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Delivering delight: the role of logistics service quality in customer satisfaction and repurchase intention in China

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Abstract

The retail industry often provides essential products for the use and consumption of customers. However, the logistics service quality (LSQ) of the retail industry may affect customer satisfaction (CS). This study explored the relationship between logistics service quality and customer satisfaction and further investigated whether customer satisfaction impacted repurchase intention (RI). This study utilized the stimulus-organism-response (SOR) framework to build the structure of the model and categorize the variables in generating the outcomes. Data were collected through an online questionnaire survey involving 311 customers from China who used the logistics service of IKEA and a total of 305 valid responses were received. Data analysis was performed using SPSS statistical software, and AMOS software was used to construct the empirical model of the study. This study found that perceived order accuracy, perceived order condition, perceived timeliness, and delivery cost have a positive impact on customer satisfaction, while customer satisfaction positively affects repurchase intention. This study provides insights and feasible information for the retail industry and logistics service providers in China.

Keywords:
Logistics service quality; Customer satisfaction; Repurchase intention; Stimulus-organism-response framework; Retail industry; China

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1. Introduction

The global importance of logistics in retail has been highlighted because of the increasing need for speed, transparency, and customization of customer delivery expectations (Choudhary et al., 2025). Enhanced logistics capabilities allow the retail industry to meet these expectations and maintain competitiveness in a mature marketplace (Krishnan et al., 2024). As Chen et al. (2020) explained, logistics and distribution innovations are central to satisfying modern customers whose expectations have changed because of the requests for fast and convenient services in the era. China has played a critical role in the evolution of global logistics. Its strategic investment in supply chain modernization and technological innovation has made China a central hub for both manufacturing and retail logistics (Xiao et al., 2021). According to Amling and Daugherty (2020), collaborative distribution and infrastructure advances have positioned China as a model for logistical innovation.

Since 2011, China has recorded rapid growth in the retail market of more than RMB 20 million in revenue (Huang et al., 2021). Retail companies above the designated size in China dramatically

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increased by 94.46% from 2013 to 2023, as shown in Figure 1. Moreover, customers are showing a higher preference in online shopping, where the furniture industry is being focused on in the traditional retail industry as it focuses on the online retail business in the global (Zhang et al., 2022). The surge in the number of large-scale retail companies not only magnified the competitiveness in the market, but also encouraged the retail industry to invest strategically in logistics infrastructure, technology integration, and workforce training (Li, 2024). According to data collected by the China Internet Network Information Centre (CNNIC) (2022), the number of netizens was 1.05 billion as of June 2022, which increased by 19.9 million since December 2021. As such, the traditional retail industry has applied omni-channel retailing that links physical commerce with online platforms to efficiently link offline pickup and online shopping (Gao et al., 2021).

