

THE POWER OF CUSTOMER SERVICE IN BUILDING REPURCHASE INTENTION

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Abstract: Using delivery time as a mediating variable, this study looks at how customer service affects repurchase intention in the parcel delivery sector, specifically at JNE Jepara. A structured questionnaire was used to gather quantitative data, and SmartPLS 4.0's Partial Least Squares Structural Equation Modeling (PLS-SEM) was used for analysis. Although delivery time does not greatly affect repurchase intention directly, the data show that customer service has a major impact on both. This suggests that although on-time delivery enhances customer satisfaction, the quality of customer service plays a more dominant role in influencing repurchase decisions. These findings highlight the importance of customer service strategies for logistics companies to retain customers, ensuring both service responsiveness and delivery efficiency.

Keywords: Customer Service, Delivery Time, Repurchase Intention, Logistics, Parcel Delivery

1. Introduction

Repurchase intention is one of the main indicators of customer loyalty in the delivery service business. Customers who have a positive experience tend to return to use the same service in the future (Yahya, Aksari, Seminari, & Innovations, 2019). In the parcel delivery industry, such as JNE in Jepara, The quality of the services rendered, particularly with regard to customer care and delivery time, has a significant impact on customer satisfaction. If customers are satisfied with the service provided, they are more likely to continue using the same delivery service, thereby increasing customer retention and company profitability (De Matos, Henrique, & Alberto Vargas Rossi, 2007).

Research on factors that influence repurchase intention has been widely conducted, but there is still a gap in understanding how delivery time serves as an intermediary in the connection between customer service and repurchase intention. These delivery delays have a negative impact on customer satisfaction, which in turn can affect customer loyalty towards the shipping company (Hersanto, Adiningrum, & Sumarna, 2023). On the other hand, even if the delivery is done on time, poor customer service can make customers reluctant to use the service again. Research conducted by (Oktavian S, 2020) shows that service quality and post-failure Customer loyalty is significantly impacted by service recovery in online enterprises. This is because even though operational aspects such as delivery time are met, the quality of interaction and customer service remain key factors in maintaining customer repurchase intentions (Oktavian S, 2020).

Quality customer service can increase customer trust and satisfaction with a company. Direct interaction between customers and companies, such as handling complaints, providing information, and resolving problems, is a key factor in building a positive customer experience (Jatmiko, 2022). Previous studies have shown that companies with responsive and professional customer service tend to retain customers in the long term, because good service quality increases customer loyalty (Islamiyah & Bisma, 2023). In the context of delivery services, customers often interact with customer service to track packages or resolve obstacles in the

delivery process. Research demonstrates how customer pleasure is positively and significantly impacted by service quality, which in turn increases repurchase intentions (Albi, Parlyna, & Hidayat, 2021).

However, although customer service plays an important role, the success of a delivery service company depends heavily on the timeliness of delivery. Customers expect their goods to arrive within the promised time, and delays in delivery can lead to significant dissatisfaction. Research shows that on-time delivery has a favorable and noteworthy impact on client satisfaction (Nasution & Nofirda, 2023). In this study, delivery time is considered a mediating variable that can clarify The correlation between customer service and inclination to repurchase. In other words, good customer service may not be enough to increase repurchase intention if the delivery time does not meet customer expectations (Hersanto, Adiningrum et al. 2023).

Without taking delivery time into account, the majority of earlier research has concentrated more on the direct correlation between customer service and customer loyalty. In addition, many studies have been conducted in the context of e-commerce or retail, while research on the logistics and delivery service industries is still limited (Oktavian S, 2020). In some studies, customer service was found to have a significant influence on repurchase intention, while other studies showed conflicting results (Albi et al., 2021). The inconsistency of the results of this study indicates a research gap that needs to be studied further, especially in the context of package delivery services such as JNE in Jepara.

This study aims to analyze the effect of customer service on repurchase intention by considering delivery time as a mediating variable. By understanding how these three variables are interrelated, it is hoped that this study can contribute to shipping companies in improving their service strategies. In addition, the results of this study can also be a reference for the logistics industry in optimizing their operational systems to improve customer satisfaction and loyalty.

