

**THE ROLE OF CUSTOMER SATISFACTION IN MEDIATING THE EFFECT OF SERVICE  
QUALITY ON THE INTENTION TO REUSE  
(A Study on JNE Express Customers in Denpasar City)**

**I Made Pradnya Raditya Putra<sup>1</sup>, Ni Ketut Seminar<sup>2</sup>**

<sup>1</sup> Management, Accounting Study Program, Faculty of Economics and Business, Udayana University, [madepradnya22@gmail.com](mailto:madepradnya22@gmail.com)

<sup>2</sup> Management, Accounting Study Program, Faculty of Economics and Business, Udayana University, [ktseminari@unud.ac.id](mailto:ktseminari@unud.ac.id)

\* Corresponding Author: e-mail: I Made Pradnya Raditya Putra@xxx.com

**Abstract:** The development of increasingly competitive expedition services requires companies to understand the factors that affect customer behavior, particularly the intention to reuse services. This study aims to analyze the effect of service quality on the intention to reuse among JNE Express customers in Denpasar City, with customer satisfaction as a mediating variable. The study involved 120 respondents selected using the purposive sampling method. Data were collected through questionnaires and analyzed using Path Analysis, Classical Assumption Tests, the Sobel Test, and the Variance Accounted For (VAF) test. The results indicate that service quality has a positive and significant effect on the intention to reuse, service quality has a positive and significant effect on customer satisfaction, customer satisfaction has a positive and significant effect on the intention to reuse, and customer satisfaction partially mediates the effect of service quality on the intention to reuse. These findings reinforce the Expectation Confirmation Theory (ECT), which explains that improvements in perceived service quality enhance customer satisfaction, ultimately encouraging customers' intention to continue using JNE Express services in Denpasar City.

**Keywords:** Service Quality, Customer Satisfaction, Intention to Reuse

## INTRODUCTION

Technological development has progressed rapidly over the past few decades, particularly in the field of digital internet. Technology has become an inseparable part of human life, transforming various aspects, ranging from communication and information to the economy. Information technology is a tool created within a business context; considering the current business competition, a company needs to update the systems used to improve its business in order to compete with other businesses (Siregar & Nasution, 2020). According to the Indonesian Internet Service Providers Association (APJII), the number of internet users in 2024 reached 221.56 million people, with an internet penetration rate of 79.50 percent, representing an increase of 1.4 percent compared to the previous period.

The increasing number of internet users in Indonesia each year has caused changes in every aspect of life, including consumer shopping patterns (Damayanti & Indriani, 2021). Along with the development of the economy, the presence of the internet has become one of the main tools supporting transactional activities and business management. Various benefits can be obtained from this technology, such as facilitating broader and more effective business interactions with customers. This opportunity is leveraged to offer

goods and services to consumers through online shopping via e-commerce (Nurhasanah, 2023). E-commerce is a tool used to conduct the purchase and sale of goods or services online using the internet (Kotler et al., 2024). In line with this development, productivity has increased, and various economic activities can be carried out in real-time from any location. Table 1 shows the list of countries with the highest frequency of online shopping among internet users.

**Table 1. Countries with the Most Frequent Online Shoppers (2024)**

Rank	Country	Percentage (%)
1.	Thailand	66.9
2.	South Korea	65.8
3.	Turkey	64.7
4.	UAE	64.3
5.	Mexico	62.1
6.	Malaysia	61.9
7.	China	61.1
8.	United Kingdom	60.9
9.	Indonesia	59.3
10.	India	59.3

Source: id.technesia.com (2024).

According to the Digital 2024 report by We Are Social and Meltwater, Indonesia ranks ninth globally, with 59 percent of internet users frequently shopping online. Of this number, 56.2 percent conduct transactions via mobile phones, while the remaining 43.8 percent use other devices. E-commerce is considered an effective marketing medium for business actors, as it can expand market reach and facilitate transactions without a physical store presence. Based on the e-Conomy SEA 2024 report by Google, Temasek, and Bain & Company, Indonesia's digital economy is projected to reach a Gross Merchandise Value (GMV) of USD 90 billion in 2024, growing 13 percent from the previous year. The e-commerce sector is the main contributor, with 11 percent growth and GMV reaching USD 65 billion, making Indonesia the largest digital market in Southeast Asia.