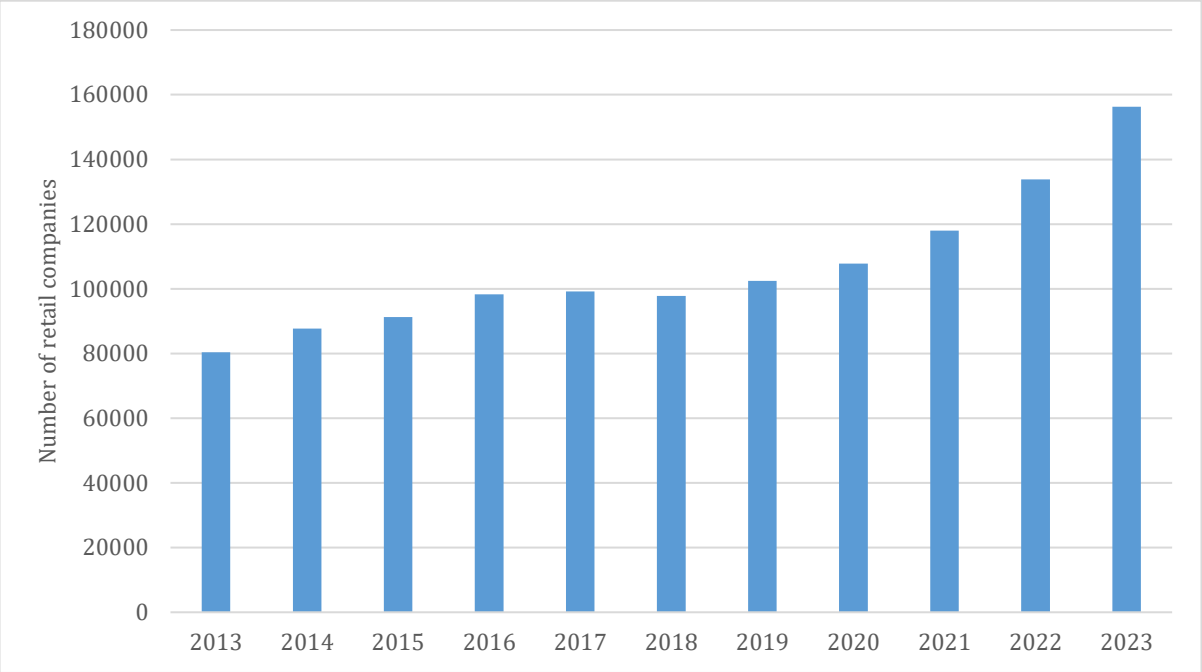

Figure 1: Retail companies in China which above designated size from 2013 to 2023
Source: Statista (2024)

According to Wu et al. (2021), the effort to appeal to new customers is greater than the effort needed to preserve current customers. In a competitive retail market, customer satisfaction is vital to achieving long-term business success (Khan et al., 2022). As more players enter the market, customers are becoming increasingly discerning and expecting not only high-quality products, but also consistent availability and prompt service (Supriyanto et al., 2021). As the significance of customer satisfaction for order and delivery management continues to rise, logistics service quality has become an important determinant in shaping overall customer satisfaction.

Hence, this study examined the influence of logistics service quality on customer satisfaction. This study aims to provide evidence that logistics service quality is one of the retail industry's concerns in the effort to retain customer loyalty. The logistics service quality examined in this study includes speed, accuracy, and cost-effectiveness (Al-Muani et al., 2024). Previous studies have not adequately examined the influence of logistics service quality on customers (Rashid & Rasheed, 2024). Moreover, there is lack of studies on the dimensions of logistics service quality in relation to customer satisfaction (Hui et al., 2025; Harlan et al., 2025). By analyzing these factors, an in-

depth understanding of the effectiveness of logistics operations in meeting customer expectations and future pathways for the traditional retail industry can be realized.

2. Theoretical underpinning

The Stimulus-organism-response (SOR) framework is a model proposed by Mehrabian and Russell (1974). Traditionally, it describes the association between external stimulus, the internal state of an organism, and the subsequent behavior of the object throughout the process. This framework can be applied to the dynamic and immersive digital contexts. According to Erensoy et al. (2024), the SOR model outperforms alternative frameworks, such as the Theory of Planned Behavior or Technology Acceptance Model, in explaining the emotional and cognitive mediators between environmental stimulus and behavioral responses such as purchase intention. SOR also has a flexible structure that allows researchers to effectively adapt the model across contexts without neglecting internal psychological states as the mediating factor (Hochreiter et al., 2022). As per the SOR framework shown in Figure 2, stimulus can be conceptualized as environmental or external factors that affect the organism. Organism is described as the internal cognitive and emotional state between stimulus and response. Responses represent the approaches or decisions made by an individual that result from the organism.

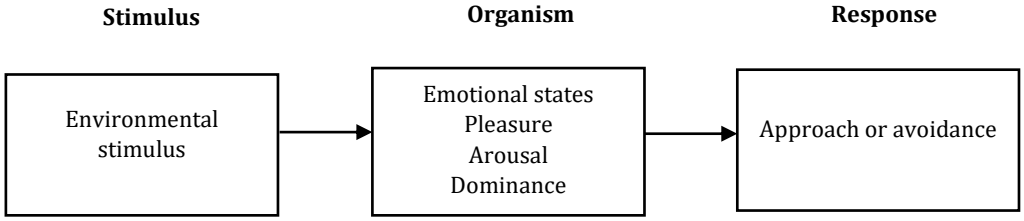

Figure 2: SOR framework
Source: Mehrabian and Russell (1974)

Stimulus, organism, and response form three closely interrelated stages of human behavior. The stimulus functions as an external factor, the organism exists as a bridge to link stimulus and response, and the response is the output of the direct or indirect influence exerted by both the stimulus and the organism (Nieves-Pavón et al., 2023). In this study, the stimulus is the dimension of logistics service quality, the organism reflects customer satisfaction, and the response is examined in terms of repurchase intention.

3. Research framework and hypotheses

Figure 3 demonstrates the research framework of this study, with the application of the SOR framework. Six variables were identified for logistics service quality: perceived order quality, perceived order accuracy, perceived order condition, perceived timeliness, perceived availability, and delivery cost. Logistics service quality is hypothesized to affect customer satisfaction, and customer satisfaction is postulated to affect repurchase intention as an indicator of customer loyalty.

