) show that responsible leadership affects the level of creativity through two routes, influencing individuals' cognitive assessments and creating a situational context of support that, in turn, further strengthens positive behavioral responses. Although this has been studied in the context of organizations, the viewpoint is the same in the case of digital platform settings, where users' mental evaluations of the platform's care, reliability, and risk management can play a similar role in determining their satisfaction and loyalty towards the platform. The authors, Rubel et al. (2025), who conducted research in the same line of thought, show that perceived organizational support acts as a trust booster and positive stakeholder behavior promoter, whereas Song et al. (2025) point out the role of supportive and innovative climates in the continuation of engagement. All the studies combined suggest that the perceptions of support, responsibility, and enabling conditions are the key mechanisms through which digital platforms can develop long-term customer relationships.

While the previous studies have mostly dealt with the factors of ease of use, trust, and convenience separately, though very few have taken them together in a single model for explaining consumer loyalty to Foodpanda in the post-pandemic period. Previous research have concentrated more on customer satisfaction or service quality, whereas the role of these digital factors in building long-term loyalty has been overlooked. Therefore, the objective of this research is to contribute toward filling this gap by looking into how the factors of ease of use, trust, risk, and convenience together affect customer satisfaction and loyalty toward Foodpanda. The results will not only give insights into the consumer behavior in the online service sector, but will also serve as a practical guide in the areas of platform design, building trust, and the overall user experience in retaining customers in the fast-moving food delivery market in Malaysia.

## **LITERATURE REVIEW**

### **Perceived usefulness, customer satisfaction and customer loyalty**

From Wilson et al. (2021), perceived usefulness have a positive and significant impact on customer satisfaction. When customers find a system helpful and easy to operate, their overall satisfaction increases. In this case, Foodpanda has show that their company is very useful for the users since Foodpanda has 33 million monthly active users and over 10 million daily users across 11 markets in Asia. It is the largest food and grocery delivery platform in Asia outside of China. Prasetyo et al. (2021) also show that perceived usefulness plays an essential role in shaping customer satisfaction. When customers believe that a system or service helps them accomplish tasks more effectively, they tend to feel more satisfied with their overall experience. This perception of usefulness creates a positive evaluation of the service and strengthens their willingness to continue using it. As the perceived benefits increase, customers' satisfaction levels also rise. Therefore, perceived usefulness is a critical factor that significantly contributes to higher customer satisfaction. Aryani et al. (2022) indicates that perceived usefulness significantly influences customers' intentions to continue using food delivery applications. When users perceive that an app enhances their shopping efficiency and meets their expectations, it improves their satisfaction and overall experience. An easy-to-use and useful app encourages positive emotions, which strengthens users' behavioral intention to keep using the service. Conversely, apps that fail to meet perceived usefulness reduce satisfaction and may push users to switch to alternative platforms. Therefore, perceived usefulness acts as a key driver of customer loyalty by shaping satisfaction, positive experience, and continued usage intentions. App users of foodpanda will continue to use the app if they found that the app is very useful for them and continuously will increase customer loyalty of Foodpanda. Therefore, we hypothesize:

H1: Perceived usefulness positively affects customer satisfaction.

H6: Perceived usefulness positively affects customer loyalty.

### **Perceived ease of use, customer satisfaction and customer loyalty**

Davis (1989) indicate that perceived ease of use refers to the degree to which an individual believes that using a particular system will be free of effort. It stems from the idea that "ease" implies freedom from difficulty or the need for substantial effort. Since effort is a limited personal resource that users must distribute across their responsibilities, they naturally prefer technologies that require less of it. Therefore, when an application is perceived as easier to use than alternatives, it is more likely to be accepted by users. Hasan (2023) has show that perceived ease of use plays an important role in shaping customer satisfaction because users tend to prefer systems that require minimal effort. When an application is simple, intuitive, and free of difficulty, customers experience less frustration and feel more comfortable using it. This ease of use enhances the overall user experience, which increases customers' satisfaction with the service. On the other hand, if the system is complicated or requires excessive effort, customers may feel dissatisfied and less willing to continue using it. Therefore, perceived ease of use is a key factor that positively contributes to customer satisfaction by reducing effort and improving the quality of the user interaction. In this case, Foodpanda users will satisfied with the application if they found out that Foodpanda is easy to use such as the payments method and the icon that let them know how to use the app easily. Kurniawan & Tankoma (2023) also indicated that perceived ease of use affects customer loyalty in online food delivery services by making the system simple and convenient, reducing the effort and time needed to use it. When users find the application easy to operate, their trust in the service increases. Higher trust encourages customers to continue using the platform and repurchase, which reflects loyalty. Therefore, ensuring that online food

delivery applications are user-friendly is crucial for maintaining and enhancing customer loyalty. Therefore, the study proposes the following hypothesis:

H2: Perceived ease of use positively affects customer satisfaction.