Along with the increase in e-commerce transactions, the delivery process to customers requires third parties as intermediaries. Service businesses are highly needed and have an effect on daily consumer activities (Noeraini & Sugiyono, 2016). Parcel delivery or logistics services have become a crucial element in supporting e-commerce success, as fast, secure, and timely logistics services not only increase customer satisfaction but also strengthen consumer trust in the platform. Table 2 shows the percentage of expedition services most used by local e-commerce sellers.

**Table1. Expedition Services Most Used by Local E-Commerce Sellers (2023)**

Expedition	Percentage (%)
J&T Express	58
JNE	45
Shoppe Xpress	28

Sicepat	27
GoSend	21
Grab Express	18
Tiki	7
Ninja Xpress	7
Pos Indonesia	6
Paxel	6
Wahana Express	5
Lalamove	2
Indah Logistik Cargo	2

Source: databoks.katadata.co.id. (2023).

Based on a Populix survey of 1,577 respondents who were then filtered to 332 e-commerce sellers, J&T Express was the most chosen expedition service with 58 percent due to its delivery speed, followed by JNE with 45 percent which excels in reach and distribution accuracy. Tight competition between expedition companies makes people more selective in choosing services, so companies must continue to improve quality to retain customers, including JNE which is one of the oldest expeditions in Indonesia since its establishment on November 26, 1990. JNE initially focused on customs services with TIKI before separating management in 1993 and starting to provide domestic shipping in 1994, then accelerated expansion through a drop point system and the increasing online shopping trend in the early 2000s. Since 2012, JNE has expanded its logistics services and in 2014 launched the MY JNE application to make it easier for customers to check rates, track shipments, and access agent information. Today, JNE has grown into one of the largest expeditions in Indonesia with a wide distribution network, 24-hour service, thousands of fleets, tens of thousands of employees, and a Mega Hub with automatic sorting technology capable of handling up to one million packages per day.

**Table 2. Top Brand Award Data for Courier Services (2020–2024)**

Company name	2020	2021	2022	2023	2024	TBI
<b>J&amp;T Express</b>	21.3%	33.4%	23.1%	33.30%	50.90%	<b>TOP</b>
<b>JNE Express</b>	27.3%	28%	39.3%	29.10%	11.50%	<b>TOP</b>
<b>TIKI</b>	10.8%	11.20%	11.10%	10.60%	10.20%	<b>TOP</b>
<b>Pos Indonesia</b>	7.7%	8.50%	8.50%	7.30%	9.40%	
<b>DHL</b>	4.1%	6.00%	6.90%	7.20%	4.10%	

Source: [www.topbrand-award.com](http://www.topbrand-award.com)

Based on Table 3 data from the Top Brand Award website, JNE has maintained a top position over the last five years. However, the percentage obtained tends to show a fluctuating trend, with a significant decrease particularly during the period from 2022 to 2024. In contrast, its competitor, J&T, shows a consistent and significant increase during the same period, successfully taking the first position and pushing JNE to second place. Meanwhile, other courier services such as TIKI, Pos Indonesia, and DHL show relatively stable movements. This situation indicates that JNE still faces challenges in competition, requiring appropriate strategies to increase market share amidst competitors. One

strategy that has been implemented is providing service product variations tailored to consumer needs. However, despite offering various service options, JNE has still experienced a significant decline in market share over the last three years. This indicates that the service product variations provided are not yet fully optimal, and service quality needs to be improved to encourage consumers to reuse JNE services.

The desire to reuse a product or service reflects that the services provided by a company have successfully met customer expectations and encourage them to make repeat use. Reuse intention is defined as the interest or drive that arises within customers, formed based on previous experiences when they purchase or use a particular product or service (Setyorini & Hidayat, 2022). These experiences encompass various aspects, such as ease of transaction processes, service speed, service provider responsiveness, and the level of satisfaction experienced after receiving the service. The more positive the experience obtained by customers, the greater the likelihood of developing the intention to reuse the service. Thus, good service quality plays an important role in shaping customer perceptions and contributes directly to the formation of reuse intention in the future.

Service quality is generally defined as the level of service provided by a company in accordance with customer expectations (Wijayajaya & Astuti, 2018). Service quality is one of the determining factors of reuse intention (Setyorini & Hidayat, 2022). When customers perceive that the service they receive meets or exceeds their expectations, a positive perception forms, encouraging them to continue using the service in the future. Therefore, service quality not only affects immediate satisfaction but also creates loyalty and increases the likelihood of reuse intention.