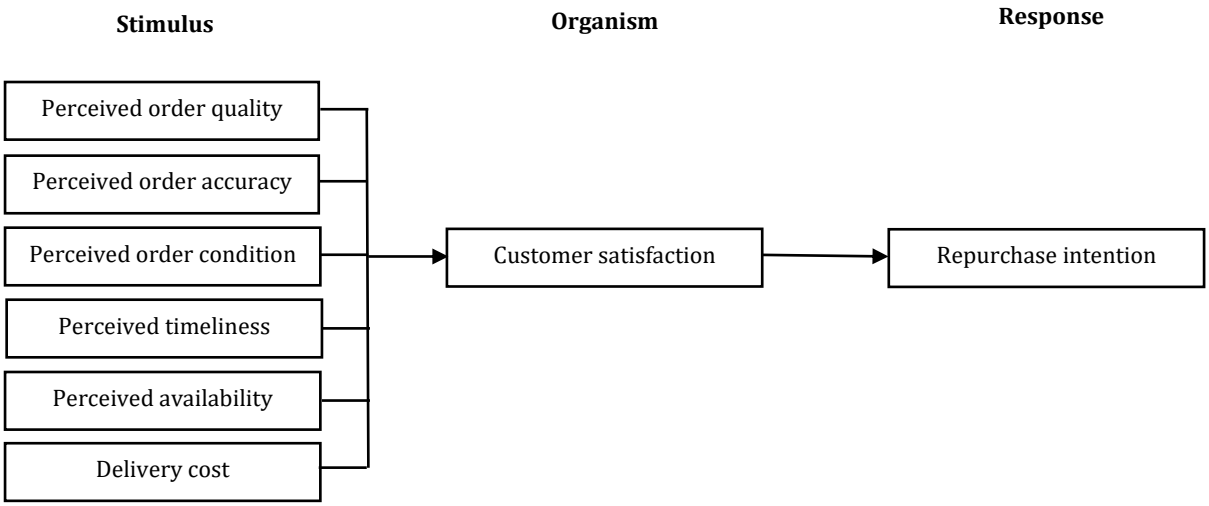

Figure 3: Research framework

3.1 Perceived order quality

Prassida and Hsu (2022) explained that perceived order quality represents customer perceptions towards the functionality of ordered goods. Perceived order quality enhances customer satisfaction by meeting or exceeding expectations (Abigail et al., 2024) and enhances transaction-related satisfaction (Prassida & Hsu, 2022); Prassida et al., 2024). Despite the lack of studies examining the impact of perceived order quality on customer satisfaction, there is plausible justification to support the postulated relationship. Therefore, the following hypothesis was developed in this study:

H1: Perceived order quality significantly and positively impacts customer satisfaction.

3.2 Perceived order accuracy

Perceived order accuracy is indicated by the expectation of the customer on the degree to which the delivered shipments accurately correspond to the original orders (Prassida & Hsu, 2022). Accurate order fulfilment that aligns products with customer requests can minimize errors and enhance overall satisfaction by ensuring a seamless purchasing experience (Kondo & Vicente, 2023). Al-Muani et al. (2024), Nguyen et al. (2023), and Zaghloul et al. (2024) reported a significant relationship between order accuracy and customer satisfaction. Therefore, the relevant hypothesis is stated as follows:

H2: Perceived order accuracy significantly and positively impacts customer satisfaction.

3.3 Perceived order condition

Based on the research conducted by Prassida and Hsu (2022), perceived order condition shows the subjective evaluation of customers on the state of order upon arrival. When orders arrive under optimal conditions with intact packaging, customers perceive higher quality and thus experience greater satisfaction (Vakulenko et al., 2024). In studies on the relationship between order conditions and customer satisfaction, it was determined that order conditions significantly and positively impacted customer satisfaction (Akil & Ungan, 2022; Nguyen et al., 2023). However, studies of the impact of perceived order conditions on customer satisfaction have rarely been conducted. To explore the relationship between perceived order conditions and customer satisfaction, the related hypothesis is defined as follows:

H3: Perceived order condition significantly and positively impacts customer satisfaction.

3.4 Perceived timeliness

Perceived timeliness is defined as the assessment made by the customer on the time taken from order placement and arrival, as expected (Prassida & Hsu, 2022). Timely delivery of orders that fulfil the expectations of customers for prompt service enhances overall customer satisfaction (Akturk et al., 2022). In previous studies, the relationship between timeliness and customer satisfaction was evaluated, where timeliness significantly and positively affected customer satisfaction (Cotarelo et al., 2021; Prassida et al., 2024; Do et al., 2023). While the effects of perceived timeliness have seldom been evaluated for customer satisfaction in the past, the research gap was filled by the following hypothesis:
H4: Perceived timeliness significantly and positively impacts customer satisfaction.