H7: Perceived ease of use positively affects customer loyalty.

### **Perceived Trust, customer satisfaction and customer loyalty**

From Suleiman et al. (2021), we know that perceived trust plays an essential role in shaping customer satisfaction in the online food delivery industry because customers feel more confident when they believe the service is reliable and capable of delivering positive results. The literature indicates that trust forms from consistent positive experiences, which strengthens customers' comfort and reduces uncertainty when using the platform. When customers trust a brand or service provider, they are more likely to feel satisfied with their interactions, as trust minimizes risks and enhances perceived value. Studies also show that trust directly influences users' willingness to continue using the service, which reflects a high level of satisfaction. Therefore, perceived trust is a key determinant of customer satisfaction, as it builds confidence, reduces worry, and improves the overall service experience. Besides that, Humbani et al. (2024) indicates that perceived trust positively influences customer satisfaction because customers feel more secure and confident when they believe the service provider will fulfill its commitments. When trust reduces uncertainty such as reliability of information, service quality, and safety, customers experience a smoother and more reassuring online purchasing process, which enhances satisfaction. As a result, higher levels of trust lead customers to feel more satisfied with the service and more willing to continue using it. In this case, Foodpanda users will rely more on the app once they find out that the app can be trusted to be used for them. According to the article from Rombach Meike et al. (2023), perceived trust plays a crucial role in shaping customer loyalty because it assures users that the service is reliable, honest, and committed to meeting their needs. When customers trust an online food delivery platform, they feel more confident and secure in their transactions, reducing uncertainty and encouraging continued use. Past studies show that trust strengthens both attitudinal loyalty such as willingness to recommend and also behavioral loyalty, including repeated purchases. As trust enhances satisfaction and confidence in the service, customers become more committed to maintaining a long-term relationship with the platform. Therefore, we hypothesize:

H3: Perceived trust positively affects customer satisfaction.

H8: Perceived trust positively affects customer loyalty.

### **Perceived Risk, customer satisfaction and customer loyalty**

Hipólito et al. (2025) indicate that perceived risk plays a crucial role in shaping customer satisfaction in online commerce because uncertainty about product quality, after-sales service, or data privacy directly affects how comfortable consumers feel when making purchases. When perceived risk is high, customers experience greater hesitation and worry, which lowers their satisfaction with the buying process. The literature shows that consumers may avoid future purchases altogether if they believe the risk is too great. Conversely, when service guarantees or reliable information reduce perceived risk, customers feel more secure and their satisfaction increases. Studies consistently indicate that a low level of perceived risk leads to more positive buying experiences and greater overall satisfaction. Therefore, minimizing perceived risk is essential for enhancing customer satisfaction and encouraging repeat online transactions. In this case, if the Foodpanda app users feel that their information will expose to them and think it is a unsafety behaviour for them. Then, they will try to avoiding from using this app because of higher perceived risk, and it will cause customer satisfaction decrease. Khasbulloh & Suparn (2022) also indicated that perceived risk is a key factor influencing customer loyalty in online commerce because consumers often associate digital transactions with uncertainty and potential loss. When perceived risk is high, customers tend to avoid engaging with the service and prefer safer alternatives, making it difficult

for loyalty to form. Conversely, when companies successfully lower perceived risk by improving reliability, transparency, and security, customers feel more confident and are more willing to continue using the service. This increased sense of safety encourages repeat purchases and strengthens long-term loyalty. Although some studies note insignificant or negative relationships, most findings support that reduced perceived risk enhances loyalty. Overall, lowering perceived risk is essential for building trust and fostering sustained customer loyalty in e-commerce environments. Therefore, the study proposes the following hypothesis:

H4: Perceived risk negatively affects customer satisfaction.

H9: Perceived risk negatively affects customer loyalty.

