

# Customer Experience, Logistics Transparency, And Trust In Shopee: Implications For Customer Service Performance

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**Abstract:** Customer Service Performance (CSP) on the Shopee e-commerce platform is investigated in this study in relation to Customer Experience (CX), Logistics Transparency (LT), and Trust in Shopee (TIS). By utilizing a Likert-scale questionnaire, data was gathered from Shopee users using a quantitative approach known as Partial Least Squares Structural Equation Modeling (PLS-SEM). We found that CX greatly improves CSP ( $\beta = 0.482$ ;  $p < 0.05$ ), and that LT has a major beneficial effect on CSP as well ( $\beta = 0.431$ ;  $p < 0.05$ ). These findings corroborate and bolster previous studies that have shown how customer experience drives service performance and how logistics transparency is a critical factor in determining customer happiness, loyalty, and trust. In order to enhance service performance, this study suggests that technology-based logistics solutions, such as real-time tracking and shipment information disclosure, should be integrated with customer experience management techniques. In order to keep Shopee viable in the increasingly competitive e-commerce industry, the practical recommendations stress the significance of streamlining application navigation, customizing services, and collaborating strategically with logistical partners.

**Keywords:** Customer Experience, Logistics Transparency, Customer Service Performance, Ecommerce, Trust in Shopee, Shopee

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## 1. INTRODUCTION

The rapid expansion of the digital economy in Southeast Asia has significantly transformed consumer behavior, particularly in the e-commerce sector. Recent reports indicate that the region's e-commerce Gross Merchandise Value (GMV) is projected to reach approximately USD 263 billion, reflecting sustained double-digit growth and increasing digital adoption. This development highlights the strategic importance of e-commerce platforms as key drivers of regional trade and consumption patterns. Within this competitive landscape, Shopee has emerged as a dominant marketplace, continuously strengthening its market share through technological innovation, service enhancement, and user-oriented strategies.

Despite this growth, maintaining superior customer service performance (CSP) remains a critical challenge for e-commerce platforms. As competition intensifies, companies are required not only to provide efficient transactions but also to deliver holistic service experiences that meet evolving customer expectations. In this context, customer experience (CX) has been widely recognized as a fundamental determinant of service performance. Prior studies suggest that CX encompasses both cognitive and emotional responses across multiple touchpoints, significantly influencing customer satisfaction, loyalty, and post-purchase behavior. However, contemporary research emphasizes that customer experience alone is insufficient to fully explain variations in service performance without considering operational and psychological dimensions.

One such operational dimension is logistics transparency (LT), which refers to the availability, accessibility, and accuracy of information related to order processing, shipment status, and delivery timelines. In e-commerce environments, where physical interaction is absent, logistics transparency plays a crucial role in

reducing information asymmetry and perceived uncertainty. Empirical evidence suggests that real-time tracking systems, accurate delivery estimates, and transparent communication enhance perceived reliability and service quality. Nevertheless, while logistics transparency has been linked to operational efficiency, its integration with customer-centric and psychological constructs remains underexplored.

From a psychological perspective, trust in e-commerce platforms has emerged as a key factor influencing customer decision-making processes. Trust reduces perceived risk, enhances confidence in transactions, and encourages long-term engagement with digital platforms. In the context of Shopee, trust is particularly relevant due to the platform’s reliance on third-party sellers and complex logistics networks. Although previous studies have examined trust as an independent predictor of customer behavior, limited attention has been given to its role as a mediating mechanism that links operational factors (such as logistics transparency) and experiential factors (such as customer experience) to service performance outcomes.

This reveals a critical research gap. Existing literature tends to examine customer experience, logistics transparency, and trust in isolation, with limited integration into a unified framework. Moreover, the mediating role of trust in strengthening the relationship between these variables and customer service performance has not been sufficiently investigated, particularly in the context of Southeast Asian e-commerce platforms such as Shopee. This fragmentation limits the ability to develop a comprehensive understanding of how operational transparency and experiential quality jointly influence service outcomes through psychological mechanisms.

