



## THE INFLUENCE OF E-SERVICE QUALITY AND PRICE FAIRNESS ON E-LOYALTY THROUGH E-SATISFACTION AMONG SHOPEE SELLERS

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### ABSTRACT

Due to the swift expansion of e-commerce in Indonesia, Shopee has become the most dominant marketplace. However, Shopee faces strategic difficulties in retaining seller loyalty due to the rise of new rival, especially with regard to thoughts about administrative costs and the standards of services provided. This study uses the theory of S-O-R to examine price fairness and e-service quality influence on Shopee sellers' e-loyalty through e-satisfaction as a mediating variable. Using a judgmental sampling approach, 205 Shopee sellers that run businesses in the Greater Jakarta region and have been actively selling during the last six months represent the study's sample. A six-point Likert scale questionnaire was used to gather the data, and Microsoft Excel and SmartPLS 4 were used for analysis. The findings indicate that e-service quality positively and significantly influenced e-satisfaction and e-loyalty. Price fairness, on the other hand, positively and significantly affects e-satisfaction but has insignificant influence on e-loyalty. Moreover, e-satisfaction positively and significantly influenced e-loyalty. E-satisfaction indirectly mediates the relationship between price fairness and e-loyalty, but not the relationship between e-service quality and e-loyalty.

## INTRODUCTION

Between 2022 and 2024, Indonesia consistently held the top position in Southeast Asia as the country with the largest e-commerce market, surpassing Thailand, Vietnam, Malaysia, and Singapore. By 2030, Indonesia's e-commerce market is predicted to earn USD 150 billion (Statista, 2024). Consumer behavior has undergone a profound transformation in response to the COVID-19 epidemic, with people massively turning to e-commerce to purchase a variety of goods and services. To adapt to this trend, many businesses have also adjusted by selling through e-commerce platforms. Ahdiat (2024) reports an increase in e-commerce users in Indonesia, from 38.72 million in 2020 to 65.65 million in 2024. With a continuously growing user base, business actors have increasingly greater opportunities to expand their market reach through e-commerce.

In Indonesia, most e-commerce startups adopt a marketplace business model (Putri, 2025). Under this model, e-commerce startups do not hold product inventory; instead, they provide a platform and supporting services to facilitate transactions. Among the various marketplaces operating in Indonesia, Shopee is the most popular, with a total of 132 million visits in April 2025 (Yonatan, 2025). This demonstrates Shopee's dominance in the Indonesian e-commerce market.

Despite its strong position, Shopee faces increasing challenges in retaining sellers due to the emergence of Toco, a community-based marketplace offering zero administrative fees. Established in August 2024, Toco rapidly gained traction amid rising seller fees and new tax regulations (Mediana, 2025; Fitriya, 2025). Considering that high administrative fees have been one of the main challenges in online selling (INDEF, 2024), an increasing number of sellers on various marketplaces, including Shopee, have begun to consider Toco as an alternative platform (Insyani, 2025; Supriyanto, 2025; Darandono, 2025). According to Kompas.tv (2025) report, the number of active sellers on

Toco surged significantly, from just a few hundred to 45,000, and by the end of June 2025 exceeded 150,000. This rapid growth indicates a shift in seller preferences toward platforms that are perceived to provide higher profit margins. If this trend continues, Shopee risks losing part of its seller base, which could ultimately reduce the variety of prices, quality, and product models available on Shopee. This situation may diminish the platform's attractiveness, not only from the buyers' perspective but also regarding the overall sustainability of its transactional ecosystem. Consequently, Shopee must comprehend the determinants of seller loyalty in order to develop appropriate strategies to retain its seller base and ensure the sustainable growth of its business.

This study is based on the Stimulus–Organism–Response (S-O-R) theory. In consumer behavior studies, this theory is used to understand how stimuli affects consumers' psychological states which in turn drive responses (Cuong, 2024; Tordoya-Espinoza et al., 2025). In line with this framework, the present study adopts the S-O-R theory to explain how e-loyalty to Shopee is formed from the seller's perspective, wherein e-service quality and price fairness acting as stimuli, e-satisfaction representing the organism, and e-loyalty as the response. E-service quality reflects Shopee's ability to deliver services that are both reliable and highly effective, while price fairness captures sellers' perceptions of the fairness of administrative fees, an especially relevant issue given Toco's zero-fee policy. E-satisfaction is included due to its established role in shaping and mediating loyalty.

Although earlier researches have extensively explored loyalty from the buyer perspective (Omar et al., 2021; Puspitasari et al., 2023; Hui et al., 2025), research focusing on sellers as consumers remains limited, despite them being primary users of marketplace services and key contributors to platform revenue (Lin et al., 2024; Tasim, 2025). This highlights the need for greater attention to sellers' loyalty in research on marketplace platforms.

Moreover, prior studies report inconsistent findings regarding the mediating role of satisfaction in the relationships between service quality and loyalty (Setiawan et al., 2025; Agarwal & Dhingra, 2023; Lolemo & Pandya, 2025; Pratama et al., 2024) as well as price fairness and loyalty (Ahmed et al., 2023; Setiawan et al., 2025; Hride et al., 2022; Junaedi et al., 2022) These inconsistencies suggest the need for further investigation, which this study addresses by examining e-satisfaction as a mediating variable in the formation of seller e-loyalty toward Shopee.

## LITERATURE REVIEW

### Theoretical and Conceptual Background

#### Stimulus-Organism-Response (S-O-R)

S-O-R is connectionism and classical conditioning's extension. Connectionism, developed by Thorndike (1903), explains that a person's behavior is a response to stimuli learned from previous experiences. Classical conditioning, developed by Pavlov (1927), describes how behavior can be formed through the habit of associating a stimulus with a specific response. Thus, both connectionism and classical conditioning originate from the framework of stimulus-response, where each response arises directly as a result of a stimulus.

S-O-R emerged as a more comprehensive development by introducing the organism (O) component. This concept was first introduced by Woodworth (1929), who emphasized the role of the organism in bridging stimulus and response. Later, Hovland et al. (1953) applied S-O-R in relation to persuasive communication, where a message (stimulus) is first processed by the individual (organism) before producing an attitude or behavior change (response). Further development was made by Mehrabian & Russell (1974) within the field of environmental psychology, emphasizing that a person's response to their environment is shaped through the organism's emotional dimensions: pleasure, arousal, and dominance.

Overall, the S-O-R theory explains behavior as a sequence in which external stimuli shape individuals' emotional and cognitive states, which in turn produce a response (R) (Mehrabian & Russell, 1974). Stimulus refers to external environmental variables that affect the organism. Organism represents the mechanism of psychological change, in which consumers receive the stimuli and process them into meaningful information. Meanwhile, the response describes consumer behavior as a reaction to the information conveyed by the external stimulus (Cuong, 2024).

Although S-O-R is rooted in psychology, it has been widely applied in studies on consumer behavior, including in retail, e-commerce, and technology contexts (Fan et al., 2022; Cuong, 2024; Tordoya-Espinoza et al., 2025; Bowden et al., 2025). In relation to e-commerce, earlier researches have used this theory to explain how stimuli influence consumers' psychological states, which then result in specific responses. For instance, Fan et al. (2022) found that a stimulus in the form of e-service quality influences consumers' psychological conditions (organism), namely trust and perceived risk, which subsequently affect responses in the form of customer engagement behavior.

In line with this, this study uses S-O-R to explain the psychological process of consumers, beginning when they receive stimuli in the form of e-service quality and price fairness. These stimuli are internally processed through the organism, reflected in e-satisfaction, which ultimately leads to responses in the form of e-loyalty.