### **Perceived Convenience, customer satisfaction, and customer loyalty**

Perceived convenience is widely recognized as a critical determinant of customer satisfaction in digital service environments, as it enables users to save time, effort, and costs compared to traditional service channels. Chowdhury (2023) demonstrates that perceived convenience significantly enhances customer satisfaction by simplifying the purchasing process and reducing transactional burdens. In the context of online food delivery (OFD) services, features such as 24-hour accessibility, ease of ordering, flexible payment options, and customizable delivery enhance the overall user experience. Time-saving convenience, in particular, positively shapes customers' attitudes and satisfaction toward OFD platforms, which subsequently encourages repeat usage and loyalty. This relationship is further supported by studies emphasizing the role of system usability and service efficiency in shaping user satisfaction. Research grounded in information systems success theory shows that system quality, ease of use, and accessibility significantly influence users' satisfaction and continued usage intentions (Sabeah et al., 2021; Ullah et al., 2022). When digital platforms are perceived as convenient and user-friendly, users develop more positive evaluations of the service, strengthening satisfaction and behavioral continuity. Similarly, Gan et al. (2024) report that perceived convenience enhances customer satisfaction by making mobile applications easier and more efficient to use. Well-designed interfaces, smooth navigation, and quick access to services increase users perceived value, which reinforces satisfaction and repeated engagement.

Beyond satisfaction, perceived convenience also plays a crucial role in fostering customer loyalty. Ly (2025) finds that user-friendly applications and efficient service delivery significantly enhance customer loyalty by encouraging continued usage and long-term commitment. This finding aligns with technology adoption and learning studies, which emphasize that convenience and usability strengthen sustained engagement with digital systems (Adeel et al., 2023; Anwar et al., 2024). In environments where users have multiple service alternatives, convenience becomes a key differentiating factor that promotes loyalty through habitual use and positive service evaluations. Moreover, convenience-driven satisfaction has been shown to translate into long-term behavioral outcomes such as continued usage and loyalty across digital platforms. Studies on technology-enabled services highlight that when users perceive a system as efficient, accessible, and supportive of their needs, they are more likely to remain loyal to the platform (Hu & Kee, 2022; Qian & Kee, 2023). In the OFD context, this implies that customers who perceive Foodpanda as more convenient than competing platforms are more likely to feel satisfied with the service, leading to repeated usage and stronger loyalty intentions. Therefore, based on the above discussion, this study proposes the following hypotheses:

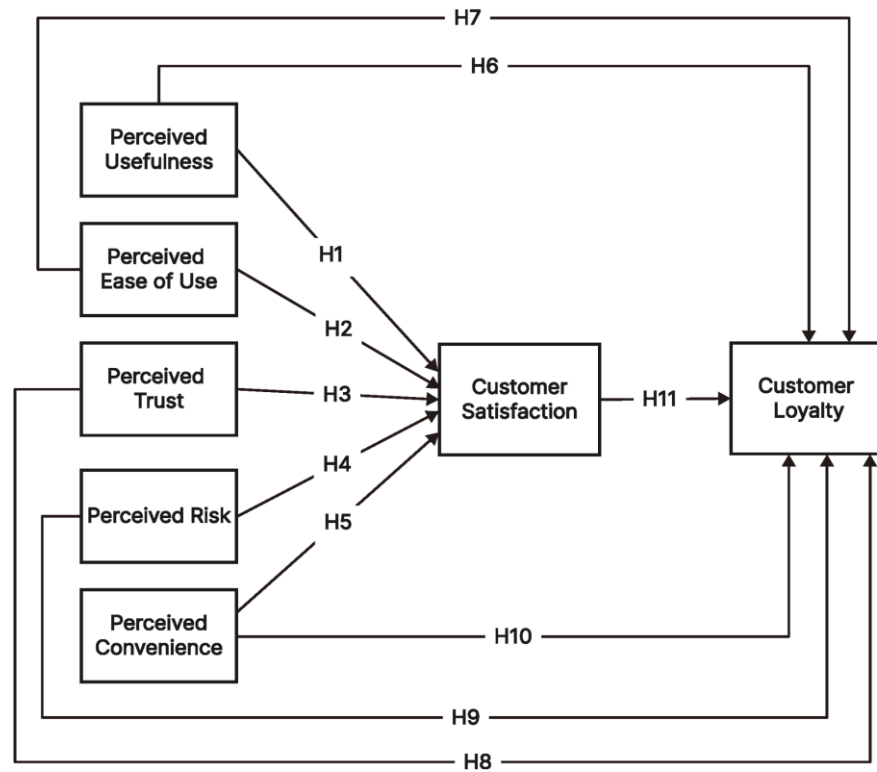
H5: Perceived convenience positively affects customer satisfaction.

H10: Perceived convenience positively affects customer loyalty.

### Conceptual Framework

The study framework model is depicted in Figure 1.