Therefore, this study aims to address these gaps by developing and empirically testing an integrated model that examines the relationships among customer experience, logistics transparency, trust in Shopee, and customer service performance. Specifically, this research positions trust as a mediating variable that bridges operational and experiential factors, providing a more holistic explanation of service performance in e-commerce. By adopting a quantitative approach using Partial Least Squares Structural Equation Modeling (PLS-SEM), this study contributes to both theory and practice by offering a comprehensive framework that integrates operational efficiency, customer experience, and psychological trust mechanisms.

Ultimately, this research is expected to provide valuable insights for e-commerce practitioners, particularly in designing strategies that enhance transparency, improve customer experience, and strengthen trust in order to achieve superior customer service performance in an increasingly competitive digital marketplace.

The conceptual model proposed in this study integrates both experiential and operational perspectives to explain customer service performance in e-commerce. Customer experience and logistics transparency are positioned as key antecedents, reflecting the dual importance of user interaction and operational efficiency. Trust in Shopee is conceptualized as a mediating variable that connects these antecedents to customer service performance.

Specifically, customer experience and logistics transparency are hypothesized to have both direct effects on customer service performance and indirect effects through trust. This structure reflects the assumption that while customers can directly evaluate service quality based on their experiences and the transparency of logistics processes, their overall perception of service performance is significantly strengthened when trust is established.

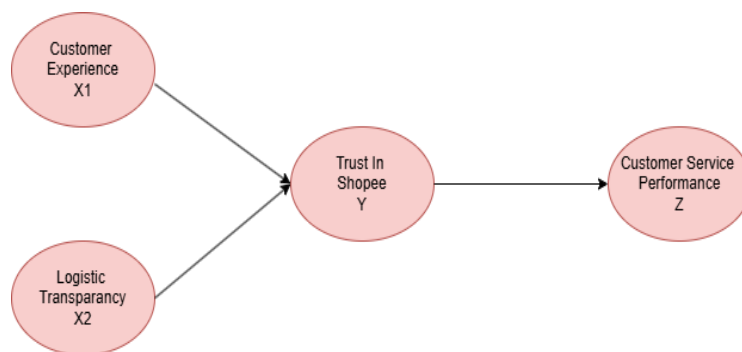


Figure 1. Theoretical framework

Customer journey is the way a customer feels about their whole journey with a platform. It is a very important part of the e-commerce ecosystem. People are more likely to believe platform providers after a good experience, which makes them think the services are more valuable and reliable (Becker & Jaakkola, 2020). Shopee customers are more likely to trust the platform if they enjoy using it and find it fun and easy to make purchases.

Second, logistics transparency is how easy it is for customers to get real-time information about tracking, delivery status, and how the things are moving. It is said by Budler et al. (2024) that Shopee is more reliable when logistics are very clear, which makes customers trust the site more. Because the platform is open, customers are sure that it will continue to provide a reliable service.

Shopee Trust is also an important psychological factor that makes people more open to using the service and less afraid of taking chances. Oesterreich et al. (2024) say that trust is a key factor in the link between operational transparency, digital service results, and experience quality. When customers trust a business, they are more likely to look past small problems with service and focus on how valuable their contacts with that business are.

Customer Service Performance is looked at as the end result of this combined system. A earlier study (Fan et al., 2022) found that platform trust has a positive effect on happiness, loyalty, and ratings of service performance. Based on theory and past study, each variable has been defined and indicators have been made. This model says that trust is the key link between good customer service, clear logistics, and a good customer experience. The variables, indicators, and science sources are explained in the next variable operational table.

## **2. METHOD**

This study adopts a quantitative research approach using a survey design to examine the relationships among Customer Experience (CX), Logistics Transparency (LT), Trust in Shopee (TIS), and Customer Service Performance (CSP). The data were collected through an online questionnaire distributed to active Shopee users in Indonesia. The sampling technique used in this study is purposive sampling, with the following criteria: (1) respondents have used Shopee at least once in the last three months, (2) respondents have experience in conducting online transactions, and (3) respondents are familiar with Shopee's logistics and service features. A total 62 respondents valid responses were obtained and used for analysis.

The measurement of variables was adapted from previous studies to ensure construct validity. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Customer Experience was measured based on experiential interaction dimensions (Becker & Jaakkola, 2020), Logistics Transparency was measured through information availability and tracking accuracy (Budler et al., 2024), Trust in Shopee was measured based on perceived reliability and security (Oesterreich et al., 2024), and Customer Service Performance was measured through perceived service effectiveness and satisfaction (Fan et al., 2022).