Juliana (2024) and Ayatullah et al. (2023) revealed a positive and significant effect of service quality on reuse intention. The better the service quality provided, the stronger the intention to reuse arises. However, this finding contrasts with research by Yusuf (2020), which stated that service quality does not have a positive and significant effect on reuse intention. Research conducted by Saputri & Mathori (2024) also found that service quality does not have a positive and significant effect on reuse intention. Even when service quality has been provided, it does not guarantee that customers will make repeat purchases.

Based on the research gap identified between service quality and reuse intention, it is necessary to include a mediating variable, namely customer satisfaction. Customer satisfaction is chosen as a mediating variable because the satisfaction felt by consumers is an important factor influencing consumer behavior to make repeat purchases of products or services in the future (Prabawa et al., 2019). This is due to the psychological effect that occurs when consumers receive quality service and feel satisfied, motivating them to make future purchases. According to Amerta & Warmika (2023) and Wulandari & Marlana (2020), service quality has a positive and significant effect on customer satisfaction. In other words, the higher the service quality provided by the company, the higher the level of satisfaction experienced by consumers.

Setyorini & Hidayat (2022) and Teressa et al. (2024) stated that customer satisfaction has a positive and significant effect on reuse intention. Consumers who feel satisfied after purchasing a product or service generally tend to make repeat purchases in the future. Conversely, if consumers do not experience satisfaction from the product or service received, the interest or intention to make repeat purchases will decrease. This proves that customer satisfaction as a mediating variable can strengthen the relationship between exogenous and endogenous variables. Based on these phenomena and the research gap

in previous studies, this study examines the role of customer satisfaction in mediating the effect of service quality on reuse intention among JNE Express customers in Denpasar City.

## **METHOD**

This study employed a quantitative method with a causal-associative design aimed at analyzing the cause-and-effect relationship between service quality, customer satisfaction, and reuse intention of JNE Express. The research was conducted in Denpasar City, which has the highest consumption rate in Bali Province, making it relevant for examining consumer behavior. The research focused on the reuse intention of JNE Express services influenced by service quality and mediated by customer satisfaction, with respondents being residents of Denpasar City who had used the delivery service within the last six months (Sugiyono, 2022; BPS Bali, 2023).

The research variables consisted of service quality as the exogenous variable, customer satisfaction as the mediating variable, and reuse intention as the endogenous variable, all measured using indicators based on previous studies. Data were collected through a Likert-scale questionnaire, administered both directly and via Google Form. The research instrument was tested for validity and reliability; all items were declared valid as they had correlation coefficients above 0.3 and were reliable with Cronbach's Alpha values above 0.70. The sample was determined using purposive sampling, with 120 respondents selected based on specific criteria (Novandy & Rastini, 2017; Hardani et al., 2020; Ghozali, 2021).

Data analysis included descriptive statistics to describe respondent characteristics and assessments of the variables, as well as inferential statistics through path analysis to test the structural relationships among variables. Classical assumption tests were conducted using normality, multicollinearity, and heteroscedasticity tests to ensure the suitability of the regression model. In addition, the Sobel Test was used to examine the role of customer satisfaction as a mediating variable. All analytical procedures were carried out based on theoretical guidelines and data processed using statistical software (Utama, 2016; Sugiyono, 2022; Ghozali, 2021).

## **RESULT AND DISCUSSION**

### **Overview of JNE Express**

JNE Express is one of the largest courier service companies in Indonesia, providing parcel, document, and logistics delivery services with national and international coverage since its establishment on 26 November 1990 in Jakarta. Along with increasing economic activity in Bali, JNE Express operates in Denpasar City as a main branch serving the delivery needs of the public and business actors, with its head office strategically located at Jalan Kanda No. 1, Bypass Ngurah Rai, Sanur. According to data from the Bali Provincial Statistics Agency (BPS Bali, 2023), Denpasar has the highest per capita consumption in Bali, increasing the public's demand for delivery services. To meet this demand, JNE Express Denpasar provides services such as YES, REG, and OKE, along with additional facilities including online tracking, insurance, and responsive customer service to maintain service quality. The increasing competition among courier companies encourages JNE to continuously improve service quality to create satisfaction that ultimately leads to customers' intention to reuse their services, which is why this study examines the relationship between service quality, customer satisfaction, and reuse intention.