#### E-Loyalty

E-loyalty's development is not only beneficial but is also considered a fundamental foundation for business

continuity and growth. Numerous studies consistently emphasize the importance of this factor. Ahmed et al. (2023) state that the key to maintaining business growth and sustainability amid intense competition is having loyal consumers. Therefore, businesses must concentrate on developing and preserving consumer loyalty. This is consistent with Junaedi et al. (2022)'s perspective, who contend that consumer loyalty has an essential role in the successful marketing of products.

A devoted consumer base offers a substantial competitive benefit because it reduces the favorable circumstances of rivals. Hameed et al. (2024) assert that the more devoted a consumer is, the harder it is for rivals to influence or convince them to switch to other brands. Moreover, loyalty simplifies the consumer decision-making process, as loyal customers tend to choose familiar brands without the need to compare them with alternatives (Junaedi et al., 2022). Thus, loyalty strengthens a company's ability to face competition while encouraging consumers to continue using familiar brands.

Customer loyalty is defined as a condition in which consumers consistently choose products or services from the same brand despite the availability of alternative brands (Junaedi et al., 2022). In the digital context, customer loyalty is defined by Puspitasari et al. (2023) as the degree of allegiance, immersion, and recurring behavior displayed toward a platform. Customer e-loyalty manifests through ongoing platform usage, the sharing of favorable recommendations, and a reluctance to switch to competing offerings (Lolemo & Pandya, 2025). Therefore, e-loyalty represents consumers' commitment to a digital platform, demonstrated through their tangible actions as users.

Based on these definitions and concepts, e-loyalty is the level of consumers' psychological commitment and attachment to an electronic service, as evidenced by recurring usage, the propensity to provide positive recommendations, and the reluctance to switch to competitors' offerings. Within the framework of S-O-R, e-loyalty is regarded as a form of response (Taheri et al., 2024; Garcia-y-Garcia et al., 2025).

## **E-Satisfaction**

In business, understanding how consumers evaluate their post-purchase experiences is crucial, as customer satisfaction is a primary factor influencing their subsequent behavior (Agarwal & Dhingra, 2023). Fundamentally, customer satisfaction refers to a positive emotional state that arises after experiencing a good or service (Ahmed et al., 2023). Satisfaction reflects a good or service's ability to fulfill or exceed what consumers want following a purchase (Hui et al., 2025). This concept is generally understood as a comparison between initial hopes and real encounters (Omar et al. 2021; Mugova et al., 2025). Therefore, satisfaction arises when consumers' interaction with a good or service yield positive outcomes that align with their expectations. Ho et al. (2025) further observe that satisfaction occurs when a company fulfills or surpasses consumers' expectations, whereas failure to do so results in dissatisfaction.

The process of forming satisfaction begins when consumers interact with the service provider, after which they develop attitudes and evaluations of the brand or business based on their perception of the service (Hameed et al., 2024). These evaluations are comprehensive, as seen in the e-marketplace context, where customer satisfaction reflects overall satisfaction following a comparison between the e-marketplace's actual service quality and its anticipated performance (Puspitasari et al., 2023). Thus, satisfaction depends not only on a single aspect of service but also results from an overall evaluation of the entire consumer experience while interacting with the service provider.

In the digital environment, this concept evolves into e-satisfaction, which is attitudinal, reflecting the overall consumer attitude toward the electronic service experience (Lolemo & Pandya, 2025). E-satisfaction is shaped by internal (organism-based) factors during the consumer evaluation process on a digital platform and, at the post-purchase stage, manifests as an emotional response to the online transaction experience, such as assessments of the product, brand, and digital interface used (Lisnawati et al., 2025). Thus, e-satisfaction arises from consumers' evaluation and subjective perception of their overall experience using electronic services.

The importance of building satisfaction stems from its profound impact on consumer behavior. Typically, satisfied consumers are more likely to repurchase from the same seller and give recommendations to others (Hui et al., 2025; Mugova et al., 2025). Elevated satisfaction are critical for companies to maintain customer loyalty and competitiveness, particularly in challenging business environments (Setiawan et al., 2025). Therefore, satisfaction not only drives positive consumer behavior but also helps companies maintain competitiveness and business continuity in increasingly competitive markets.

Satisfaction and loyalty's relationship is established through consumer behavior; that is, when satisfaction influences behavior, this behavior ultimately contributes to loyalty's development (Agarwal & Dhingra, 2023). In the digital environment, e-satisfaction is not only the result of past interactions but also a predictor of consumers' future behavioral intentions (Lisnawati et al., 2025). Failure to achieve satisfaction carries significant risks, as low satisfaction levels can trigger complaints, negative feedback, and loss of customers (Ho et al., 2025). Consequently, satisfaction can prevent negative outcomes in consumer relationships and foster loyalty.

Based on these definitions and concepts, e-satisfaction is a positive emotional state that arises when consumers' experiences with electronic services meet or exceed their expectations, formed through a comprehensive evaluation of all aspects of interaction with the service provider. Satisfaction not only promotes positive consumer behavior but

is also important in generating and maintaining loyalty, as well as sustaining competitiveness and business continuity. Within the framework of S-O-R, e-satisfaction is positioned as the organism (Garcia-y-Garcia et al., 2025; Karim et al., 2021).

### **E-Service Quality**

Broadly, service quality is recognized as a critical component of a company's success, particularly in service-oriented sectors with high levels of competition (Leong et al., 2022). Setiawan et al. (2025) states that superior service quality is a key driver of competitiveness and business success across various industries. In line with this, Pratama et al. (2024) argue that e-service quality is an effective means of achieving and maintaining the competitive advantage of a business. Thus, a business' market competitiveness is determined by the level of service quality it delivers. Service quality serves as a pivotal factor, fundamentally driving both customer satisfaction and customer loyalty (Gazi et al., 2025; Agarwal & Dhingra, 2023). In certain sectors, service quality forms the foundation of loyalty (Mugova et al., 2025). For instance, in the food industry, service quality greatly influences a company's ability to satisfy and retain customers (Ahmed et al., 2023). This shows that service quality is essential for ensuring business sustainability and growth, rather than merely an added value.

After using a service, consumers typically form attitudes toward the service provider, influenced by their evaluation of service quality brand's perception (Hameed et al., 2024). It is generally acknowledged that e-service quality serves as e-satisfaction's primary driver, which in turn fosters e-loyalty (Lolemo & Pandya, 2025). Therefore, e-service quality functions as a factor influencing future consumer behavior.

Providing high-quality services has a significant impact on improving a company's market position. According to Hameed et al. (2024), service excellence enhances customer satisfaction, which directly affects the company's reputation and helps retain service users. This shows that e-service quality is a key differentiator among companies, as service quality is essential to draw in and keep consumers (Leong et al., 2022).

E-service quality is electronic services' capability to consistently provide standards that meet or exceed consumer expectations (Lisnawati et al., 2025). Similarly, Leong et al. (2022) assert that service quality relates to consumers' assessment of the value they derive from a service, influenced by the disparity between their expectations and perceptions of the service delivered. In e-commerce study, Puspitasari et al. (2023) define e-service quality as e-marketplace's ability to accommodate the fulfillment of utilitarian-oriented goals across all consumer interactions within the platform. Thus, e-service quality encompasses consumers' evaluations of electronic services after use, as well as the extent to which these services effectively meet their needs.

Overall, e-service quality is consumers' perception of how well electronic services meet their wants and expectations. E-service quality influences future consumer behavior and plays a crucial role in maintaining business' competitiveness and market position. Within the framework of S-O-R, service quality is viewed as a form of stimulus (Li et al., 2025; Fan et al., 2022).