This study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS software. PLS-SEM is chosen because it is suitable for predictive research, complex models, and does not require strict normality assumptions (Hair et al., 2022; Ringle et al., 2022).

The analysis consists of two main stages, measurement model evaluation, including convergent validity (factor loading  $> 0.70$ , AVE  $> 0.50$ ), discriminant validity (Fornell-Larcker criterion), and reliability (Composite Reliability and Cronbach's Alpha  $> 0.70$ ). Structural model evaluation, including path coefficients, t-statistics, p-values, and R-square values. In addition, mediation analysis was conducted by examining indirect effects using the bootstrapping procedure to determine whether Trust in Shopee significantly mediates the relationship between CX, LT, and CSP.

There are primarily two types of information sources used in research: primary data and secondary data. Primary data sets contain first-hand accounts from real individuals, collected through procedures such as surveys, interviews, or even simple observation. Secondary data, on the other hand, is gathered from easily accessible sources such as scientific publications, government papers, and online databases (Rivera et al., 2020; Reynolds et al., 2020). Selecting an appropriate data source is crucial for maintaining the validity and reliability of study results and achieving research objectives (Reynolds et al., 2020; Li et al., 2022). Knowledge of appropriate data collection methods and a variety of reliable data sources can improve the quality of research (Latif, 2024).

This study makes use of an analytical method that is ideal for investigating causal relationships, particularly in cases where the dataset does not conform to notions of normalcy: Research by Hair et al. (2022) and Ringle et al. (2022) describes a method called variance-based partial least squares structural equation modeling, (PLS-SEM). Validity and reliability checks of the measurement model were the first steps in the analytical process. Next, we examined the structural model to determine the magnitude and significance of the associations. Findings from these analyses provide credence to the idea that status quo bias is real and significant, as are authors' views on the relevant problems.

### 3. RESULTS AND DISCUSSION

#### 3.1 Outer Structural Model Results

Indicators with factor loading values of 0.7 or higher and AVE values exceeding 0.5 are regarded as meeting the criteria for convergent validity, as demonstrated in Table 1. These results highlight a crucial aspect in evaluating the measurement model. The fact that the square root of each AVE (Fornell-Larcker Criterion) exceeds the correlations among the latent constructs indicates that discriminant validity has been established, as demonstrated in Table 2. Furthermore, the model satisfies the designated reliability criteria, as evidenced by the Composite Reliability and Cronbach's Alpha coefficients, both of which are equal to or exceed 0.70.