## Respondent Characteristics

**Table 4. Research Respondent Characteristics**

No.	Characteristics	Classification	Number of Respondents (People)	Percentage (%)
1	Gender	Male	76	63.3
		Female	44	36.7
Total			120	100
2	Age	17-25 Years	39	32.5
		26-33 Years	75	62.5
		34-41 Years	6	5.0
Total			120	100
3	Last education	Senior High / Vocational	31	25.8
		Diploma	30	25.0
		Bachelor (S1)	59	49.2
		Total		
4	Occupation	Students	38	31.7
		Entrepreneur	58	48.3
		Private employees	24	20.0
Total			120	100

Source: Processed data, 2025

Based on gender, respondents consisted of 76 males (63.3%) and 44 females (36.7%), indicating that JNE Express users in Denpasar City are dominated by males who are more active in delivery activities for both business and personal needs. In terms of age, the majority of respondents are in the 26–33 years range (62.5%), representing a productive age group that is economically active and adaptive to digital-based services. Regarding education, most respondents hold a Bachelor's degree (49.2%), reflecting that JNE Express customers are dominated by highly educated individuals with a good understanding of efficiency and courier service quality. Meanwhile, in terms of occupation, entrepreneurs (48.3%) and private employees (20.0%) are the most dominant users, particularly those involved in creative sectors, handicraft industries, and MSMEs who require regular delivery services.

## Description of Research Variables

**Table 5. Variable Description Categories**

Average Score	Category		
	Service Quality	Customer satisfaction	Reuse Intention
1.00-1.80	Very Poor	Very Low	Very Low
1.81-2.60	Poor	Low	Low
2.61-3.40	Fairly Good	Fairly High	Fairly High
3.41-4.20	Good	High	High

4.21-5.00	Very good	Very high	Very high
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Source: Processed by the author

## Reuse Intention

**Table 6. Respondents' Answers Descriptive for Reuse Intention**

No	Question	Respondent Frequency					Average	Criteria
		1	2	3	4	5		
1	I have the desire to reuse JNE Express Denpasar courier services.	5	10	15	72	18	3.73	High
2	I am willing to recommend JNE Express Denpasar courier services.	1	13	8	65	33	3.97	High
3	I always choose JNE Express Denpasar courier services as my primary choice.	3	9	21	53	34	3.88	High
4	I always seek information about JNE Express Denpasar courier services.	6	9	23	47	35	3.80	High
<b>Average</b>							<b>3.84</b>	<b>High</b>

Source: Processed data, 2025

Table 6 shows respondents' assessment of the reuse intention variable, which consists of four indicators. Overall, this variable has an average score of 3.84, categorized as high. This result illustrates that, in general, JNE Express customers in Denpasar City have a strong desire to reuse the courier service and tend to show brand loyalty.

The indicator with the highest score is the statement, "I am willing to recommend JNE Express Denpasar courier services," with an average score of 3.97 (high category). This score indicates that most respondents are satisfied with the services received and are confident in recommending JNE to others. Customer recommendations represent the strongest form of loyalty because they are based on positive service experiences.

Meanwhile, the indicator with the lowest score is the statement, "I have the desire to reuse JNE Express Denpasar courier services," which obtained an average score of 3.73 (high category). Although still high, this result suggests that a small portion of customers may consider alternatives before deciding to reuse JNE services.

The indicator, "I always choose JNE Express Denpasar courier services as my primary choice," has an average score of 3.88 (high category), indicating that customers are relatively consistent in choosing JNE compared to other courier companies. Meanwhile, the indicator, "I always seek information about JNE Express Denpasar courier services," obtained a score of 3.80 (high category), showing that customers actively seek information related to JNE services to ensure quality and reliability before reusing the service.

Overall, these results show that customers' reuse intention toward JNE Express Denpasar is at a high level. The highest score on the recommendation indicator reflects customer satisfaction and trust in the service, while the lowest score on the desire-to-reuse indicator signals the company to continue improving service quality to strengthen customer commitment for repeat use.