3.5 Perceived availability

Furthermore, Prassida and Hsu (2022) justified that perceived availability is defined by the customer's assessment of product availability in the inventory from the supplier to fulfill the order. Sufficient product availability ensures that customers can obtain the desired items without delays and enhances customer satisfaction (Gupta et al., 2024). Through research conducted by Tripathi et al. (2024), product availability was proven to have an insignificant relationship with customer satisfaction. Nevertheless, product availability has been determined to be significant and positive, affecting customer satisfaction (El Moussaoui et al., 2023; Prassida et al., 2024). In fact, the investigation into the relationship between perceived availability and customer satisfaction lacks research and proof. Therefore, this study specifically explores the relationship between perceived availability and customer satisfaction using the following hypothesis:
H5: Perceived availability significantly and positively impacts customer satisfaction.

3.6 Delivery cost

In the research conducted by Huq et al. (2025), the delivery cost was structured based on the costs incurred by the travelled distance and time spent upon order arrival to customers. The high delivery cost may be a main concern for customers as the price of products becomes more expensive (Mofokeng, 2021). Kandula et al. (2021) indicated that the improvement in customer satisfaction may be due to significant delivery cost savings. In previous studies, delivery cost negatively influenced customer satisfaction, where the lower the delivery cost, the better the customer satisfaction (Huq et al., 2025; Ricardianto et al., 2023). Hence, the following hypothesis is explored to determine whether it is applicable in China:
H6: Delivery cost significantly and negatively impacts customer satisfaction.

3.7 Customer satisfaction

Lin et al. (2023) explained customer satisfaction as the emotional reaction of customer experience when recognizing the difference between prior expectations and the actual performance of a product or service used. Customer satisfaction influences attitudes and has a significant positive impact on future behaviors, including repurchase intentions (Oliver, 1980). The decision to repurchase or continue using a product or service is shaped by past experiences, leading to a more deliberate and cautious approach (Oliver, 1999). Customer satisfaction has been demonstrated to positively affecting the repurchase intention, where customers are willing to repurchase products or services with high satisfaction (Lin et al., 2023; Do et al., 2023). Thus, the following hypothesis was suggested in this research:
H7: Customer satisfaction significantly and positively impacts the repurchase intention.

4. Research methods

In this research, the relationship between the independent variables, customer satisfaction, and repurchase intention was determined using quantitative analysis. The primary data in this research were obtained through a questionnaire survey, which is a more reliable and objective data collection method (Balwin et al., 2022).

4.1 Questionnaire design

IKEA was chosen in this study as the leader of the global furniture market (Statista, 2025). All scales were measured using a Likert five-point scale with 1 representing "strongly disagree" and 5 representing "strongly agree" for the independent variables, adopted from Prassida and Hsu (2022) and Damruwan et al. (2023), customer satisfaction which was applied from Prassida and Hsu (2022), Damruwan et al. (2023) and Lin et al. (2023), and repurchase intention which was applied from Lin et al. (2023) and Prassida et al. (2024).

The questionnaire was constructed and administered using Google Forms, and the survey was translated from English into Chinese to ask Chinese customers who were 18 years old and above. Professional translators were invited to cooperate on the translation task to ensure that the responses were not misunderstood. The questionnaire consisted of two parts, the first of which was the demographic information of the participants, such as gender, age, education level, and average monthly income. The second section emphasizes the perceptions of customers regarding logistics service quality. The online questionnaire, as shown in Table 1, was shared through social media with the target respondents to collect data for this research because online data collection is efficient, convenient, and affordable from the perspectives of time and money spending perspectives (Griffin et al., 2022). Participation was voluntary, and the responses received in the online survey remained anonymous. The questionnaire was conducted online, and 311 questionnaires were distributed, of which six were invalid and 305 were valid, with a recovery rate of 98.07%. This study collected 305 valid questionnaires, which was ten times more than the number of questions in the questionnaire design, meeting the requirements for data analysis stability.

4.2 Population and sample

The population in this research was customers from China who were 18 years old and above, ensuring the responsibility and independence of thinking skills as adults (Clark, 2024). Purposive sampling was used, and the respondents were selected based on certain criteria (Etikan et al., 2016; Ameen et al., 2021). Before anything else, the respondents had to visit the IKEA China website at least once to obtain relevant product information. After that, the respondents had to purchase items from IKEA China in the previous years, either online or in-store.