Through this study, it is hoped that empirical findings can be found that can help shipping companies in developing more effective strategies to increase customer loyalty. By improving customer service and ensuring timely delivery, companies can strengthen customer trust and encourage repurchase intentions in the long term. Thus, this study not only provides academic contributions but also practical benefits for the shipping industry in Indonesia, especially for JNE in Jepara.

2. Literature Review

Customer service

Customer service significantly influences repurchase intention across various sectors, as evidenced by multiple studies. High service quality directly enhances repurchase intentions, with brand loyalty and customer satisfaction serving as mediators in the context of online travel agents (Tsai, Huang, & Lou, 2025). In the food delivery industry, cognitive and affective experiences, alongside user interface and service quality, are critical in shaping customer satisfaction and subsequent repurchase intentions (Riaz, Davidaviciene, Ahmed, & Meidute-Kavaliauskiene, 2022). Additionally, the emotional labor of service employees plays a pivotal role; while deep acting can positively influence repurchase intentions, surface acting may lead to customer misbehavior and negatively impact repurchase intentions due to perceived face threats (Yang, Qin, Wang, Sun, & Management, 2023). Collectively, these findings underscore

the importance of effective customer service strategies in fostering repeat business across diverse service-oriented industries.

Delivery Time

Delivery time significantly influences repurchase intention across various online platforms, particularly in quick commerce and food delivery applications. Research indicates that deviations from expected delivery times specifically late deliveries negatively impact customer satisfaction and, consequently, repurchase behavior, while early deliveries tend to have a less pronounced positive effect (Harter, Stich, & Spann, 2024). Additionally, cognitive and affective experiences during the ordering process enhance application satisfaction, which is crucial for fostering repurchase intentions (Riaz et al., 2022). Time sensitivity also plays a critical role; customers exhibit lower satisfaction when delivery times exceed their expectations, which can diminish their purchase intentions (Cao & Wang, 2024). Furthermore, overall satisfaction with online purchases, influenced by delivery performance, is a key determinant of repeat buying behavior, underscoring the importance of efficient logistics in e-commerce (Deshpande, Pendem, & Management, 2023). Thus, optimizing delivery times is essential for enhancing customer loyalty and driving sales.

Repurchase Intention

Delivery time plays a crucial role in mediating the relationship between customer service and repurchase intention. Research indicates that deviations from expected delivery times significantly affect repurchase behavior, with late deliveries having a more negative impact on customer satisfaction than early ones ((Harter et al., 2024). Reliable delivery enhances the relationship between service quality and customer loyalty (Qureshi et al., 2009), while efficient delivery services increase customer satisfaction and willingness to pay (Saha, Zhuang, & Li, 2020). In retail sectors, prolonged delivery times can reduce demand, emphasizing the importance of optimized delivery strategies (Marino, Zotteri, Montagna, & Management, 2018). Additionally, effective management of delivery time slots improves service quality and aligns operational efficiency with customer expectations (Peixoto, Martins, Amorim, & Holzapfel, 2024). These findings highlight the critical role of delivery time in shaping repurchase intentions by influencing overall customer experience.

Based on the literature review, the following hypotheses are proposed:

- **H1:** Customer service has a significant positive effect on delivery time.
- **H2:** Customer service has a significant positive effect on repurchase intention.
- **H3:** Delivery time has a significant positive effect on repurchase intention.
- **H4:** Delivery time mediates the relationship between customer service and repurchase intention.

3. Method

With a particular focus on JNE in Jepara, this study uses a quantitative research approach to examine the relationship between customer service, delivery time, and repurchase intention in the parcel delivery business. Customers who have utilized JNE services were given a structured questionnaire, and their answers were scored on a Likert scale. In order to evaluate the correlations between variables and the mediating influence of delivery time, the study applies Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4.0 for data analysis. To guarantee the quality of the data, reliability and validity tests were performed using Composite Reliability, Cronbach's Alpha, and Average Variance Extracted

(AVE). To ascertain the indirect impact of customer service on repurchase intention through delivery time, a mediation study was also conducted.