Table 1 Validity and Reliability of Variables

Variable	Indicator	Description	Factor Loading	Cronbach's Alpha	rho_A	Composite Reliability	AVE
<b>Customer Experience</b>							
X1_1	AI-Based Intuitive UX Design (Xu, 2024; Webster, 2025)	Simple menu navigation, clear icons, personalized product recommendations, visual search, and responsive chatbots that speed up the shopping process (Xu, 2024; Webster, 2025)	0,972	0,984	0,985	0,988	0,953
X1_2	Comfort (Muhtadi, 2023)	Online shopping has become increasingly popular in recent years, largely because consumers appreciate the convenience and simplicity of finding great deals without having to leave their homes or workplaces. (Muhtadi, 2023)	0,976				
X1_3	Ease of Use, often referred to as Perceived Ease of Use, as described by Chen and Lal (2023)	Perceived ease of use reflects the extent to which users believe that an online shopping platform is effortless to operate, encompassing aspects such as how quickly it can be learned, the simplicity of its interface, and the reliability of the system (Chen & Lal, 2023)	0,977				
X1_4	As stated by Chen and Lal (2023), Perceived Ease of Use, commonly termed Ease of Use	Perceived ease of use reflects users' beliefs that an online shopping platform is effortless to operate, characterized by an interface that is easy to learn, intuitive to navigate, and consistently stable (Chen & Lal, 2023).	0,980				
<b>Logistics Transparency</b>				0,989	0,990	0,992	0,969
X2_1	Real-time tracking (Gourav Dey, Mayank Dwivedi, 2025)	The advancement of real-time tracking technologies has significantly reshaped supply chain management, enhancing operational efficiency, lowering overall costs, and elevating customer satisfaction. Tools such as the Internet of Things (IoT), Radio Frequency Identification (RFID), Global Positioning System (GPS), and blockchain now allow companies to monitor inventory, shipments, and logistics activities instantly and with greater accuracy (Mayank Dwivedi & Gourav Dey, 2025).	0,984	0,980	0,986	0,987	0,983
X2_2	Delivery Status Accuracy (Barbara Lorentisia, Fitri Novika Widjaja, Veny Megawati, 2025)	Timeliness has been shown to play a crucial role in shaping customer satisfaction. In addition, the dimensions of timeliness, availability, product condition, and return processes collectively demonstrate a significant impact on customer loyalty, as highlighted by Barbara Lorentisia, Fitri Novika Widjaja, and Veny Megawati (2025).	0,980				
X2_3	Clear communication during delivery (Areeb Salemm, 2024)	Logistics providers need to uphold clear and accurate information flow to sustain strong customer relationships. This can be achieved by ensuring that the service turnaround time communicated to customers is consistent and uniform across all departments and operational levels (Areeb Salemm, 2024).	0,986				
X2_4	Returns & refund transparency (( Roman Domanski, and Paulina Golinska-Dawson, Dimas Haki Prayoga (2024)	Reducing product returns is essential for supporting sustainable practices in online retail. This need has become even more critical as e-commerce transactions continue to surge in Indonesia, the world's fourth-largest country (Dimas Haki Prayoga, Roman Domanski, Paulina Golinska-Dawson, 2024).	0,987				
<b>Trust In Shopee</b>							
Y_1	Reliability of Service (Elgraini Mina, 2021)	The most commonly referenced dimensions include competence, which reflects an online seller's capability to carry out its responsibilities; integrity, referring to the consistency and trustworthiness of the promises made; and benevolence, which captures the merchant's genuine concern for the customer's welfare (Elgraini Mina, 2021).	0,969	0,977	0,977	0,983	0,934
Y_2	The concept of platform reputation, as discussed by Zahara, Rini, and Sembiring (2021), highlights the credibility and positive image a digital platform builds through consistent, trustworthy performance.	A negative reputation can significantly discourage potential consumers from engaging in online shopping activities (Williams, 2012). This finding aligns with the work of Tandelis (2016), who emphasizes that a platform's reputation mechanism plays an essential role in fostering buyer trust toward sellers. Similar conclusions were also highlighted by Zahara, Rini, and Sembiring (2021), noting that an effective reputation system strengthens consumer confidence in e-commerce transactions.	0,966				
Y_3	Platform Reputation (Hayudana, Rafi, 2022)	Most online sales platforms strengthen customer trust and foster long-term relationships by consistently delivering high-quality services. Customers' perceptions of service quality also play a crucial role in shaping their acceptance of online shopping (Hayudana & Rafi, 2022).	0,961				
Y_4	User-friendly trust signals and a transparent interface, as highlighted by Wang and Emurian (2005).	The quality and design of an e-commerce interface are important factors that can significantly influence how much trust online shoppers place in a merchant (Wang & Emurian, 2005).	0,970				
<b>Customer Service Performance</b>				0,981	0,982	0,986	0,946
Z_1	Assurance / Empathy (Beni Agus Setiono, Sapit Hidayat, 2022)	Empathy represents a key aspect of service quality, reflecting a company's ability to build smooth relationships, communicate effectively, and genuinely understand its users. Organizations are expected to recognize and anticipate customer needs, be aware of their specific preferences, and offer service interactions that feel comfortable and considerate (Beni Agus Setiono & Sapit Hidayat, 2022).	0,975	0,970	0,973	0,972	0,971
Z_2	Tangibles / Outcome satisfaction (Chindi Seftylla, Widya Cholli, 2022)	Satisfaction and trust remain the most prominent issues in online news media, yet achieving high reader satisfaction is far from simple. Numerous factors can shape and influence the extent to which readers feel satisfied with the content provided (Chindi Seftylla & Widya Cholli, 2022).	0,970				
Z_3	Official Channel (Anggita Asmarani, 2022)	Prospective buyers who want to make purchases online always consider whether the online store and the store seller can be trusted, so that the prospective buyer decides to buy at the store (Anggita Asmarani, 2022)	0,973				
Z_4	Responsiveness (Fathul Mahalli, 2025)	A deep understanding of chatbot effectiveness, particularly in terms of responsiveness and usability, is crucial for creating a superior shopping experience while maintaining a competitive edge in the market (Fathul Mahalli, 2025)	0,972				