Fundamentally, e-service quality is a multidimensional construct encompassing E-S-QUAL and E-RecS-QUAL. In line with this, Parasuraman et al. (2005) state that the E-RecS-QUAL dimensions are only relevant for users experiencing non-routine situations, such as issues during site use. Because most interactions in the context of Shopee sellers are routine, this study measures e-service quality using the E-S-QUAL dimensions which consist of efficiency, system availability, fulfillment, and privacy. Efficiency refers to users' ability to access the site easily and quickly. Fulfillment relates to the site's ability to meet commitments regarding product availability and delivery. System availability refers to the extent to which the site functions correctly from a technical standpoint. Privacy represents the level of security in protecting consumers' personal data.

### **Price Fairness**

Price is widely regarded as a crucial factor across industries, particularly when examining consumer behavior (Mushagalusa et al., 2022). Price serves as a stimulus that helps consumers evaluate a good or service's quality (Ahmed et al., 2023). Beyond its monetary value, consumers' subjective perception of price significantly influences their decision-making. This perception is reflected in the concept of price fairness, which Sepehrian et al. (2023) describe as a psychological factor that strongly influences consumer responses to prices.

Mushagalusa et al. (2022) provide a broader definition, describing price fairness as a price perceived by consumers as appropriate, honest, and trustworthy because all applicable terms and fees are clearly communicated. Therefore, companies must be transparent and clear in setting prices so that consumers perceive them as fair. Fundamentally, price fairness is understood as a mental and emotional concept that, when managed effectively, can support pricing strategy effectiveness and drive sales (Sepehrian et al., 2023). Singh et al. (2022) state that price fairness is consumers' perception of whether a product or service's price is reasonable, acceptable, and justifiable. Price fairness, accordingly, reflects consumers' assessment of price reasonableness and, at the same time, fosters ongoing relationships between consumers and companies through transparency and justifiable pricing practices.

Consumers' perceptions of fair pricing do not emerge spontaneously but develop through comparison and evaluation. According to Hui et al. (2025), consumers evaluate price fairness based on their own experiences or those of others. A key aspect of this evaluation is how consumers assess the benefits received. In other words, consumers

use price to evaluate the value they obtain (Mushagalusa et al., 2022). Hride et al. (2022) note that if the benefits offered by a product exceed consumer expectations, the price is perceived as fair. Thus, price fairness is strongly influenced by perceived value or benefits. Hameed et al. (2024) add that even if prices vary, as long as they are perceived as beneficial, consumers are still motivated to purchase or use the product. Similarly, Setiawan et al. (2025) argue that consumers can develop favorable opinions of higher prices if they hold positive perceptions of the company, typically built through fair and consistent pricing practices. Therefore, both low and high prices can be acceptable as long as perceived value is commensurate and supported by positive perceptions of the company.

Junaedi et al. (2022) directly link reasonable pricing to the emergence of positive feelings, ultimately resulting in satisfaction. Sepehrian et al. (2023) reinforce this by stating that fair pricing plays a key role in driving satisfaction. Conversely, if prices are perceived as unfair or unreasonable, dissatisfaction arises (Ahmed et al., 2023). Therefore, price fairness functions as an emotional response that determines consumer satisfaction and dissatisfaction. This emotional response is crucial because it increases the likelihood that satisfied consumers will engage in recurring purchases, ultimately enhancing brand loyalty (Hameed et al., 2024).

Satisfaction derived from the perception of fair pricing directly contributes to loyalty. Hui et al. (2025) note that purchase intentions decline if prices are perceived as unfair. Conversely, prices perceived as fair encourage consumers to make recurring purchases (Junaedi et al., 2022). This repeated purchase behavior forms the basis of loyalty. Hride et al. (2022) confirm this positive relationship, stating that loyalty increases as price fairness improves because loyalty is built through prices perceived as reasonable. Similarly, Sepehrian et al. (2023) describe price fairness as a critical determinant that drives both satisfaction and consumer loyalty. Furthermore, Setiawan et al. (2025) provide a comprehensive view, emphasizing that price fairness can strengthen consumer-company relationships, encourage repeat purchases, and enhance loyalty. Thus, not only does price fairness fosters satisfaction but it also drives loyalty through consumer behavior and strengthens relationships with the company. Satisfied and loyal consumers are less likely to file complaints (Hameed et al., 2024), creating a more positive customer base.

Based on these concepts and definitions, price fairness can be understood as consumers' judgement of a price's reasonableness, appropriateness, fairness, and justifiability, encompassing the alignment between benefits received and costs paid, as well as pricing transparency that contributes to satisfaction, loyalty, and long-term consumer-company relationships. Within the framework of S-O-R, price fairness is regarded as a form of stimulus (Li et al., 2025).

## **Empirical Review and Hypothesis**

### **The Influence of E-Service Quality on E-Satisfaction**

Various studies have shown that service quality has a positive and significant influence on satisfaction. This finding is consistent across multiple sectors, such as e-commerce (Lisnawati et al., 2025; Puspitasari et al., 2023; Omar et al., 2021), technology (Setiawan et al., 2025; Agarwal & Dhingra, 2023), banking (Gazi et al., 2025; Mugova et al., 2025), transportation (Hameed et al., 2024), and the food industry (Ahmed et al., 2023; Veas-González et al., 2024). Accordingly, this study proposes the following hypothesis:

H1: E-service quality has an influence on e-satisfaction.

### **The Influence of E-Service Quality on E-Loyalty**

Within the framework of S-O-R, a stimulus generally affects the response through consumers' internal processes (organism). However, several studies have shown that a stimulus can also influence the response directly without passing through the organism. Various studies indicate that service quality has a positive and significant influence on loyalty. This finding is consistent across multiple sectors, such as technology (Setiawan et al., 2025; Agarwal & Dhingra, 2023) and banking (Gazi et al., 2025; Mugova et al., 2025). Accordingly, this study proposes the following hypothesis:

H2: E-service quality has an influence on e-loyalty.

### **The Influence of Price Fairness on E-Satisfaction**

Various studies have shown that price fairness has a positive and significant influence on satisfaction. This finding is consistent across multiple sectors, such as e-commerce (Do et al., 2023; Hui et al., 2025; Hride et al., 2022), the beauty industry (Junaedi et al., 2022), sports product purchases (Sepehrian et al., 2023), microfinance institutions (Mushagalusa et al., 2022), food industry (Singh et al., 2022; Ahmed et al., 2023), transportation sector (Hameed et al., 2024), and technology (Setiawan et al., 2025). Accordingly, this study proposes the following hypothesis:

H3: Price fairness has an influence on e-satisfaction.

### **The Influence of Price Fairness on E-Loyalty**

Various studies have shown that price fairness has a positive and significant influence on loyalty. This indicates that price fairness, as a stimulus, can directly generate a response in the form of e-loyalty. This finding is consistent across multiple sectors, such as e-commerce (Hride et al., 2022), beauty industry (Junaedi et al., 2022), technology (Setiawan et al., 2025), and food industry (Kim & Moon, 2025; Sun & Moon, 2023; Ahmed et al., 2023).

Accordingly, this study proposes the following hypothesis:  
H4: Price fairness has an influence on e-loyalty.