4. Result and Discussion **Convergent Validity**

Table 1. Convergent Validity Test

Indicator	Outer loading	AVE	Result
CS1	0,795	0,618	Valid
CS2	0,765		
CS3	0,799		
DT1	0,846	0,659	Valid
DT2	0,814		
DT3	0,775		
RI1	0,851	0,708	Valid
RI2	0,826		
RI3	0,847		

Source: Output data from SmartPLS version 4.0 (Processed)

The findings derived from the assessment of convergent validity reveal that all indicators employed in this investigation exhibit outer loading values that surpass 0.7, alongside Average Variance Extracted (AVE) values that exceed 0.5. This substantiates the premise that each indicator is indeed valid in encapsulating the latent constructs under examination. The indicators pertaining to customer service demonstrate outer loading values that range from 0.765 to 0.799, accompanied by an AVE of 0.618. In the context of delivery time, the outer loading values extend from 0.775 to 0.846, with an AVE of 0.659. Conversely, the indicators of repurchase intention reflect outer loading values situated between 0.826 and 0.851, with an AVE of 0.708. Therefore, it can be concluded that all indicators have satisfactorily fulfilled the requisite criteria for convergent validity and are thus regarded as valid.

Reliability Test

Table 2. Composite reliability & Cronbach's alpha

Variables	Cronbach's alpha	Composite reliability	Information
CS	0,693	0,829	Reliable
DT	0,742	0,853	
RI	0,795	0,879	

Source: Output data from SmartPLS version 4.0 (Processed)

The reliability analysis's findings indicate that all of the variables analyzed in this study had Cronbach's Alpha and Composite Reliability values above the 0.7 cutoff, indicating a high level of internal consistency. In particular, customer service has a Composite Reliability of 0.829 and a Cronbach's Alpha of 0.693, both of which indicate a satisfactory degree of dependability. The delivery time variable has a Composite Reliability of 0.853 and a Cronbach's Alpha of 0.742. At the same time, the repurchase intention construct shows a Composite Reliability of 0.879 and a Cronbach's Alpha of 0.795. When taken as a whole, these findings support the claim that every construct remains reliable.

Inner Model

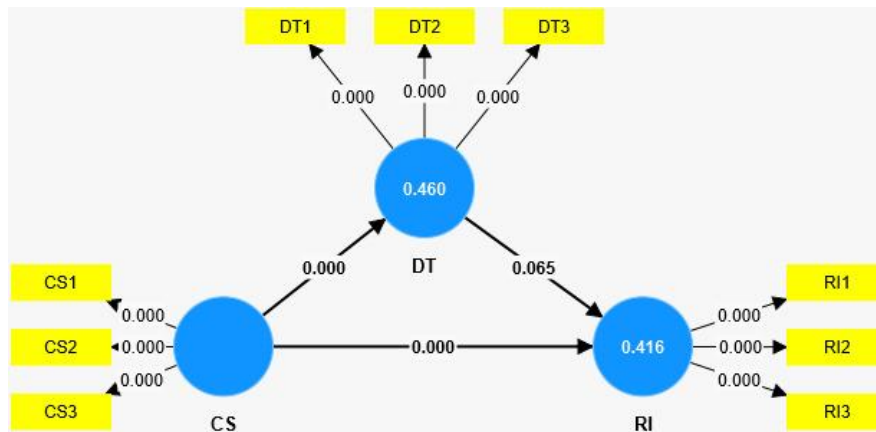


Figure 1. Structural Model

The structural interrelations between variables are shown in Figure 1's representation, where connecting lines indicate the strength and direction of the link based on path coefficient values. Each variable's function inside the research framework is clarified by this representation.

R-square

Table 3. R-square

Variables	R-square	R-square adjusted
DT	0,460	0,454
RI	0,416	0,403

Source: Output data from SmartPLS version 4.0 (Processed)

The findings derived from the R-square analysis indicate that customer service accounts for 46% of the variability observed in delivery time, while the residual 54% is attributable to additional factors not encompassed within the model. In a comparable manner, repurchase intention presents an R-square value of 41.6%, signifying that 41.6% of its variability is elucidated by the independent variables incorporated in the model, with the remainder being subject to external influences not represented in this investigation. These R-square metrics imply that the model exhibits a moderate capacity to elucidate the interrelationships among the variables.