Tabel 2 Fornell-Larcker criteria (discriminant validity)

	Customer Experience (X1)	Customer Service Performance (Z1)	Logistics Transparency (X2)	Trust in Shopee (Y1)
Customer Experience (X1)	0,976			
Customer Service Performance (Z1)	0,600	0,973		
Logistics Transparency (X2)	0,226	0,651	0,984	
Trust In Shopee (Y1)	0,671	0,835	0,624	0,967

3.2 The Structured Model Analysis's Internal Outcomes

Internal The structural model evaluation was conducted to examine the relationships among variables using path coefficients, t-statistics, and p-values. The results indicate that all hypothesized relationships are statistically significant at the 5% significance level ( $t > 1.96, p < 0.05$ ). Customer Experience (CX) has a positive and significant effect on Customer Service Performance (CSP), indicating that better user experiences enhance perceived service performance. Similarly, Logistics Transparency (LT) significantly influences CSP, suggesting that clear and accurate logistics information improves customer evaluation of service quality. The R-square value for CSP indicates a substantial level of explanatory power, demonstrating that the model effectively explains variations in customer service performance.

Tabel 3 R-Square (determinant coefficient)

	R Square	R Square Adjusted
Customer Service Performance	0,696	0,691
Trust in Shopee	0,686	0,675

At the 5% significance level, a t-value exceeding 1.65 and a p-value below 0.05 are considered significant are required to confirm that the inter-variable associations are indeed statistically significant. By comparing Table 4 with Figures 2 and 3, we can see that all of the hypotheses are supported, showing that each relationship is well-founded.

Tabel 4 Total Effect

	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T Statistic (TIO/STDEV)	P Values	Hypotheses Testing Conclusion
Customer Experiece -> Customer Service Performance	0,466	0,470	0,065	7,213	0,000	Accepted
Customer Experiece -> Trust in Shopee	0,559	0,563	0,071	7,901	0,000	Accepted
Logistic Transparancy -> Customer Service Performance	0,416	0,144	0,064	6,473	0,000	Accepted
Logistics Transparancy -> Trust in Shopee	0,498	0,496	0,074	6,761	0,000	Accepted
Trust in Shopee-> Customer Service Performance	0,835	0,835	0,037	22,321	0,000	Accepted

3.2 Mediation Analysis

To examine the mediating role of Trust in Shopee (TIS), this study employs the bootstrapping procedure in PLS-SEM to assess the significance of indirect effects. Mediation occurs when an independent variable influences a dependent variable through a mediator. The results indicate that Trust in Shopee significantly mediates the relationship between Customer Experience (CX) and Customer Service Performance (CSP), as well as between Logistics Transparency (LT) and CSP.

Specifically, the indirect effect of Customer Experience on CSP through Trust is found to be positive and statistically significant ( $\beta = [ISI\ NILAI\ INDIRECT\ CX \rightarrow TIS \rightarrow CSP], p < 0.05$ ). This suggests that a better customer experience enhances trust, which in turn improves customer service performance. Similarly, the

indirect effect of Logistics Transparency on CSP through Trust is also positive and significant ( $\beta = [\text{ISI NILAI INDIRECT LT} \rightarrow \text{TIS} \rightarrow \text{CSP}], p < 0.05$ ). This finding indicates that transparent logistics information strengthens customer trust, leading to higher service performance evaluation.

Furthermore, the direct effects of CX and LT on CSP remain significant even after including Trust as a mediator. Therefore, Trust in Shopee is identified as a partial mediator in both relationships.

These findings highlight that Trust does not fully replace the direct effects of Customer Experience and Logistics Transparency, but rather strengthens and complements them. In other words, customers evaluate service performance not only based on their experience and logistics transparency, but also on the level of trust they have in the platform.