### The Influence of E-Satisfaction on E-Loyalty

Various studies have shown that satisfaction has a positive and significant influence on loyalty. This finding is consistent across multiple sectors, such as e-commerce (Do et al., 2023; Puspitasari et al., 2023; Hride et al., 2022; Omar et al., 2021), beauty industry (Junaedi et al., 2022), banking (Ho et al., 2025; Lolemo & Pandya, 2025; Gazi et al., 2025; Mugova et al., 2025), transportation (Hameed et al., 2024), technology (Setiawan et al., 2025; Agarwal & Dhingra, 2023), and food industry (Veas-González et al., 2024; Ahmed et al., 2023). Accordingly, this study proposes the following hypothesis:

H5: E-satisfaction has an influence on e-loyalty.

### The Influence of E-Service Quality on E-Loyalty through E-Satisfaction

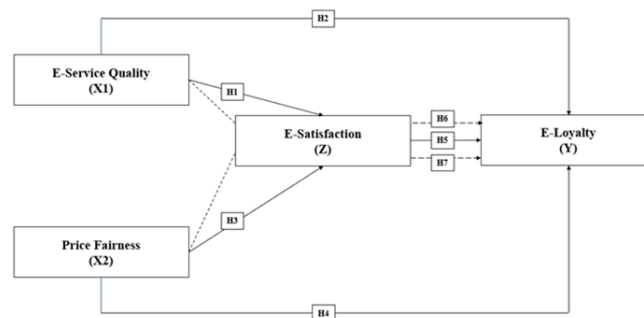
Various studies have shown that satisfaction mediates the influence of service quality on loyalty. This finding is consistent across multiple sectors, such as e-commerce (Omar et al., 2021), banking (Gazi et al., 2025), technology (Agarwal & Dhingra, 2023; Setiawan et al., 2025), and food industry (Ahmed et al., 2023). Accordingly, this study proposes the following hypothesis:

H6: E-satisfaction mediates the influence of e-service quality on e-loyalty.

### The Influence of Price Fairness on E-Loyalty through E-Satisfaction

Various studies have shown that satisfaction mediates the influence of price fairness on loyalty. This finding is consistent across multiple sectors, such as e-commerce (Yulihapsari et al., 2025), technology (Setiawan et al., 2025), and food industry (Ahmed et al., 2023). Accordingly, this study proposes the following hypothesis:

H7: E-satisfaction mediates the influence of price fairness on e-loyalty.



**Figure 1.** Research Model  
**Source:** Authors (2026)

## RESEARCH AND METHODOLOGY

This study's population consists of Shopee sellers whose business locations are in the Greater Jakarta area. Because the total number of Shopee sellers in this region is unknown, this study employs a non-random sampling technique, specifically judgmental sampling, with pre-screening criteria which is active Shopee sellers in Greater Jakarta region who have conducted sales within the last six months. The minimum sample size was determined based Hair et al. (2022)'s guideline. In this study, total sample consists of 205 respondents. Primary data were collected through an online questionnaire distributed via Google Forms using a 6-point Likert scale. Data were analyzed using Microsoft Excel and SmartPLS 4.

The items used for data analysis are listed below:

**Table 1.** Measurement Items

Variables	Measurement Items	Source	
E-Loyalty	ELO1	Shopee is my favorite marketplace for online selling	Hride et al. (2022); Juanli et al. (2025); Do et al. (2023); Omar et al. (2021); Sun & Moon (2023); Agarwal & Dhingra (2023); Ho et al. (2025); Mugova et al. (2025); Gazi et al. (2025); Puspitasari et al. (2023)
	ELO2	Shopee is my first-choice marketplace for online selling	
	ELO3	I tend to use Shopee when selling online	
	ELO4	I will continue to use Shopee for online selling	
	ELO5	I do not consider switching to another marketplace	
	ELO6	I will share positive experiences about Shopee with other sellers	
	ELO7	I will recommend Shopee to other sellers	

Variables	Measurement Items	Source	
E-Satisfaction	ESA1	My experience using Shopee is enjoyable.	Omar et al. (2021); Mushagalusa et al. (2022); Ho et al. (2025); Agarwal & Dhingra (2023); Do et al. (2023); Singh et al. (2022); Puspitasari et al. (2023); Hride et al. (2022); Gazi et al. (2025)
	ESA2	Shopee's services meet my expectations.	
	ESA3	Overall, I am satisfied with Shopee's services.	
	ESA4	Shopee offers service features that match my preferences.	
	ESA5	My decision to use Shopee for online selling is a wise choice.	
	ESA6	I feel that choosing Shopee for online selling is the right decision.	
	ESA7	I hope there will be more marketplaces like Shopee.	
E-Service Quality	<b>Efficiency</b>		Gazi et al. (2025); Puspitasari et al. (2023); Agarwal & Dhingra (2023); Lisnawati et al. (2025); Parasuraman et al. (2005); Yulihapsari et al. (2025); Omar et al. (2021); Mugova et al. (2025); Septiana et al. (2022); Malc et al. (2023)
	ESQ1	Shopee provides services promptly according to my needs.	
	ESQ2	The Shopee application/website loads quickly when I manage my store.	
	ESQ3	The Shopee application/website is easy to use for managing my store.	
	<b>Fulfillment</b>		
	ESQ4	The Shopee application/website provides timely updates on order status.	
	ESQ5	Information related to orders, stock, and delivery status on Shopee is always accurate.	
	ESQ6	Shopee provides reliable information regarding the services it offers.	
	<b>System availability</b>		
	ESQ7	Shopee can always be accessed anytime and anywhere.	
	ESQ9	Shopee's services are always available at the promised time.	
<b>Privacy</b>			
ESQ10	Shopee protects my store's financial information.		
ESQ11	Shopee maintains the confidentiality of my store's transaction activities.		
Price Fairness	PFA1	The administrative fees charged by Shopee to my store are reasonable.	Do et al. (2023); Kim & Moon (2025); Sun & Moon (2023); Singh et al. (2022); Mushagalusa et al. (2022)
	PFA2	The administrative fees charged by Shopee to my store are fair.	
	PFA3	The administrative fees charged by Shopee to my store are acceptable.	
	PFA4	The administrative fees charged by Shopee feel more favorable compared to other marketplaces.	
	PFA5	Shopee provides administrative fee information honestly.	
	PFA6	The administrative fees charged by Shopee to my store are commensurate with the benefits I receive.	

Source: Authors (2026)

## RESULT AND DISCUSSION

### Result

#### Respondents' Characteristics

Table 2 presents information on respondents' characteristics based on gender, business location, seller type, annual turnover, and main product category. The study involved 54 male respondents (26.34%) and 151 female respondents (73.66%), indicating that female Shopee sellers dominate this study.

In terms of business location, respondents are distributed across the Greater Jakarta area. A total of 14 respondents (6.83%) are located in Bekasi, 23 respondents (11.22%) in Bogor, 20 respondents (9.76%) in Depok, 117 respondents (57.07%) in Jakarta, and 31 respondents (15.12%) in Tangerang. Thus, Shopee sellers whose businesses are located in Jakarta dominate this study.

Furthermore, based on seller type, Shopee sellers are classified into four categories according to store performance level: Non-Star, Star, Star+, and Shopee Mall. In this study, 70 respondents (34.15%) have Non-Star status, 69 respondents (33.66%) have Star status, 53 respondents (25.85%) have Star+ status, and 13 respondents (6.34%) have Shopee Mall status. Therefore, Shopee sellers with Non-Star status dominate this study.