#### Quality of Service

**Table 7. Respondents' Answers Descriptive for Service Quality**

No	Question	Respondent Frequency				Average	Criteria	
		1	2	3	4	5		
Tangible								
1	JNE provides many delivery package options, making it easier for customers to use the service.	0	14	18	68	20	3.78	Good
2	JNE employees' appearance in uniform is always neat.	4	11	20	65	20	3.72	Good
3	There is no trash in the waiting area.	2	13	28	57	20	3.67	Good
Responsiveness								
4	JNE employees are responsive in handling customer problems.	4	11	11	72	22	3.81	Good
5	JNE employees do not appear busy when welcoming customers.	3	10	14	68	25	3.85	Good
Assurance								
6	JNE provides a guarantee if the delivery encounters problems.	4	11	14	71	20	3.77	Good
7	JNE maintains customers' data confidentiality correctly.	6	8	18	58	30	3.82	Good
Reliability								
8	JNE employees provide fast service.	3	13	19	50	35	3.84	Good
9	JNE's deliveries are made according to the promised time.	5	9	28	40	38	3.81	Good
10	JNE's operational hours correspond to	4	9	17	64	26	3.83	Good



	the communicated schedule.								
<b>Empathy</b>									
11	JNE employees provide personal attention to customers' complaints.	6	6	26	50	32	<b>3.80</b>	Good	
12	JNE employees always greet customers in every service interaction.	4	11	15	65	25	<b>3.80</b>	Good	
<b>Average</b>							<b>3.79</b>	<b>Good</b>	

Source: Processed data, 2025

Table 7 illustrates respondents' assessment of the Service Quality variable measured through 12 indicators. Overall, this variable has an average score of 3.79, categorized as good. This indicates that, in general, customers perceive JNE Express Denpasar services as adequate and meeting expectations in terms of facilities, speed, and employee behavior.

The tangible indicator was measured through three statements. The statement "JNE provides many delivery package options, making it easier for customers to use the service" scored 3.78 (good category), "JNE employees' appearance in uniform is always neat" scored 3.72 (good category), and "There is no trash in the waiting area" scored 3.67 (good category). The lowest score in this indicator, particularly regarding waiting area cleanliness, indicates a need for improvement to enhance comfort in the service area.

The responsiveness indicator consists of two statements: "JNE employees are responsive in handling customer problems" with an average of 3.81 (good category) and "JNE employees do not appear busy when welcoming customers" with a score of 3.85 (good category). The score of 3.85 is the highest among all indicators, indicating that customers perceive JNE employees as responsive, friendly, and able to provide quick attention during service.

The assurance indicator was measured through two statements: "JNE provides a guarantee if the delivery encounters problems" (average 3.77, good category) and "JNE maintains customers' data confidentiality correctly" (average 3.82, good category). These results indicate that customers perceive JNE as reliable and providing a sense of security in every delivery transaction.

The reliability indicator consists of three statements: "JNE employees provide fast service" (average 3.84), "JNE's deliveries are made according to the promised time" (3.81), and "JNE's operational hours correspond to the communicated schedule" (3.83). All statements fall into the good category, indicating that customers perceive JNE as consistent and dependable in fulfilling service commitments.

The empathy indicator includes two statements: "JNE employees provide personal attention to customers' complaints" and "JNE employees always greet customers in every service interaction," each scoring 3.80 (good category). This reflects that customers feel the friendliness and care of employees in every interaction.

Overall, the highest score was found in the responsiveness indicator with 3.85, while the lowest was in the tangible indicator with 3.67. These findings show that JNE Express Denpasar's main service strength lies in the speed and friendliness of employees in serving

customers, whereas the physical aspects and cleanliness of facilities still need improvement to optimize the customer experience.

### Customer satisfaction

**Table 8. Respondents' Answers Descriptive for Customer Satisfaction**

No	Question	Respondent Frequency					Average	Criteria
		1	2	3	4	5		
1	JNE's performance in providing delivery services meets my expectations.	0	12	12	62	34	<b>3.98</b>	High
2	My experience with JNE gives a sense of security in the delivery process.	3	8	18	59	32	<b>3.91</b>	High
3	Choosing JNE as a delivery service is the right decision for me.	2	11	12	66	29	<b>3.91</b>	High
<b>Average</b>							<b>3.93</b>	<b>High</b>

Source: Processed data, 2025

Table 8 shows respondents' assessments of the Customer Satisfaction variable measured through three indicators. Overall, this variable obtained an average score of 3.93, which falls into the high category. This indicates that JNE Express Denpasar customers feel satisfied with the services provided and perceive that their experience with the delivery service meets their expectations.

The indicator with the highest score is the statement "JNE's performance in providing delivery services meets my expectations," with an average score of 3.98 (high category). This indicates that customers perceive JNE's performance as good in terms of speed, accuracy, and reliability of delivery. Positive perception of performance is an important factor that strengthens overall customer satisfaction.