Using G*power, the calculated minimum sample size was 141. Therefore, this study distributed the questionnaire and obtained 305 valid responses. The demographic statistics of the respondents are shown in Table 2, with 305 valid responses. Most respondents were female (51.5%), and most respondents were between the ages of 25 and 34 years (30.5%), while the above 55 years old group had the lowest number of respondents (12.5%). More than half of the respondents were educated with bachelor's degree level (51.1%). Most respondents earned an average monthly income between RMB 7,000 and RMB 10,000 (30.97%).

Table 1: Variables and measurements

Variables	Item code	Measurement items	Cronbach's alpha reliability
Perceived order quality (OQU)	A1	Products ordered comply with the specifications.	0.769
	A2	Products ordered meet technical specifications.	
	A3	The problem is solved by satisfaction arises.	
Perceived order accuracy (OAC)	B1	Inaccurate products are rarely involved in shipments.	0.803
	B2	Unmatched quantities are rarely involved in shipments.	
	B3	Substituted products are rarely involved in shipments.	
Perceived order condition (OCO)	C1	Damaged shipments rarely existing.	0.794
	C2	The damage caused by transport is rarely incurred in shipment.	
	C3	The damage caused by transport carrier handling rarely occurred in shipment.	
Perceived timeliness (TIM)	D1	The time to receive an order is short after requesting.	0.813
	D2	Orders arrive within the time frame promised.	
	D3	Delay of delivering order rarely happened.	
Perceived availability (AVA)	E1	Nearby facility is accessible with the inventories of products.	0.803
	E2	Inventory is regularly accessible when ordered.	
	E3	If IKEA sees that upcoming orders are likely to increase, it will increase inventory to meet the orders.	
Delivery cost (DEC)	F1	No additional hidden fees during shipping.	0.886
	F2	Low delivery cost.	
	F3	IKEA charges reasonably based on the weight of the purchased items and the delivery distance.	
Customer satisfaction (CS)	G1	This is one of the best retailers chosen.	0.821
	G2	Good experience incurred from the purchasing.	
	G3	The purchasing experience is enjoyable.	
Repurchase intention (RI)	H1	Purchase intention in future is high.	0.769
	H2	IKEA is chosen as the preference for future purchases.	
	H3	Intention to purchase from IKEA will continue in future, except for any unexpected reasons.	

Table 2: Demographic statistics

	Items	Frequency	Percentage (%)
Sex	Male	148	48.5
	Female	157	51.5
Age	18 to 24	62	20.3
	25 to 34	93	30.5
	35 to 44	68	22.3
	45 to 54	44	14.4
	55 and above	38	12.5
Education	Secondary school	75	24.6
	Bachelor's degree	156	51.1
	Master's degree	53	17.4
	Doctoral degree	21	6.9
Average monthly income (RMB)	Below 5,000	77	25.2
	5,000 to 7,000	66	21.6
	7,000 to 10,000	92	30.2
	10,000 to 15,000	43	14.1
	More than 15,000	27	8.9

5. Results

This study involved descriptive analysis, empirical model construction and analysis, reliability analysis, and confirmatory factor analysis (CFA). Using SPSS software, the valid sample data obtained were examined, and AMOS software was used to construct an empirical model.

5.1 Empirical model

The customer satisfaction with IKEA from the perspective of Logistics Service Quality (LSQ) constructed in this study involved six primary independent variables: OQU, OAC, OCO, TIM, AVA, and DEC. The structural equation model can represent unmeasurable variables through the values of the collected observed variables, thereby measuring the latent variables and the correlation between variables. Therefore, this study used the AMOS software to construct a structural equation model of the influencing factors of Customer Satisfaction (CS) in IKEA from the perspective of LSQ, continuously the impact of CS on the Repurchase Intention (RI,) to test the fit between the collected data and the research model. The model contained eight latent variables and 24 observed variables, as shown in Figure 4.