Referring to Undang-Undang Republik Indonesia No. 20 Tahun 2008, businesses with annual turnover of up

to IDR 300 million are classified as micro enterprises, those with turnover above IDR 300 million up to IDR 2.5 billion as small enterprises, and those with turnover above IDR 2.5 billion up to IDR 50 billion as medium enterprises. Businesses with turnover above IDR 50 billion are categorized as large enterprises. Based on this classification, 156 respondents (76.10%) operate micro enterprises, 36 respondents (17.56%) operate small enterprises, 9 respondents (4.39%) operate medium enterprises, and 4 respondents (1.95%) operate large enterprises. Thus, Shopee sellers operating micro enterprises with annual turnover of up to IDR 300 million dominate this study.

Finally, based on the main product category sold, 14 respondents (6.83%) sell books and stationery, 5 respondents (2.44%) sell electronics, 120 respondents (58.54%) sell fashion products, 14 respondents (6.83%) sell mobile phones and accessories, 5 respondents (2.44%) sell mother and baby products, 1 respondent (0.49%) sells health products, 4 respondents (1.95%) sell food and beverages, 21 respondents (10.24%) sell personal care and beauty products, 12 respondents (5.85%) sell home supplies, and 9 respondents (4.39%) sell other products. Thus, Shopee sellers selling fashion products dominate this study.

**Table 2.** Respondents' Characteristics

Characteristics	Description	Frequency	Percentage
Gender	Male	54	26.34%
	Female	151	73.66%
Business Location	Bekasi	14	6.83%
	Bogor	23	11.22%
	Depok	20	9.76%
	Jakarta	117	57.07%
	Tangerang	31	15.12%
Seller Type	Non-Star	70	34.15%
	Star	69	33.66%
	Star+	53	25.85%
	Shopee Mall	13	6.34%
Annual Turnover	≤ IDR 300 million	156	76.10%
	> IDR 300 million – IDR 2.5 billion	36	17.56%
	> IDR 2.5 billion – IDR 50 billion	9	4.39%
	> IDR 50 billion	4	1.95%
Product Category	Books & Stationery	14	6.83%
	Electronics	5	2.44%
	Fashion	120	58.54%
	Mobile Phones & Accessories	14	6.83%
	Mother & Baby	5	2.44%
	Health	1	0.49%
	Food & Beverages	4	1.95%
	Personal Care & Beauty	21	10.24%
	Home Supplies	12	5.85%
	Others	9	4.39%

Source: Authors (2026)

### Frequency Distribution of Latent Variables

Table 3 presents the calculation of the mean and the Respondent Achievement Level (RAL) for each measurement item. The results of these calculations are then used to classify each item into specific evaluation categories. The categorization of RAL refers to the criteria proposed by Sugiyono (2017), where RAL values of 85%–100% are classified as very good, 66%–84% as good, 51%–65% as moderate, 36%–50% as poor, and 0%–35% as very poor.

**Table 3.** Frequency Distribution of Latent Variables

Variables	Measurement Items	Mean	RAL	Category
E-Loyalty	ELO1 Shopee is my favorite marketplace for online selling	4.97	82.85%	Good
	ELO2 Shopee is my first-choice marketplace for online selling	4.93	82.11%	Good
	ELO3 I tend to use Shopee when selling online	4.92	81.95%	Good
	ELO4 I will continue to use Shopee for online selling	4.92	82.03%	Good
	ELO5 I do not consider switching to another marketplace	4.52	75.28%	Good
	ELO6 I will share positive experiences about Shopee with other sellers	4.85	80.89%	Good
	ELO7 I will recommend Shopee to other sellers	4.86	81.06%	Good
	<b>Average</b>	<b>4.85</b>	<b>80.88%</b>	<b>Good</b>
E-Satisfaction	ESA1 My experience using Shopee is enjoyable.	4.71	78.46%	Good

	ESA2	Shopee's services meet my expectations.	4.69	78.13%	Good
	ESA3	Overall, I am satisfied with Shopee's services.	4.63	77.15%	Good
	ESA4	Shopee offers service features that match my preferences.	4.61	76.91%	Good
	ESA5	My decision to use Shopee for online selling is a wise choice.	4.71	78.46%	Good
	ESA6	I feel that choosing Shopee for online selling is the right decision.	4.74	78.94%	Good
	ESA7	I hope there will be more marketplaces like Shopee.	4.72	78.62%	Good
	<b>Average</b>		<b>4.69</b>	<b>78.10%</b>	<b>Good</b>
E-Service Quality	ESQ1	Shopee provides services promptly according to my needs.	4.81	80.24%	Good
	ESQ2	The Shopee application/website loads quickly when I manage my store.	4.80	80.08%	Good
	ESQ3	The Shopee application/website is easy to use for managing my store.	4.88	81.38%	Good
	ESQ4	The Shopee application/website provides timely updates on order status.	4.86	81.06%	Good
	ESQ5	Information related to orders, stock, and delivery status on Shopee is always accurate.	4.89	81.46%	Good
	ESQ6	Shopee provides reliable information regarding the services it offers.	4.85	80.89%	Good
	ESQ7	Shopee can always be accessed anytime and anywhere.	5.08	84.72%	Good
	ESQ9	Shopee's services are always available at the promised time.	4.83	80.49%	Good
	ESQ10	Shopee protects my store's financial information.	4.98	82.93%	Good
	ESQ11	Shopee maintains the confidentiality of my store's transaction activities.	5.02	83.74%	Good
		<b>Average</b>		<b>4.90</b>	<b>81.67%</b>
Price Fairness	PFA1	The administrative fees charged by Shopee to my store are reasonable.	4.06	67.64%	Good
	PFA2	The administrative fees charged by Shopee to my store are fair.	4.33	72.11%	Good
	PFA3	The administrative fees charged by Shopee to my store are acceptable.	4.40	73.33%	Good
	PFA4	The administrative fees charged by Shopee feel more favorable compared to other marketplaces.	4.20	70.08%	Good
	PFA5	Shopee provides administrative fee information honestly.	4.66	77.72%	Good
	PFA6	The administrative fees charged by Shopee to my store are commensurate with the benefits I receive.	4.41	73.50%	Good
		<b>Average</b>		<b>4.34</b>	<b>72.40%</b>

**Source:** Authors (2026)

For the e-loyalty variable, the item with the highest value is ELO1, with a mean score of 4.97 and a RAL of 82.85%, which falls into the good category. In contrast, the item with the lowest value is ELO5, with a mean score of 4.52 and a RAL of 75.28%, which is also categorized as good. Overall, respondents provided a good evaluation of the e-loyalty aspect (mean = 4.85; RAL = 80.88%).

For the e-satisfaction variable, the item with the highest value is ESA6, with a mean score of 4.74 and a RAL of 78.94%, which falls into the good category. Meanwhile, the item with the lowest value is ESA4, with a mean score of 4.61 and a RAL of 76.91%, which is also categorized as good. Overall, respondents provided a good evaluation of the e-satisfaction aspect (mean = 4.69; RAL = 78.10%).

For the e-service quality variable, the item with the highest value is ESQ7, with a mean score of 5.08 and a RAL of 84.72%, which falls into the good category. In contrast, the item with the lowest value is ESQ2, with a mean score of 4.80 and a RAL of 80.08%, which is also categorized as good. Overall, respondents provided a good evaluation of the e-service quality aspect (mean = 4.90; RAL = 81.67%).

For the price fairness variable, the item with the highest value is PFA5, with a mean score of 4.66 and a RAL of 77.72%, which falls into the good category. In contrast, the item with the lowest value is PFA1, with a mean score of 4.06 and a RAL of 67.64%, which is also categorized as good. Overall, respondents provided a good evaluation of the price fairness aspect (mean = 4.34; RAL = 72.40%).