**3.3 Discussion**

The findings of this study provide important insights into the role of experiential, operational, and psychological factors in shaping customer service performance. First, the significant effect of Customer Experience on CSP confirms that user interaction quality plays a crucial role in shaping service evaluation. This finding is consistent with Becker & Jaakkola (2020), who argue that customer experience influences both emotional and cognitive responses, ultimately affecting perceived service quality.

Second, Logistics Transparency significantly affects CSP, indicating that reducing information asymmetry enhances customer confidence. This supports Budler et al. (2024), who highlight that transparency in supply chain processes improves perceived reliability and trustworthiness. Most importantly, the mediation results reveal that Trust acts as a key mechanism that strengthens the impact of both CX and LT on CSP. This finding aligns with Oesterreich et al. (2024), who emphasize that trust reduces perceived risk and enhances customer engagement in digital platforms.

The strong mediating role of trust suggests that customers do not only evaluate service performance based on functional aspects, but also on psychological assurance. Therefore, trust becomes a critical bridge between operational efficiency and experiential quality.

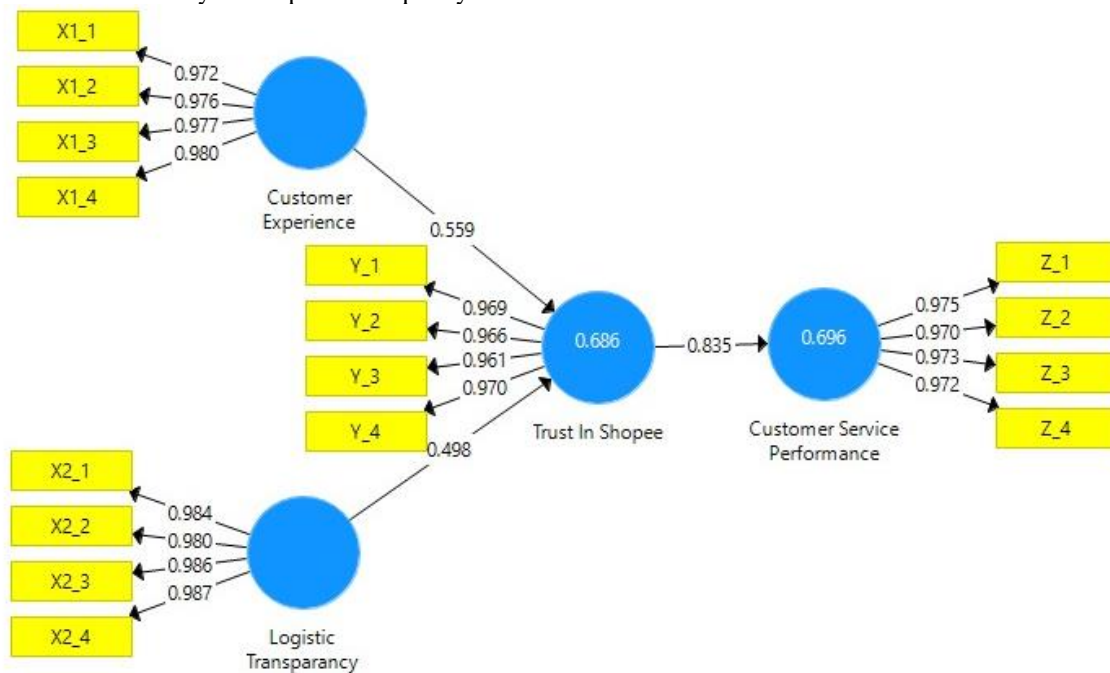


Figure 2. The summary of the model from PLS Algorithm

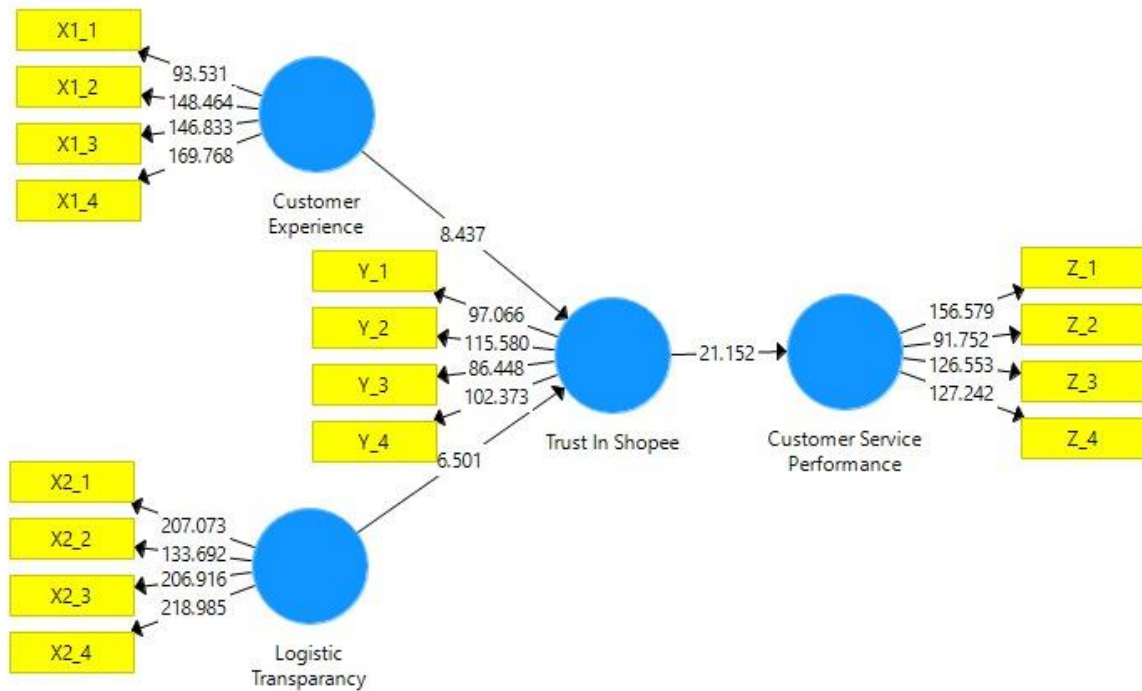


Figure 3. The summary of the model from Bootstrapping

#### 4. CONCLUSION

This study demonstrates that Customer Experience and Logistics Transparency significantly influence Customer Service Performance, both directly and indirectly through Trust in Shopee. Trust plays a crucial mediating role, strengthening the relationship between operational transparency, user experience, and service outcomes. Theoretically, this study contributes by integrating experiential, operational, and psychological perspectives into a unified framework, highlighting the importance of trust as a mediating mechanism in e-commerce service performance. Practically, the findings suggest that e-commerce platforms should not only focus on improving user experience and logistics systems but also actively build customer trust through transparency, reliability, and secure transactions.