**Figure 1.** Research Framework



### RESEARCH METHOD

The target population for this study are individual consumers in Malaysia who have used Foodpanda online food delivery platform. The unit of analysis is the individual customer. The respondents included users from different demographic backgrounds (e.g., age, gender, occupation) who had previously used or were actively using Foodpanda at the time of data collection. Data were using a cross-sectional survey design. A structured questionnaire was administered online via Google Forms over a period of approximately one month. A convenience sampling approach was used to recruit respondents through online distribution channels. The questionnaire collected respondents' demographic characteristics, including gender, age, education level, occupation, and monthly income. These variables were included to provide useful information about the respondents and to assess potential variations in consumer behavior.

### Data Analysis

All completed responses were screened before analyzing. The data were analyzed using SPSS statistical software. Descriptive statistics were used to summarize respondents' demographic and usage profiles. Pearson correlation analyses were first conducted to assess the relationships among the study variables and to evaluate potential multicollinearity. Multiple regression analyses were then used to test the relationships between the independent variables and customer satisfaction and loyalty, as stated in the hypotheses.

### **Measures**

All constructs used in this study were measured using a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly Agree). The survey consisted of seven sub-sections, which are perceived usefulness, perceived ease of use, perceived trust, perceived risk, perceived convenience, customer satisfaction, and customer loyalty. Each sub-section contained 3 to 4 statements that respondents needed to rate based on their experience using Foodpanda.

*Perceived Usefulness:* Three items measured the app's utility in helping with food choices, the usefulness of its features, and its overall value for online ordering (e.g., "Foodpanda helps me make better food choices"). Cronbach's Alpha was 0.725.

*Perceived Ease of Use:* Four items evaluated platform user-friendliness, specifically navigation, ordering efficiency, and the ease of accessing restaurant information (e.g., "The Foodpanda app/website is user-friendly"). Cronbach's Alpha was 0.797.

*Perceived Trust:* Three items assessed confidence in delivery punctuality, personal data security, and the platform's reputation for reliability (e.g., "I trust that Foodpanda will deliver my orders on time"). Cronbach's Alpha was 0.778.

*Perceived Risk:* Three items measured apprehension regarding food quality, delivery delays, and the security of personal information (e.g., "I worry about the quality of food delivered by Foodpanda"). Cronbach's Alpha was 0.711.

*Perceived Convenience:* Four items measured the platform's efficiency in saving time, providing diverse food options quickly, and simplifying multi-restaurant orders (e.g., "Ordering through Foodpanda is more convenient than cooking at home"). Cronbach's Alpha was 0.786.

*Customer Satisfaction:* Three items measured general fulfillment, including overall satisfaction, willingness to recommend the service, and likelihood of future use (e.g., "I am satisfied with Foodpanda"). Cronbach's Alpha was 0.732.

*Customer Loyalty:* Three items captured user commitment, including brand preference and the intention to remain a long-term customer (e.g., "I intend to continue using Foodpanda in the future"). Cronbach's Alpha was 0.717.

## **RESULTS**

Based on Table 1, the majority of respondents are female (60%), while the remaining are males (40%). Most respondents are aged between 21–30 (46.5%), whereas respondents aged above 50 years represent the smallest proportion (8.5%). In terms of food delivery service usage, the largest proportion of respondents use such services once a week (36.5%), while daily usage is the least common (3%). Regarding Foodpanda platform usage, 41% of respondents reported using the platform once a week, whereas only 1.5% indicated daily usage. Regarding educational level, most respondents hold a bachelor's degree (65.5%), followed by those with a high school qualification (23%). The occupational profile shows that nearly half of the respondents are employed (47.5%), while students place at a second-highest (45.5%). In terms of household income, the majority of respondents belong to the M40 income category, which ranges between RM5,250 and RM11,819 (48.5%).

**Table 1.** Summary of Respondents' Demography (N=200)

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Female	120	60
Male	80	40
<b>Age</b>		
Under 20 years old	27	13.5
21 - 30 years old	93	46.5
31 - 40 years old	35	17.5
41 - 50 years old	28	14
Above 50 years old	17	8.5
<b>Frequency of Using Food Delivery Services</b>		
Daily	6	3
Several times a week	61	30.5
Once a week	73	36.5
Once a month	34	17
Rarely	26	13
<b>Frequency of Using Foodpanda</b>		
Daily	3	1.5
Several times a week	49	24.5
Once a week	82	41
Once a month	41	20.5
Rarely	25	12.5
<b>Education Level</b>		
PHD's Degree	6	3
Master's Degree	13	6.5
Bachelor's Degree	131	65.5
High school	46	23
Secondary school	4	2
Primary school	-	
<b>Occupation</b>		
Student	91	45.5
Employed	95	47.5
Unemployed	7	3.5
Retired	7	3.5
<b>Household Income</b>		
B40 (RM5,249 and below)	79	40
M40 (RM5,250 to RM11,819)	98	48.5
T20 (RM11,820 and above)	23	11.5