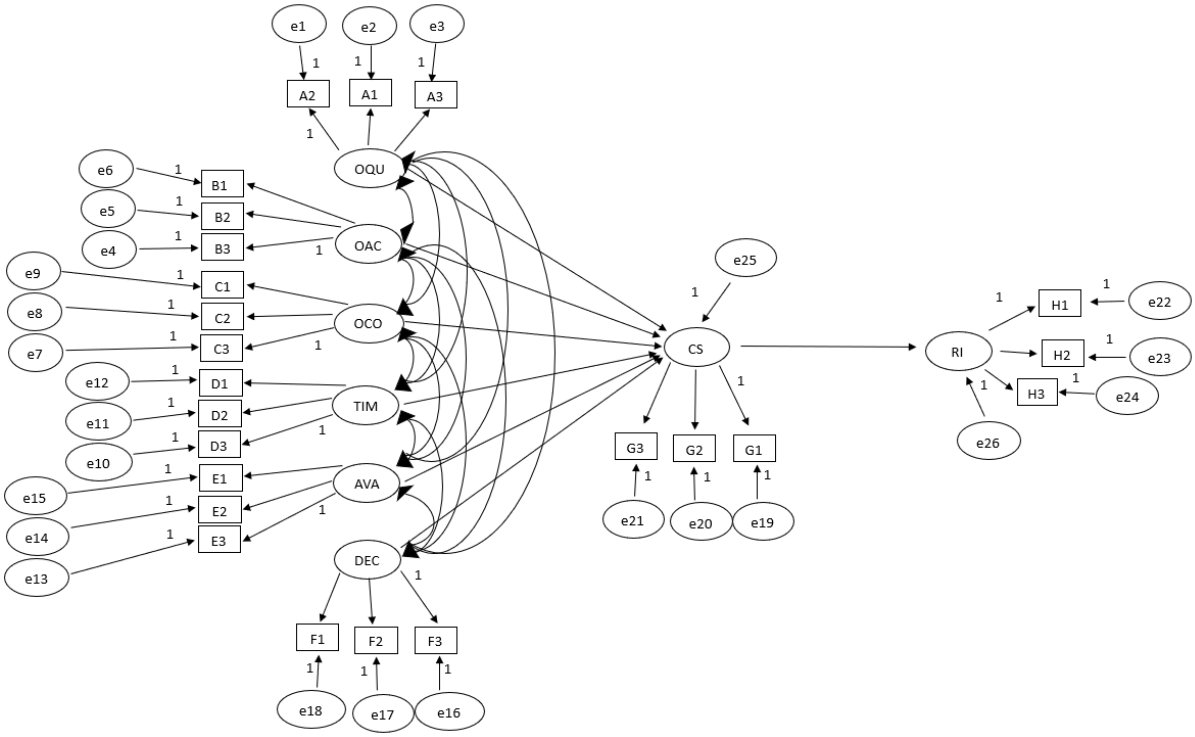

Figure 4: Structural model

5.2 Data reliability

The reliability of the collected data was reflected by the consistency of the results obtained by repeated surveys of the same individual in the same form. The higher the consistency, the higher the reliability of the questionnaire is. SPSS software was used to conduct a reliability test on the scale in the survey. When the Cronbach's alpha value of the scale was between 0.6 to 0.65, the scale reliability was very low; when it was between 0.65 to 0.7, the scale was in the lowest acceptable range; when it was between 0.7 to 0.8, the scale reliability was good; and when it was between 0.8 to 0.9, the scale reliability was very good (Nunnally, 1978).

Generally, the Cronbach's alpha value of the scale was 0.883 between 0.8 and 0.9, the reliability of the questionnaire was high, and the internal consistency was good. Specifically, Cronbach's alpha values of the six measurement dimensions of the LSQ were 0.769, 0.803, 0.794, 0.813, 0.803, and 0.886, greater than 0.7. Cronbach's alpha values of CS and RI were 0.821 and 0.769, respectively, both of which were greater than 0.7. After deleting each observed variable, Cronbach's alpha value decreased, which means that each item of the scale was necessary and could not be deleted, indicating that the overall design of the questionnaire was reasonable, as shown in Table 4.

5.3 Confirmatory factor analysis (CFA)

Confirmatory factor analysis (CFA) was conducted by Bagozzi and Foxall (1996), which can be utilized to examine reliability and validity. CFA's goodness-of-fit was used to further examine the construct's convergent validity. According to Hair et al. (2010), the following indices were used in the CFA to evaluate: Chi-square/df (cmin/df), goodness of fit index (GFI), comparative fit index (CFI), root mean squared error of approximation (RMSEA), and Tucker Lewis Index (TLI). Results: All variables in this study were within the acceptable range, as shown in Table 4. Overall, the results are acceptable and good.

Average variance extracted (AVE) scores should exist with results of around 0.5 and should justify 50% or more of the variance (Hair et al., 2010). Values between 0.526 and 0.780 indicate that all indicators had significant loadings on the respective latent constructs. As shown in Table 5, the construct reliability (CR) of all variables, including OQU, OAC, OCO, TIM, AVA, DEC, CS, and RI, ranged from 0.769 to 0.913, higher than 0.7. Hence, the reliability of these findings is sufficient. The determinant loading of all items exceeded 0.5 (Hair et al., 2010). Therefore, the results were acceptable and justified at over 50% of the variance.