## Outer Model Assessment

To ensure that the research instrument used is appropriate for measuring the research variables, an outer model evaluation was conducted by assessing validity and reliability. Validity testing includes convergent validity (outer loadings and AVE) and discriminant validity (HTMT, the Fornell–Larcker criterion, and cross loadings). Reliability testing was performed by calculating Cronbach’s Alpha and Composite Reliability ( $\rho_a$  and  $\rho_c$ ).

An acceptable outer loading value is above 0.70 because, when squared, it yields 0.50, indicating that 50% of the indicator variance can be explained by the variable (Hair et al., 2022). An AVE value of at least 0.50 is recommended to ensure that the variable explains the majority of its indicators’ variance (Hair et al., 2022). Table 4 shows that all items have outer loadings and AVE values above the recommended threshold, indicating that all items meet the criteria for convergent validity.

**Table 4.** Convergent Validity

Variables	Item	Outer Loadings	AVE
E-Loyalty	ELO1	0.801	0.603
	ELO2	0.771	
	ELO3	0.770	
	ELO4	0.784	
	ELO5	0.717	
	ELO6	0.772	
	ELO7	0.816	
E-Satisfaction	ESA1	0.857	0.723
	ESA2	0.866	
	ESA3	0.865	
	ESA4	0.859	
	ESA5	0.834	
	ESA6	0.874	
	ESA7	0.795	
E-Service Quality	ESQ1	0.795	0.571
	ESQ10	0.759	
	ESQ11	0.702	
	ESQ2	0.740	
	ESQ3	0.793	
	ESQ4	0.770	
	ESQ5	0.746	
	ESQ6	0.752	
	ESQ7	0.732	
Price Fairness	PFA1	0.855	0.724
	PFA2	0.864	
	PFA3	0.864	
	PFA4	0.855	
	PFA5	0.775	
	PFA6	0.886	

Source: Authors (2026)

An acceptable HTMT value between variables should be below 0.90 (Hair et al., 2022). In the cross-loading test, each indicator is expected to have the highest correlation with its corresponding latent variable compared to other variables (Hair et al., 2022). Meanwhile, according to the Fornell–Larcker criterion, the square root of the AVE for each variable must be greater than its correlations with other variables (Fornell & Larcker, 1981). Table 5, 6, and 7 indicate that all values meet these criteria, therefore all items satisfy the requirements for discriminant validity.

**Table 5.** HTMT

	E-Loyalty	E-Satisfaction	E-Service Quality	Price Fairness
<b>E-Loyalty</b>				
<b>E-Satisfaction</b>	0.687			
<b>E-Service Quality</b>	0.795	0.672		
<b>Price Fairness</b>	0.622	0.863	0.628	

Source: Authors (2026)

**Table 6.** Fornell-Larcker Criterion

	E-Loyalty	E-Satisfaction	E-Service Quality	Price Fairness
<b>E-Loyalty</b>	0.776			
<b>E-Satisfaction</b>	0.640	0.851		
<b>E-Service Quality</b>	0.727	0.628	0.755	

	E-Loyalty	E-Satisfaction	E-Service Quality	Price Fairness
Price Fairness	0.565	0.808	0.586	0.851

Source: Authors (2026)

**Table 7.** Cross Loadings

	E-Loyalty	E-Satisfaction	E-Service Quality	Price Fairness
ELO1	0.801	0.565	0.602	0.416
ELO2	0.771	0.495	0.612	0.382
ELO3	0.770	0.562	0.621	0.430
ELO4	0.784	0.493	0.557	0.457
ELO5	0.717	0.313	0.455	0.390
ELO6	0.772	0.523	0.499	0.521
ELO7	0.816	0.480	0.571	0.477
ESA1	0.561	0.857	0.561	0.712
ESA2	0.576	0.866	0.521	0.710
ESA3	0.537	0.865	0.513	0.717
ESA4	0.649	0.859	0.577	0.726
ESA5	0.500	0.834	0.570	0.641
ESA6	0.503	0.874	0.534	0.678
ESA7	0.462	0.795	0.455	0.611
ESQ1	0.604	0.609	0.795	0.572
ESQ10	0.557	0.420	0.759	0.338
ESQ11	0.495	0.419	0.702	0.315
ESQ2	0.513	0.486	0.740	0.473
ESQ3	0.550	0.533	0.793	0.479
ESQ4	0.529	0.447	0.770	0.457
ESQ5	0.549	0.425	0.746	0.446
ESQ6	0.547	0.439	0.752	0.458
ESQ7	0.500	0.456	0.732	0.355
ESQ9	0.630	0.477	0.760	0.492
PFA1	0.461	0.674	0.459	0.855
PFA2	0.434	0.643	0.428	0.864
PFA3	0.471	0.634	0.516	0.864
PFA4	0.514	0.669	0.476	0.855
PFA5	0.455	0.746	0.538	0.775
PFA6	0.534	0.739	0.559	0.886

Source: Authors (2026)

Reliability testing was conducted by calculating Cronbach's Alpha and Composite Reliability ( $\rho_a$  and  $\rho_c$ ), where values exceeding 0.70 indicate good reliability (Hair et al., 2022). Based on Table 8, all variables meet the reliability criteria and can be used for subsequent analysis.

**Table 8.** Reliability Assessment

	Cronbach's alpha	Composite reliability ( $\rho_a$ )	Composite reliability ( $\rho_c$ )
E-Loyalty	0.890	0.894	0.914
E-Satisfaction	0.936	0.939	0.948
E-Service Quality	0.916	0.919	0.930
Price Fairness	0.923	0.924	0.940

Source: Authors (2026)

### Inner Model Assessment

To ensure the absence of common method bias, this study examines VIF values to detect potential multicollinearity. Serious multicollinearity issues may occur when VIF values are  $\geq 5$  (Hair et al., 2022). Based on Table 9, all items have VIF values below 5, indicating that no multicollinearity problems exist in the research model.

**Table 9.** VIF

	VIF
ELO1	2.095
ELO2	1.906
ELO3	1.852
ELO4	2.061
ELO5	1.819
ELO6	2.096
ELO7	2.383

VIF	
ESA1	2.909
ESA2	2.989
ESA3	3.094
ESA4	2.880
ESA5	2.562
ESA6	3.361
ESA7	2.180
ESQ1	2.215
ESQ10	2.126
ESQ11	1.743
ESQ2	2.034
ESQ3	2.343
ESQ4	2.187
ESQ5	2.010
ESQ6	1.963
ESQ7	1.874
ESQ9	2.035
PFA1	3.008
PFA2	3.356
PFA3	3.084
PFA4	2.613
PFA5	1.956
PFA6	3.206

Source: Authors (2026)

Table 10 presents the hypothesis testing results. The findings indicate that e-service quality has a positive and significant effect on e-satisfaction and e-loyalty, while price fairness positively affects e-satisfaction but has no significant effect on e-loyalty. E-satisfaction has a positive and significant effect on e-loyalty and mediates the relationship between price fairness and e-loyalty, but it does not mediate the effect of e-service quality on e-loyalty.