Table 2 presents descriptive statistics, measures of reliability, and zero-order correlations among the study variables. All tested variables demonstrate high levels of reliability, with Cronbach's alpha coefficients ranging from 0.711 to 0.797.

**Table 2.** Descriptive Statistic, Cronbach's Coefficients Alpha, and Zero-order

Variables	1	2	3	4	5	6	7
Perceived Usefulness	<b>0.725</b>						
Perceived Ease of Use	0.836** *	<b>0.797</b>					
Perceived Trust	0.774** *	0.852***	<b>0.778</b>				
Perceived Risk	0.346** *	0.371***	0.310** *	<b>0.711</b>			
Perceived Convenience	0.741** *	0.790***	0.732** *	0.359** *	<b>0.786</b>		
Customer Satisfaction	0.719** *	0.732***	0.761** *	0.366** *	0.808** *	<b>0.732</b>	
Customer Loyalty	0.717** *	0.706***	0.712** *	0.493** *	0.772** *	0.753***	<b>0.717</b>
Number of items	3	4	3	3	4	3	3
Mean	1.840	1.749	1.827	2.358	1.784	1.662	1.690
Standard Deviation	1.007	0.909	1.003	0.819	0.942	0.865	0.851

Correlations for All Study Variables

Note:  $N = 200$ ; \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ . The diagonal bold entries represent Cronbach's Coefficient Alpha

**Table 3.** Regression Analysis

Variables	Customer Satisfaction	Customer Loyalty
1. Perceived Usefulness	0.137	0.196**
2. Perceived Ease of Use	-0.120	-0.112
3. Perceived Trust	0.362***	0.191*
4. Perceived Risk	0.067	0.213***
5. Perceived Convenience	0.512***	0.340***
6. Customer Satisfaction	-	0.196***
R <sup>2</sup>	0.724	0.713
F value	101.952	79.762
Durbin-Watson Statistic	1.720	1.910

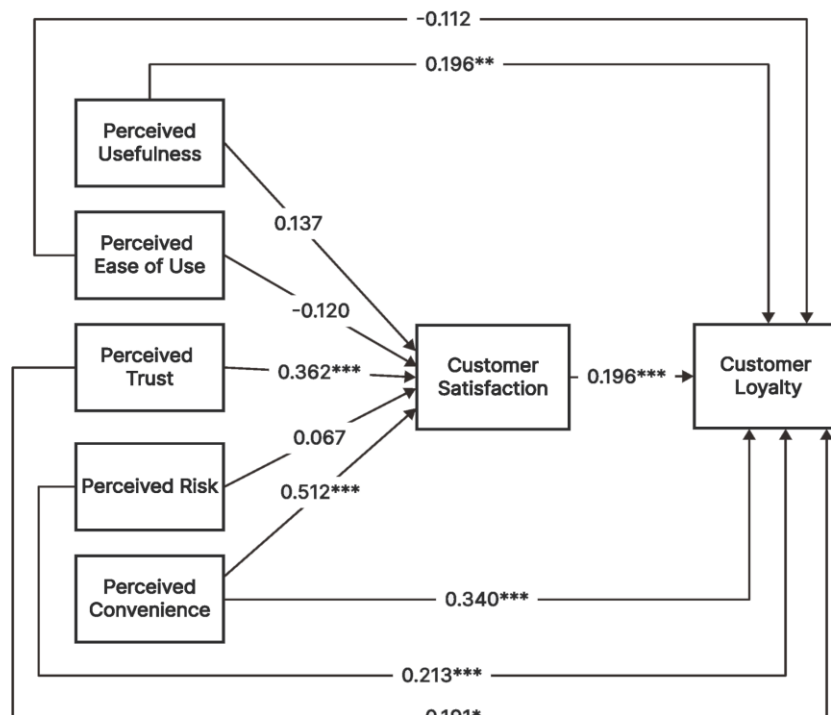
Note:  $N = 200$ ; \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

Table 3 presents the results of the regression analyses testing the hypothesized relationships between perceived usefulness, perceived ease of use, perceived trust, perceived risk, perceived convenience, customer satisfaction, and customer loyalty.