Meanwhile, the lowest scores are found in two indicators: "My experience with JNE gives a sense of security in the delivery process" and "Choosing JNE as a delivery service is the right decision for me," each with an average score of 3.91 (high category). Although the difference in scores is not significant, these results indicate that there is still room for improvement in customer experience and confidence in choosing JNE. This could relate to delivery security or post-delivery services that are not yet fully optimal.

### Inferential Analysis of Research Data

#### Classical Assumption Test

##### 1) Normality Test

**Table 9. Normality Test Results (One-Sample Kolmogorov-Smirnov)**

Equation	Asymp. Sig. (2-tailed) Kolmogorov-Smirnov
Substructural	0.200
1	0.200

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Substructural

2

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Source: Processed data, 2025

Based on Table 9, the Kolmogorov-Smirnov test results show that the Asymp. Sig. (2-tailed) values for Substructural 1 and Substructural 2 are both 0.200. Since these values are greater than the significance threshold of 0.05, it can be concluded that the residuals in both regression models meet the normal distribution assumption.

## 2) Multicollinearity Test

**Table 10. Multicollinearity Test Results for Structure 1**

Variable	Tolerance	VIF
Quality of Service	1,000	1,000

Source: Processed data, 2025

Table 10 shows that the tolerance and VIF values for the service quality variable are 1.000 each. The VIF value is below the threshold of 10 ( $1.000 < 10$ ), and the tolerance value is above 0.10 ( $1.000 > 0.10$ ). Therefore, it can be concluded that the regression model in Structure 1 does not experience multicollinearity and meets the required classical assumptions.

**Table 11. Multicollinearity Test Results for Structure 2**

Variable	Tolerance	VIF
Service Quality	0.158	6,329
Customer satisfaction	0.158	6,329

Source: Processed data, 2025

Table 11 shows that the tolerance values for service quality and customer satisfaction are 0.158, while their VIF values are 6.329. Since the VIF values are still below the threshold of 10 ( $6.329 < 10$ ) and the tolerance values are greater than 0.10 ( $0.158 > 0.10$ ), it can be concluded that the regression model in Structure 2 is free from multicollinearity. This indicates that the independent variables are not highly correlated, making the model suitable for further analysis.

## 3) Heteroscedasticity Test

**Table 12. Heteroscedasticity Test Results**

Equality	Model	Sig.
Substructural 1	Quality of Service	0.686
Substructural 2	Quality of Service	0.590
	Customer satisfaction	0.069

Source: Processed data, 2025

Table 12 shows that in the Substructural 1 model, the service quality variable has a significance value of 0.686. In the Substructural 2 model, service quality and customer satisfaction have significance values of 0.590 and 0.069, respectively. Since all significance values are greater than 0.05, it can be concluded that the regression models used in this study are free from heteroscedasticity.

## Path Analysis

This study uses path analysis because this method is capable of testing causal relationships simultaneously between service quality as the independent variable, customer satisfaction as the mediating variable, and repurchase intention as the dependent variable. Based on the formulation of the hypothesis, the model was analyzed

through two substructural equations— $M = \beta_2 X + e_1$  and  $Y = \beta_1 X + \beta_3 M + e_2$ —which were then used to calculate the effect of service quality on customer satisfaction as a mediator.

**Table 13. Regression Analysis Results on Substructure 1**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	1,741	,411		4,235	,000
Quality of Service (X)	,221	,009	,918	25,077	,000
R Square	: 0.842				
F Statistics	: 628,869				

Source: Processed data, 2025

The results in Table 13 indicate that service quality has a positive and significant effect on customer satisfaction with a coefficient of 0.918 and an  $R^2$  value of 0.842, meaning that 84.2% of the variation in customer satisfaction can be explained by service quality, supported by an F value of 628.869 and significance of 0.000, which confirms the feasibility of the regression model. Furthermore, this study continues the analysis by calculating the effect of service quality and customer satisfaction on repurchase intention, the results of which are presented in Table 14.