Table 4: CFA results

Variables	Item code	Factor loading	AVE	CR
OQU	A1	0.696	0.527	0.770
	A2	0.733		
	A3	0.748		
OAC	B1	0.784	0.575	0.802
	B2	0.748		
	B3	0.742		
OCO	C1	0785	0.565	0.796
	C2	0.768		
	C3	0.700		
TIM	D1	0.766	0.593	0.814
	D2	0.768		
	D3	0.776		
AVA	E1	0.823	0.580	0.805
	E2	0.713		
	E3	0.744		
DEC	F1	0.800	0.780	0.913
	F2	0.837		
	F3	0.999		
CS	G1	0.759	0.602	0.819
	G2	0.775		
	G3	0.793		
RI	H1	0.716	0.526	0.769
	H2	0.736		
	H3	0.724		
Chi-square/df		1.934		
GFI		0.902		
CFI		0.935		
RMSEA		0.055		
TLI		0.922		

5.3.1 Discriminant validity

Discriminant validity determines that a concept measure is statistically distinctive and accurately depicts phenomena that others justify in a structural equation model miss (Hair et al., 2010). This

was evaluated by comparing whether the square root of AVE in a latent construct was higher than all the construct correlations.

The results in Table 5 show that the square of AVE values for all variables, OQU, OAC, OCO, TIM, AVA, DEC, CS, and RI, were higher than the inter-construct correlations. The results show that the outer loading values of all indicators were higher than the values of all cross-loadings on the other constructs. Therefore, the outcomes were considered appropriate.

Table 5: Discriminant validity

	AVE	OQU	OAC	OCO	TIM	AVA	DEC	CS	RI
OQU	0.527	**0.726**							
OAC	0.575	0.272	**0.758**						
OCO	0.565	0.358	0.408	**0.631**					
TIM	0.593	0.320	0.334	0.398	**0.770**				
AVA	0.580	0.200	0.264	0.111	0.223	**0.761**			
DEC	0.780	0.195	0.342	0.391	0.212	0.197	**0.883**		
CS	0.602	0.347	0.466	0.518	0.388	0.263	0.771	**0.776**	
RI	0.526	0.145	0.195	0.217	0.162	0.110	0.331	0.418	**0.725**

5.3.2 Path coefficient test

Table 6 shows the SEM results for hypotheses H1, H2, H3, H4, H5, H6, and H7 on the constructs OQU, OAC, OCO, TIM, AVA, DEC, CS, and RI. The effects of OQU→CS (p = 0.081) and AVA→CS (p= 0.359), which represent H1 and H5, respectively, were insignificant. Besides, DEC had a significant positive effect on CS (β = 0.648, p<0.001, t=10.25). The results illustrated that a one-unit change in OQU and AVA insignificantly affected CS, and DEC did not show a negative effect on CS. Hence, H1, H5, and H6 were rejected. While OAC had a significant positive effect on CS (β=0.112, p<0.005, t=1.966), OCO had a significant positive effect on CS (β=0.132, p<0.005, t=2.14), and TIM had a significant positive effect on CS (β=0.12, p<0.005, t=2.193). Thus, H2, H3, and H4 were supported. Finally, RI was significantly and positively affected by CS (β=0.418, p<0.001, t=5.666). Therefore, H7 is supported.

Table 6: Path coefficient test

Hypothesis	Path	Standardized path coefficient	*p*-value		t-value	Results
H1	OQU→CS	0.095	0.081		1.745	Rejected
H2	OAC→CS	0.112	0.049	*	1.966	Supported
H3	OCO→CS	0.132	0.032	*	2.140	Supported
H4	TIM→CS	0.120	0.028	*	2.193	Supported
H5	AVA→CS	0.046	0.359		0.918	Rejected
H6	DEC→CS	0.648	< .001	*	10.250	Rejected
H7	CS→RI	0.418	< .001	*	5.666	Supported

*p < 0.05 = significant

6. Discussions

The results of hypothesis testing are summarized in Table 6. It shows that H2, H3, H4, and H7 were supported, while H1, H5, and H6 were rejected. This study examined three significant positive factors of CS in the traditional retail industry in China: OAC, OCO, and TIM. The significant and positive impact of OAC on CS in China was aligned with the research conducted by Zaghloul et al. (2024), Al-Muani et al. (2024), and Nguyen et al. (2023). Therefore, a higher rate of accuracy of the order expected by the customers may enhance their satisfaction with the order placement. On the other hand, the positive relationship between OCO and CS is consistent with the findings of Akil and Ungan (2022) and Nguyen et al. (2023). Hence, higher satisfaction was received when

the details and condition of the order upon arrival were closer to the expectations of customers. The results showed a positive relationship between TIM and CS in China. This relationship is consistent with the findings of Cotarelo et al. (2021), Prassida et al. (2024) and Do et al. (2023). As such, Chinese customers expected the time taken to be followed by self-estimation and ensured on time from placing order to arrival.