Looking at H1, perceived usefulness was expected to positively affect customer satisfaction; however, the regression results show that this relationship is not statistically significant. Thus, H1 is not supported. In contrast, perceived usefulness has a positive and significant direct effect on customer loyalty ( $\beta = 0.196$ ,  $p < .01$ ), providing support for H6. H2 and H7 stated that perceived ease of use would positively affect both customer satisfaction and customer loyalty. The findings indicate that perceived ease of use does not significantly influence either customer satisfaction or customer loyalty. Therefore, H2 and H7 are not supported. Regarding trust, H3 and H8 stated positive effects on customer satisfaction and customer loyalty. The results reveal that perceived trust is positively and significantly related to customer satisfaction ( $\beta = 0.362$ ,  $p < .001$ ) and customer loyalty ( $\beta = 0.191$ ,  $p < .05$ ). Accordingly, H3 and H8 are supported. H4 hypothesized a negative effect of perceived risk on customer satisfaction. The results show no significant relationship between perceived risk and customer satisfaction, leading to H4 not being supported. In contrast, H9 predicted a negative effect of perceived risk on customer loyalty; however, the results indicate a significant *positive* relationship ( $\beta = 0.213$ ,  $p < .001$ ). Thus, H9 is not supported, as the result is in the opposite direction of the hypotheses.

Finally, perceived convenience was hypothesized to positively influence customer satisfaction (H5) and customer loyalty (H10). The findings demonstrate that perceived convenience has a strong positive effect on customer satisfaction ( $\beta = 0.512$ ,  $p < .001$ ) and a significant direct effect on customer loyalty ( $\beta = 0.340$ ,  $p < .001$ ). Therefore, H5 and H10 are supported. Overall, the results provide strong support for the roles of perceived trust and perceived convenience in enhancing customer satisfaction and loyalty, while offering mixed evidence for perceived usefulness and limited support for perceived ease of use. The unexpected positive association between perceived risk and customer loyalty leads to further discussion. The summarized output of the hypothesized model is illustrated in Figure 2.

**Figure 2.** Hypothesized Model



## **DISCUSSION**

### **Perceived Usefulness and Its Impact**

The findings affirm that perceived usefulness positively influences both customer satisfaction and loyalty (H1 and H11). Ariffin et al. (2021) justified that customers are satisfied with usefulness because it is seen as fulfilling the primary need of getting food easily and quickly. Perceived usefulness plays a crucial role in shaping purchasing behavior and affecting customer decisions in online food delivery. Inggang Perwangsa Nuralam et al. (2024) further elaborated that perceived usefulness significantly impacts customers' intention to use and subsequent satisfaction as the applications effectively meet the need for convenience and time-saving. Ramdhansya et al. (2025) also supported this hypothesis by specifically evaluating how effectively online food delivery services meet the customers' needs such as diverse menu options and effective search function.

### **Perceived Ease of Use and Its Importance**

Our study also decides the hypothesis that perceived ease of use significantly enhances customer satisfaction and loyalty (H2 and H7). It is align with the point of view from Ganou et al. (2022) and Gao et al. (2024), which emphasized that convenient particularly time-saving for users through simplified ordering is the main factor that drives the adoption of online food delivery service, which directly tied to ease of use. Besides, Sheppard & Vibert (2019) also found a powerful association between the delight of the user and a specified system performance. He explains that perceived ease of use is fundamental because a poorly designed user interface may turn users away regardless of its usefulness. This statement is further supported by Hasan et al. (2024) who showed that navigation and user interface (UI) or user experience (UX) design are essential elements in improving the customer satisfaction and loyalty with the application. This hypothesis is further supported by Sakas et al. (2023) who expressed that a user-friendly website or app interface is a key success factor for businesses to gain a competitive advantage and build a loyal customer base in the online food service industry.

### **Perceived Trust and Its Impact**

The study reveals a strong relationship between perceived trust and both customer satisfaction and loyalty (H3 and H8). Sung et al. (2023) expressed that trust is one of the essential factors that customers worry about in online shopping. The high trust by consumers in companies can provide a sense of customer satisfaction in using their products or services. Monfort et al. (2025) continued this comment by saying that trust is definitely a business foundation which is a way to create and retain the consumers. Cardoso et al. (2022) further justified that trust may have a greater effect on customer loyalty than satisfaction, which suggest that trust is a foundational element that ensure the long-term customer relationships.