Mediation Test

Table 4. Path Coeffien

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
CS -> DT	0,678	0,686	0,062	10,906	0,000
CS -> RI	0,498	0,496	0,109	4,574	0,000
DT -> RI	0,193	0,196	0,105	1,846	0,065

Source: Output data from SmartPLS version 4.0 (Processed)

Table 5. Specific Indirect Effects

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
CS -> DT -> RI	0,131	0,134	0,074	1,778	0,076

Source: Output data from SmartPLS version 4.0 (Processed)

A p-value of 0.000 and a coefficient of 0.678, which together show a strong and significant link, support the path analysis's findings that customer service has a major influence on delivery time. Additionally, a p-value of 0.000 and a coefficient of 0.498 show that customer service has a significant impact on repurchase intention. A coefficient of 0.193 and a p-value of 0.065, on the other hand, show that the relationship between delivery time and repurchase intention is not significant. These results imply that although customer service has a direct impact on the intention to repurchase, this impact is not particularly strong when mediated by delivery time.

Hypothesis Test

Table 6. Hypothesis Test Results

Hypothesis	Analysis
CS -> DT	Coeffisien = 0,678
	P value = 0,000
	T statistics = 10,906
	T-tabel = 1,661
	T statistics > T-tabel
CS -> RI	Coeffisien = 0,498
	P value = 0,000
	T statistics = 4,574
	T-tabel = 1,661
	T statistics > T-tabel
DT -> RI	Coeffisien = 0,193
	P value = 0,065
	T statistics = 1,846
	T-tabel = 1,661
	T statistics > T-tabel

Source: Output data from SmartPLS version 4.0 (Processed)

The outcomes of the hypothesis testing affirm that the proposed hypotheses regarding the impact of customer service on both delivery time and repurchase intention are substantiated, as reflected by t-statistics values exceeding the t-table threshold, thereby rendering these relationships statistically significant. However, the hypothesis concerning the impact of delivery time on repurchase intention is not supported due to a p-value exceeding 0.05. In summary, the findings indicate that customer service significantly contributes to the modulation of repurchase intention both directly and indirectly via delivery time, notwithstanding the relative weakness of the indirect effect.

Discussion

The findings of this study confirm that customer service plays a crucial role in influencing repurchase intention, either directly or indirectly through delivery time. The significant

relationship between customer service and delivery time indicates that better service quality leads to more efficient delivery performance, aligning with previous studies that emphasize the importance of responsive and professional service in customer satisfaction (Jatmiko, 2022) (Islamiyah & Bisma, 2023). However, the mediation analysis shows that delivery time does not significantly affect repurchase intention, suggesting that while customers value timely delivery, their loyalty is more strongly influenced by their overall experience with customer service.

These results align with research indicating that poor customer service can deter customers from repurchasing, even if deliveries are timely (Hersanto et al., 2023). Conversely, even if some delivery delays occur, excellent customer service can mitigate negative experiences, reinforcing customer trust and loyalty (Qureshi et al., 2009). This finding is particularly relevant in the logistics sector, where operational challenges such as unpredictable delays and logistical inefficiencies can affect delivery times. The results also suggest that enhancing customer service strategies, such as complaint resolution, real-time tracking support, and personalized assistance, can significantly boost repurchase intention, regardless of minor fluctuations in delivery time.

While previous studies have shown mixed results regarding the role of delivery time in repurchase behavior, this study suggests that delivery time alone may not be a decisive factor. Instead, it acts as a supporting element that enhances customer service effectiveness. These insights provide valuable implications for delivery service companies to prioritize service quality improvements, ensuring that customers receive consistent and positive interactions with the company.

Conclusions

This study highlights the dominant role of customer service in influencing repurchase intention, with delivery time playing a less significant mediating role in the logistics industry. While timely delivery remains a critical factor in ensuring customer satisfaction, it is not the sole determinant of customer loyalty. Instead, customer interactions, problem resolution, and service responsiveness significantly contribute to repurchase decisions.

Limitations and avenue for future research

This research is limited to the context of a single logistics company, JNE Jepara, which may affect the generalizability of the findings to other regions or companies. Additionally, the study focuses primarily on customer service and delivery time without considering other potential influencing factors such as pricing, brand reputation, or technological integration.

For logistics companies like JNE Jepara, it is recommended to invest more in service excellence, including enhanced communication, better tracking systems, and proactive issue resolution. Future research could explore additional moderating variables, such as customer expectations, industry type, and competitive market conditions, to further refine the understanding of what drives repurchase intention in the delivery service sector.

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