**Table 10.** Hypothesis Testing

Hypothesis	Path Coefficient	T-Statistics	P-Value	Description
H1 E-Service Quality → E-Satisfaction	0.235	3.012	0.003	Accepted
H2 E-Service Quality → E-Loyalty	0.535	6.098	0.000	Accepted
H3 Price Fairness → E-Satisfaction	0.670	9.326	0.000	Accepted
H4 Price Fairness → E-Loyalty	0.015	0.132	0.895	Rejected
H5 E-Satisfaction → E-Loyalty	0.293	2.415	0.016	Accepted
H6 E-Service Quality → E-Satisfaction → E-Loyalty	0.069	1.603	0.109	Rejected
H7 Price Fairness → E-Satisfaction → E-Loyalty	0.196	2.617	0.009	Accepted

Source: Authors (2026)

Table 11 presents the R<sup>2</sup> results for each dependent variable. The R<sup>2</sup> value for e-loyalty is 0.578, indicating that 57.8% of the variance in e-loyalty is explained by e-service quality, price fairness, and e-satisfaction, reflecting a moderate explanatory power. Meanwhile, the R<sup>2</sup> value for e-satisfaction is 0.686, showing that 68.6% of its variance is explained by e-service quality and price fairness, which also indicates a moderate level of explanation.

**Table 11.** R<sup>2</sup>

	R-Square Adjusted
E-Loyalty	0,578
E-Satisfaction	0,686

Source: Authors (2026)

## Discussion

### The Influence of E-Service Quality on E-Satisfaction

The results show that the stimulus in the form of e-service quality has a positive and significant effect on the organism, namely e-satisfaction, thereby supporting earlier researches (Lisnawati et al., 2025; Puspitasari et al., 2023; Omar et al., 2021). In other words, Shopee sellers' e-satisfaction rises as their view of e-service quality improves. This finding reinforces the view that e-service quality is important in shaping seller satisfaction when using Shopee, as Hameed et al. (2024) argue that such sentiments are shaped based on users' assessments of services. The assessment of e-service quality is conducted by comparing sellers' expectations with Shopee's service performance,

consistent with Leong et al. (2022)'s perspective, who state that e-service quality is assessed by comparing how the platform's actual performance matches user expectations. When Shopee's service performance meets or exceeds sellers' expectations, e-service quality is perceived positively, which in turn increases e-satisfaction. Therefore, e-service quality is key to form e-satisfaction (Gazi et al., 2025; Agarwal & Dhingra, 2023). In this context, e-service quality acts as a stimulus that is psychologically evaluated by sellers, leading to the formation of the organism in the form of e-satisfaction.

### **The Influence of E-Service Quality on E-Loyalty**

The results indicate that the stimulus in the form of e-service quality has a positive and significant effect on the response, namely e-loyalty, thereby supporting earlier researches (Setiawan et al., 2025; Agarwal & Dhingra, 2023; Gazi et al., 2025; Mugova et al., 2025). It can be said that Shopee sellers' e-loyalty increases as their perception of e-service quality improves. Superior e-service quality represents a competitive advantage for Shopee in facing competition among marketplaces, as overall Shopee sellers have a positive evaluation of the e-service quality provided by Shopee ( $E\bar{S}Q = 4.90$ ), which is consistent with Pratama et al. (2024), who state that e-service quality is an effective way to obtain and maintain a company's competitive advantage. This view is further reinforced by Leong et al. (2022), who emphasize that e-service quality is a key factor distinguishing one company from another. Such superior e-service quality encourages sellers to continue choosing Shopee over other marketplaces, as noted by Junaedi et al. (2022), who argue that consumers tend to remain loyal to the same brand even when alternatives are available. When Shopee's e-service quality consistently meets sellers' needs, their tendency to switch to other marketplaces decreases. As a result, e-service quality is crucial to preserving sellers' loyalty, as highlighted by Ahmed et al. (2023) and Leong et al. (2022).

### **The Influence of Price Fairness on E-Satisfaction**

The results indicate that the stimulus in the form of price fairness has a positive and significant effect on the organism, namely e-satisfaction, thereby supporting earlier researches (Do et al., 2023; Hui et al., 2025; Hride et al., 2022). Shopee sellers perceive the administrative fees charged by Shopee as fair, which increases their level of satisfaction with the platform. Similar to e-service quality, sellers form satisfaction attitudes based on evaluation outcomes, consistent with Hui et al. (2025)'s perspective. This evaluation is conducted by considering the benefits obtained from using the platform, as stated by Hride et al. (2022). Although Shopee's administrative fees are relatively higher than those of competing platforms, sellers consider these fees acceptable because they are commensurate with the benefits received. Positive perceptions of Shopee's service quality, as shown in this study, further strengthen the view that the charged fees are proportional to the service quality received by sellers. As noted by Hameed et al. (2024), price differences can still be acceptable as long as they provide benefits. Therefore, price fairness is key to form e-satisfaction, as also highlighted by Junaedi et al. (2022) and Sepehrian et al. (2023). In this context, price fairness acts as a stimulus that is psychologically evaluated by sellers, leading to the formation of the organism in the form of e-satisfaction.

### **The Influence of Price Fairness on E-Loyalty**

In contrast to e-service quality, the results show that the stimulus in the form of price fairness has a positive but not significant effect on the response, namely e-loyalty. This finding contradicts several earlier researches, such as Hride et al. (2022), Junaedi et al. (2022), and Kim & Moon (2025), but supports the results of Laura & Thaib (2025), Utama et al. (2024), Dinanti et al. (2024), and Octaviani et al. (2021).

The insignificant effect of price fairness on e-loyalty can be explained by respondents' evaluations of the price fairness variable. Based on the descriptive analysis, price fairness is generally categorized as good, with a mean score of 4.34, which is the lowest mean among all variables. This indicates that sellers' perceptions of the fairness of Shopee's administrative fees are not yet strongly established.

Specifically, the lowest scores are found in items related to the reasonableness of Shopee's administrative fees ( $PFA1 = 4.06$ ) and the comparison of Shopee's administrative fees with other marketplaces ( $PFA4 = 4.20$ ). These values suggest that some sellers still have doubts about the fairness of the fees charged, especially when compared to other marketplaces. Although respondents consider Shopee's administrative fees to be relatively fair and acceptable ( $PFA2 = 4.33$ ;  $PFA3 = 4.40$ ), these evaluations are not strong enough to generate loyalty.

According to previous literature, e-loyalty represents long-term commitment and attachment to an electronic platform (Puspitasari et al., 2023). E-loyalty is not formed solely because sellers perceive prices as fair. This study's results show that other factors more strongly influence e-loyalty directly, such as e-service quality ( $\beta = 0.535$ ;  $t$ -statistics = 6.098;  $p = 0.000$ ) and e-satisfaction ( $\beta = 0.293$ ;  $t$ -statistics = 2.415;  $p = 0.016$ ). In this research context, sellers may be initially attracted to a marketplace platform because its service fees are perceived as relatively fair, consistent with Sepehrian et al. (2023), who argue that price fairness is important to shape consumer reactions. However, in practice, sellers evaluate the benefits they obtain while using the platform. As long as the platform is perceived as beneficial, sellers will continue to use it (Hameed et al., 2024). Conversely, if the platform fails to provide sufficient benefits, sellers are likely to discontinue its use, given that price fairness is highly dependent on

perceived value and benefits (Hride et al., 2022). Therefore, price fairness is not a primary factor that directly shapes e-loyalty.

### **The Influence of E-Satisfaction on E-Loyalty**

The results indicate that the organism in the form of e-satisfaction has a positive and significant effect on the response, namely e-loyalty, thereby supporting previous studies (Do et al., 2023; Puspitasari et al., 2023; Hride et al., 2022; Omar et al., 2021). In other words, Shopee sellers' e-loyalty increases as their e-satisfaction increases. In this study, sellers evaluate their overall experience with Shopee, including the extent to which service performance meets expectations and whether costs and benefits are perceived as proportional, as Puspitasari et al. (2023) state, that e-satisfaction is formed from consumers' comprehensive evaluations of service providers. In this context, Shopee is able to meet sellers' expectations, thereby creating satisfaction. This aligns with Ho et al. (2025), who argue that satisfaction arises when companies are able to meet or exceed consumer expectations. Furthermore, the satisfaction experienced by sellers plays an important role in influencing subsequent behavior (Agarwal & Dhingra, 2023), which in this context is reflected in the formation of loyalty behavior. Shopee sellers with high levels of e-satisfaction are more likely to keep using the platform, recommend it, and have less likelihood to switch to other marketplaces (Lolemo & Pandya, 2025). This loyalty serves as a strategic factor that encourages sellers to continue choosing Shopee over competing marketplaces (Ahmed et al., 2023). Thus, sellers' internal psychological condition in the form of e-satisfaction drives behavioral responses in the form of e-loyalty.