The effects of OQU and AVA were justified to be insignificant on CS. The proven insignificant impact of OQU contradicts with the studies of Prassida and Hsu (2022) and Prassida et al. (2024). This contradiction may be caused by the strict and mandatory standards and regulations in China. The Product Quality Law in China mandates that manufacturers comply with the compulsory state and industrial product safety standards (Ministry of Science and Technology, 2000). Therefore, customers usually assume a baseline level of quality received from an order based on established manufacturing standards. Moreover, well-developed supply chain systems in China may provide comprehensive product information and reduce the variability in order accuracy or conditions (Guan et al., 2023). If most orders meet a certain threshold of "quality," then the marginal differences might not strongly influence the CS.

Furthermore, the proven insignificant relationship between AVA and CS was countered by the studies conducted by El Moussaoui et al. (2023) and Prassida et al. (2024). However, this was consistent with the study by Tripathi et al. (2024), where a higher availability of an order does not guarantee or directly contribute to CS. Tripathi et al. (2024) justified that several other factors, such as delivery costs and order condition, may dominate the CS; therefore, the impact of AVA on CS may be comparatively smaller. Simultaneously, the traditional retail industry in China increasingly adopts online-to-offline (O2O) models and partners with e-commerce platforms (Shao et al., 2024). The importance of any single store's product availability may be reduced, as customers may choose either physical shops or online platforms to access the products if one channel is out of stock.

Consequently, the significant positive relationship between DEC and CS in this study is not supported by previous studies (Kandula et al. (2021); Ricardianto et al. (2023); Huq et al. (2025)). According to the study done by Ma (2017), DEC may signal better reliability, faster service, or safer handling, and these are the factors that positively influence CS. The higher DEC might be tied to added conveniences that enhance the overall experience, thus boosting the CS. In China, customers always prefer a more convenient way for their choices, particularly in online shopping (Statista, 2023).

Ultimately, this study determined that CS has a significant and positive impact on repurchase intention (RI) in China. This finding is consistent with those of Lin et al. (2023) and Do et al. (2023). Therefore, Chinese customers who experienced high satisfaction with shopping were likely to repurchase retail products from the brand.

In conclusion, the results of this study indicate that OAC, OCO, and TIM are crucial for driving the success of CS, which in turn enhances RI. OQU and AVA did not influence CS, where regulatory standards and diversified purchasing channels established baseline expectations. Moreover, the unexpected positive role of DEC underscores the growing premium that Chinese customers place on seamless value-added services. Together, these findings encourage the traditional retail industry to enhance customer loyalty and RI by integrating convenient order-fulfilment processes with innovation.

6.1 Implications

This research assisted academics, where the research particularly examining the determinants impacting customer satisfaction in China. This research analyzed various aspects of logistics service quality, where the research gaps regarding the lack of studies on the respective relationships between perceived order quality, perceived order condition, perceived timeliness,

and perceived availability on customer satisfaction were filled in this study with the assistance of a structured SOR framework, with further investigation of the impact of customer satisfaction on repurchase intention. This study was one of the few to explore customer satisfaction from the perspective of logistics service quality in China and one of the few to apply the SOR framework for a comprehensive understanding. This study suggests that the retail industry has a valuable idea for the components that impact customer satisfaction in China. The retail industry can emphasize the aspects that have been proven to efficiently enhance customer satisfaction, so that it can ultimately encourage customers to repurchase in the future.

6.2 Limitations and recommendations

First, the sample adopted in this study consists of a single retailer in the retail industry. Future research should test the current theoretical framework against data from multiple retail industries, which may improve the generalizability of these results. Second, this study was conducted in mainland China, and since China is a relatively mature and developed region in terms of logistics services, the analysis performed in this study may be more applicable to similar markets. As the results may vary depending on the cultural background of the research environment, data collected from other regions in the future and cross-national explorations can also be conducted. Third, only three items were included in the measurement scale. Future research may increase the number of items to improve the reliability of the results. Lastly, moderating variables, such as demographic factors, were not included in the model constructed in this research. These potential components may impact the purchasing intentions of logistics service customers. Future research could explore moderating variables to determine the moderating effects of demographic characteristics on the relationship between customer satisfaction and repurchase intention.

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Ethical compliance: All participants were fully informed about the nature, purpose, and procedures of the study. Participation was entirely voluntary and informed consent was obtained from each participant prior to their participation in the study. Participants were made aware of their right to withdraw from the study at any point, without any consequences.

Data access statement: Research data supporting this publication are available upon request to the corresponding author.

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