### **The Role of Perceived Risk**

The study finds that there is an unexpected positive association between perceived risk and both customer satisfaction and loyalty (H4 and H9). Based on Lin et al. (2024), users often stick with a familiar platform like Foodpanda despite perceiving risks such as delivery delays or food quality issues in the food delivery industry. It is because they fear the risks on an unfamiliar platform might be even higher. This creates a form of calculative loyalty where users stay with the existing platform to avoid the uncertainty of a new service. Shin et al. (2024) also believed that modern consumers often view certain risks such as minor delivery delays or variations in food temperature as an unavoidable characteristics of the online food delivery business. This is because these risks are expected so they do not lower satisfaction or break loyalty. Instead, users develop a resilient usage pattern where they accept these risks in exchange for high convenience.

Besides, Ahmad et al. (2022) discovered that the highly loyal users are often those with the most experience on the platform. Their frequent usage allows them to develop strategy such as only ordering from highly rated restaurants or using specific payment method. By implementing this, it increase their perception of potential risks while simultaneously reinforcing their loyalty as they become the expert users of the system. Dursun (2024) also suggested that users may perceive digital payment fraud or food hygiene as one of the high risks in the environment. Nonetheless, their trust in the specific platform's ability to resolve those issues allows them to remain loyal despite those concerns.

### **Perceived Convenience**

The finding reveals that perceived convenience has a significant positive effect on customer satisfaction and loyalty (H5 and H10). Shankar et al. (2022) believed that the efficiency and accessibility of food delivery services have revolutionized the way people dine, catering to the fast-paced nature of contemporary living, which drive a high demand. Hoo et al. (2024) also stated that many consumers believe that online buying takes less time since they do not have to waste time traveling. This establish convenience as a core value proposition. This statement supported by Chung et al. (2022) who agreed that perceived convenience is indeed the primary reason why consumers use online food delivery services.

### **Customer Satisfaction and Loyalty**

The study further reinforce the strong positive relationship between customer satisfaction and loyalty (H11). This is align with Utami et al. (2023) and Xia et al. (2025) who argued that there is a positive and statistically significant relationship between age, customer satisfaction and loyalty in the online food delivery context. This is agreed by Tahir et al. (2024) and Mohd Sidik et al. (2025) who state that satisfied customers are likely to patronize the same product over and over hence display the brand loyalty. This count as an added strength for a company over its competitors. This has been proved by Irshad et al. (2024) opinions that customer satisfaction show a strong positive effect on customer intention to use repeatedly for the service which is loyalty.

### **Practical Implications**

This study offers applicable takeaways for food delivery platforms such as Foodpanda to enhance customer satisfaction and loyalty by fulfilling some core methods. To enhance perceived trust, Foodpanda must focus on reliability, integrity and transparency in their operations. It can start by implementing robust cybersecurity measures. Sargiotis (2024) suggested that it must continuously update and communicate their security protocols. This includes using the advanced encryption technology for payment gateways and clear assurance that payment data is secure and protected from fraud. Other than this, it should also prioritize the food quality and hygiene. Okpala & Korzeniowska (2021) advised that Foodpanda should only partner with restaurant that maintain a strict food quality and hygiene standard by enforcing a quality control checks regularly. Besides, Leung et al. (2025) indicated it needs to ensure an accurate order fulfilment which is their operational reliability by investing in logistic and rider training. The perceived trust can surely grow when the delivery time expectations is consistently met and the order errors have been minimize. Lastly, Fulmer et al. (2023) mentioned that Foodpanda should establish a transparent policies by clear and easy to understand refund and compensation policies for disputes. This can reduce the uncertainty and build a foundation of belief that the company will act fairly if an issue arises. For reducing perceiving risk, Foodpanda need to have real time tracking. Nakirikanti (2025) raised that it should offer a real time update on every stage of the order, which is from the kitchen preparation to the rider current location. On the other hand, Kamboj et al. (2020) suggested Foodpanda should address the food safety risk clearly by providing a rating