### **The Influence of E-Service Quality on E-Loyalty through E-Satisfaction**

The results indicate that the organism, namely e-satisfaction, does not mediate the effect of the stimulus in the form of e-service quality on the response, namely e-loyalty. This finding is inconsistent with Omar et al. (2021), Gazi et al. (2025), Agarwal & Dhingra (2023), Setiawan et al. (2025), and Ahmed et al. (2023)'s results, but is supported by the findings of Pratama et al. (2024), Ashiq & Hussain (2024), and Lolemo & Pandya (2025). This non-significant result suggests the possibility that other factors may serve as more relevant mediators, such as e-trust (Nadifah & Amir, 2025; Riswanda & Millanyani, 2025) or brand image (Saputro, 2023).

Based on respondents' answers, Shopee sellers' overall e-satisfaction is classified as good, with a mean score of 4.69, which is relatively lower than e-service quality (ESQ = 4.90) and e-loyalty (ELO = 4.85). Respondents perceive that choosing Shopee is the right decision (ESA6 = 4.74), however, this level of satisfaction has not become the dominant factor mediating the effect of e-service quality on e-loyalty. Overall, Shopee's e-service quality is rated as good, with a mean score of 4.90. The highest evaluations are found in system accessibility (ESQ7 = 5.08), transaction confidentiality and financial data security (ESQ11 = 5.02; ESQ10 = 4.98), and the accuracy of order and delivery information (ESQ5 = 4.89). These conditions indicate that the e-service quality perceived by Shopee sellers is highly dominant and can directly drive loyalty without passing through e-satisfaction, as evidenced by a strong direct effect without the involvement of a mediating variable ( $\beta = 0.535$ ;  $t$ -statistics = 6.098;  $p = 0.000$ ).

Shopee's e-service quality is connected to the fulfillment of sellers' goals, such as operational efficiency, service fulfillment, system availability, and privacy protection. This aligns with Puspitasari et al. (2023), who state that e-service quality is associated with the fulfillment of utilitarian-oriented goals. Accordingly, when these utilitarian goals are achieved, sellers tend to continue using the platform, in line with Ahmed et al. (2023), who argue that e-service quality plays an important role in retaining consumers. This condition suggests that seller loyalty is formed as a direct response to the perceived performance of Shopee's services, which is consistent with Mugova et al. (2025), who state that loyalty is essentially formed as a response to users' perceived service performance.

Thus, the effect of e-service quality on e-loyalty is stronger when it occurs directly, without the role of an intervening variable. In this study, e-satisfaction as the organism is not sufficiently strong to mediate the effect of e-service quality as the stimulus on e-loyalty as the response, indicating that other factors may be more relevant mediators.

### **The Influence of Price Fairness on E-Loyalty through E-Satisfaction**

The results indicate that the organism, namely e-satisfaction, mediates the effect of the stimulus in the form of price fairness on the response, namely e-loyalty. This finding suggests that the influence of price fairness on e-loyalty occurs indirectly through e-satisfaction. The result is consistent with prior studies by Ahmed et al. (2023), Setiawan et al. (2025), and Yulihapsari et al. (2025). In the context of Shopee, sellers use administrative fees as a basis for evaluation in assessing the fairness of the costs they must bear, as noted by Mushagalusa et al. (2022), who argue that consumers essentially use price as an evaluative reference.

When administrative fees are perceived by sellers as reasonable, acceptable, and justifiable, they are regarded as fair, which is in line with Singh et al. (2022), who state that a fair price is one that is reasonable, acceptable, and justifiable. Accordingly, price fairness in this study is formed when sellers evaluate Shopee's administrative fee structure and perceive it as fair. Price fairness generates positive feelings that ultimately encourage the formation of e-satisfaction, as suggested by Junaedi et al. (2022) and Sepehrian et al. (2023). The satisfaction arising from this perception of fair pricing subsequently influences seller behavior, whereby satisfied sellers are more likely to

repurchase and maintain their relationship with Shopee, thereby forming e-loyalty (Hameed et al., 2024). Thus, e-satisfaction serves as the organism that bridges the effect of price fairness as the stimulus on e-loyalty as the response.

## CONCLUSION

This study's findings give new insights by demonstrating that not all stimuli must be mediated by an organism to generate a response. In this study, e-service quality is proven to directly influence e-loyalty without the involvement of e-satisfaction, whereas price fairness requires e-satisfaction as a mediating variable. This finding reinforces the framework of S-O-R by showing that stimulus can influence responses either directly or indirectly through the organism, depending on the nature of the stimulus and the research context.

The results indicate that e-service quality has the strongest direct effect on e-loyalty. As a result, seller loyalty is formed directly through e-service quality, without relying on e-satisfaction as a significant mediating mechanism. Therefore, Shopee is advised to maintain and continuously enhance its service quality, particularly in terms of system accessibility, website speed and ease of use, reliability of order fulfillment processes, as well as data security and seller privacy protection. Prioritizing these aspects can strengthen seller loyalty without positioning e-satisfaction as the primary mediator in loyalty formation.

In addition, e-satisfaction is also found to have a direct and significant effect on e-loyalty. Accordingly, Shopee should continue to foster positive seller experiences by consistently improving service quality and maintaining reasonable administrative fees. These efforts are essential to ensure that sellers perceive their overall experience with the platform as satisfying.

Finally, although price fairness does not directly affect e-loyalty, it exerts an indirect influence through e-satisfaction. This implies that fair pricing perceptions must first generate satisfaction before leading to loyalty. Therefore, Shopee is encouraged to manage its administrative fee policies transparently, accompanied by clear communication regarding the benefits received by sellers. Such transparency can enhance e-satisfaction, which in turn indirectly contributes to strengthening seller loyalty.

This study has several limitations. First, the research sample only included Shopee sellers residing in the Greater Jakarta region. Therefore, the findings may be generalizable to other cities with similar characteristics, such as high levels of e-commerce activity, but may differ if applied to non-metropolitan regions or areas with different economic conditions. Second, this study only collected data from sellers who have been actively selling in the past six months. As a result, the findings reflect seller behavior during a specific period and market conditions, for example, the emergence of new competitors and the phenomenon of rising administrative fees in major marketplaces. Therefore, generalizing the results to periods or conditions with different administrative fee structures should be done with caution.

Future research is recommended to examine the influence of other stimulus variables beyond price fairness and e-service quality, such as product features and promotions. In addition, future studies may investigate the mediating roles of brand image and e-trust in the relationship between factors such as service quality and seller e-loyalty, in order to better understand the more complex mechanisms underlying loyalty formation. Future research may also explore whether seller loyalty behavior differs across regions, helping to better understand geographical context's influence on loyalty. Furthermore, it is suggested to examine seller loyalty on competing platforms by focusing on sellers who have switched platforms as the research subjects, to identify what causes switching behavior as well as those that encourage sellers to remain on a particular platform.

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