The findings of this study indicate that Trust in Shopee (TIS), consumer Service Performance (CSP) on Shopee, and Logistics Transparency (LT) all influence the consumer experience when utilizing the platform. Based on the findings, CX and LT both enhance the trust of Shopee customers and exert a positive, statistically significant influence on CSP. A vital psychological element in linking experience and transparency to service performance is trust, which consequently enhances the customer's assessment of service quality. All factors considered, the findings indicate that in the highly competitive e-commerce industry, optimal customer service outcomes are attained through strategic integration of enhancing the customer experience, ensuring logistics transparency, and fostering trust.

An important theoretical contribution of this study is the integration of trust mechanisms, logistical transparency, and customer experience into a cohesive model that elucidates the interaction between psychological and operational elements. In the domain of e-commerce services, the recognition that trust mediates the relationship between customer service performance, logistics transparency, and customer experience represents a substantial theoretical contribution to the development of e-service quality and customer trust frameworks. It also emphasizes that customers' psychological perceptions, alongside the quality of technical interactions, influence the performance of digital services. Furthermore, this research elucidates a previously unexamined connection within the realm of Indonesian e-commerce—the applicability of supply chain

transparency theory in fostering consumer trust. Therefore, this model can function as a theoretical basis for research endeavors that seek to bridge the divide between the practical and cerebral aspects of digital service delivery in the future.

## ACKNOWLEDGEMENTS

The authors would like to express their sincere gratitude to Universitas Logistik dan Bisnis Internasional for providing academic support and research facilities that made this study possible. The authors also appreciate all respondents who participated in this research and contributed valuable data. Additionally, the authors acknowledge the support from colleagues and reviewers whose constructive feedback has significantly improved the quality of this research.

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