badge follow the restaurant hygiene. Surya and Nasution (2025) proposed that it can also offer multiple secure payment option by offering option like cash on delivery for those new user to reduce the perceived loss. Lastly, Shaikh et al. (2024) recommended that Foodpanda should guarantee an easy resolution when the customers fear an issue will be difficult to resolve. For instance, Foodpanda can implement a user-friendly 24/7 customer service chat with an empowered agents to quickly resolve order errors or quality issues. This can transform a negative incident into a service recovery success. To maximizing perceived convenience, Har et al. (2022) said it should simplify the ordering process by minimum steps to complete an order. The features like saved payment detail, quick reordering buttons and smart default setting can maximize the efficiency. Subsequently, it can also optimize the search and personalization function in the application. Jadiga (2025) implied that it can use AI-driven algorithms to provide a highly relevant and accurate recommendation based on past orders. This can save the user time scrolling through the endless option which can maximize the search usefulness. Other than this, Foodpanda can offer a flexible delivery option to the users. For instance, Oyama et al. (2024) referred that it can provide a range of choices such as scheduled delivery for future times or express delivery for maximum speed. This allow user to select the delivery model that best fit their specific time constraints. Lastly, Foodpanda should also enhance the post-purchase convenience for them. According to Shi & Fahim (2024), it should ensure that information like order history, invoice and refund initiative are easily accessible within the application. This can extend the perception of convenience beyond the initial purchase.

## **CONCLUSION**

The study explored the manner in which perceived usefulness, perceived ease of use, perceived trust, perceived risk, and perceived convenience impact customer satisfaction and customer loyalty of Foodpanda in Malaysia. The results of the 200 user responses reveals that perceived convenience and perceived trust stand as the topmost influential factors in driving customer satisfaction and loyalty. This highlighting the existence of a trustworthy service, smooth delivery processes, and easy access as the main causes of the long-term use of the application. Furthermore, customer satisfaction was marked as the most significant predictor of customer loyalty. Thus, this indicating that good service experiences lead to usage and commitment by the customer that is difficult to break.

It is quite astonishing that the factors like perceived ease of use, perceived usefulness, and perceived risk only limitedly affected customer satisfaction. This suggests that Malaysian consumers have become accustomed to online delivery services and thus demand for efficiency, speed, and reliability rather than the most basic usability factors. However, perceived usefulness and perceived risk had a strong influence on customer loyalty. This means that the customers are still considering a lasting value and security assurance when they make the choice of whether being loyal to Foodpanda.

By merging important digital experience factors into a single model in the post-pandemic period, this study adds to the current literature. It thereby opens up a wider perspective on the development of loyalty regarding food delivery services. Practically, the results indicate that Foodpanda should continue investing in convenience features, delivery operations accurate, investing in customer trust through transparency, reliability, and strong security assurances. Thereby, the company will gain satisfaction and ultimately loyalty.

Future research can also take this investigation to a wider scale by using larger or more diverse samples from different regions or by making a comparison between several platforms like GrabFood and ShopeeFood. Moreover, it would be of great help to

understand customer loyalty in the fast-evolving food delivery ecosystem of Malaysia if factors such as price perception, promotional influence, or rider service quality were to be included in the study.

### **LIMITATION**

However, this research offers considerable understanding of the factors influencing customer satisfaction and customer loyalty to Foodpanda in Malaysia, but it has strong limitations to accept as well. Firstly, the size of the sample with 200 respondents while adequate for conducting statistical tests, limits the scope of the findings. The sample was mostly made up of a particular age group, which are students and young adults. This might not cover all the professionals, elder users or consumers with different incomes in terms of the behavioral view points. This demographic concentration might influence behavior patterns, and the younger group might get used to technology-based services more than older groups. Thus, it might judge the digital convenience differently.

Secondly, this research depended on self-reported data obtained through online questionnaires. Such data may be subject to a number of biases such as social expectation bias, poor memory and individual interpretation of measurement items. Therefore, the attitudes and experiences that the respondents report might not completely correspond to their real behavior, satisfaction with the service, or loyalty to the platform.

Thirdly, a cross-sectional research design was used in the study. It means that the data was collected at only one point in time. This method restricts the ability to monitor shifts in consumer perceptions, trust building, satisfaction creation, or loyalty change taking place during service interactions or under changing market conditions. A longitudinal study would provide more insight regarding the timing of these relationships' strengthening or weakening and the impact of users' repeated exposure on their perceptions.

Finally, the model evaluated in this research is focuses on five major predictors, such as perceived usefulness, perceived ease of use, perceived trust, perceived risk, and perceived convenience, while neglecting other possible influencing variables. Consumer satisfaction and consumer loyalty in food delivery industry may also affected by factors such as pricing strategies, promotional incentives, brand reputation, or the attractiveness of competitors. A wider conceptual model might be utilized in future research, various platforms might be examined, or experimental or longitudinal designs might be adopted to have a better understanding of how loyalty is developed in the online food delivery market.

### **DECLARATION OF CONFLICTING INTERESTS**

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

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