**Table 14. Regression Analysis Results on Substructure 2**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	-,368	,385		-,957	,340
Quality of Service (X)	,238	,019	,693	12,306	,000
Customer Satisfaction (M)	,419	,080	,294	5,218	,000
R Square	: 0.941				
F Statistics	: 938,341				

Source: Processed data, 2025

Based on the results in Table 14, the structural equation shows that service quality ( $\beta = 0.693$ ) and customer satisfaction ( $\beta = 0.294$ ) have a positive and significant effect on repurchase intention, supported by an F value of 938.341 (sig. 0.000) and  $R^2$  of 0.941, meaning that 94.1% of the variation in repurchase intention can be explained by both variables. The path analysis results show that service quality has a direct effect on repurchase intention of 0.693, on customer satisfaction of 0.918, and customer satisfaction has a direct effect on repurchase intention of 0.294; while the indirect effect of service quality through customer satisfaction is 0.269, resulting in a total effect of 0.962. The model error calculation shows  $Pe_1 = 0.397$  and  $Pe_2 = 0.059$ , resulting in a total determination coefficient of 0.999529 or 99.95%, indicating that this model is very strong in explaining the relationships between variables. Furthermore, the F test results (sig. 0.000) confirm that service quality and customer satisfaction simultaneously have a significant effect on repurchase intention, while the t-test shows that both also have a significant individual effect on the mediating and dependent variables. Overall, these

findings confirm that service quality and customer satisfaction play an important role, both directly and indirectly, in increasing customers' intention to continue using JNE Express services in Denpasar City.

**Table 15. Direct, Indirect, & Total Effect**

Variable Effect	Direct Effect	Indirect Effect	Total Effect	Significant	Results
X to Y	0.693	0.269	0.962	0,000	Significant
X to M	0.918		0.918	0,000	Significant
M to Y	0.294		0.294	0,000	Significant

Source: Processed data, 2025

Table 15 presents a summary of the path analysis results, covering the magnitude of direct effects, indirect effects, and total effects between variables in the research model. The values were obtained from calculations in each structural equation. The meaning of each value in the table is explained below.

1) The Effect of Service Quality on Repurchase Intention

The results show that Service Quality has a direct effect on Repurchase Intention of 0.693 or 69.3 percent. This finding indicates that the better the quality of service provided by JNE Express Denpasar, the higher the customers' intention to reuse the shipping service.

2) The Effect of Service Quality on Customer Satisfaction

The Service Quality variable also demonstrates a strong direct effect on Customer Satisfaction of 0.918 or 91.8 percent. This result shows that good service quality, reflected through employee friendliness, service speed, and delivery security guarantees, significantly increases the level of customer satisfaction. Therefore, customer satisfaction at JNE Express highly depends on the company's ability to maintain and improve its Service Quality.

3) The Effect of Customer Satisfaction on Repurchase Intention

The results indicate that Customer Satisfaction has a direct effect on Repurchase Intention of 0.294 or 29.4 percent. This means that the higher the level of satisfaction experienced by customers with JNE Express Denpasar's services, the greater their tendency to use the shipping service again in the future.

4) Role of Customer Satisfaction in Mediating the Effect of Service Quality on Repurchase Intention

Customer Satisfaction acts as a mediating variable bridging the effect of Service Quality on Repurchase Intention. The total effect of Service Quality on Repurchase Intention reaches 96.2 percent, indicating that although the direct effect of Service Quality is relatively dominant, Customer Satisfaction still plays an important role in strengthening this relationship. This confirms that improving service quality, both directly and through increasing customer satisfaction, can encourage customers' decisions to reuse JNE Express services.

### Sobel test

The Sobel test was conducted using the standard formula and processed via Microsoft Excel to obtain the standard error of the indirect effect (Sab) and the Z value. The calculation results show Sab = 0.0181 and Z = 5.11, which exceeds the critical value of 1.96, confirming that customer satisfaction serves as a significant mediator in the relationship between service quality and repurchase intention. This finding indicates that improving

service quality not only has a direct impact on repurchase intention but also works indirectly through increasing customer satisfaction. Furthermore, the Variance Accounted For (VAF) test produced a value of 27.9 percent, indicating the presence of partial mediation in the model. Therefore, it can be concluded that customer satisfaction strengthens the effect of service quality on repurchase intention through both direct and indirect pathways.

## **Discussion and Research Results**

### **The Effect of Service Quality on Repurchase Intention**

Hypothesis testing in this study indicates that service quality has a positive and significant effect on repurchase intention. This finding illustrates that the better the service quality provided by JNE Express Denpasar, the higher the tendency of customers to reuse the shipping services in the future. Fast, accurate, friendly, and professional service provides a positive experience that strengthens customer confidence in the company's performance, thereby encouraging repurchase intention.

This result can be explained through the Expectation Confirmation Theory (ECT) proposed by Oliver (1980). According to this theory, customer satisfaction forms when the received service performance meets or exceeds initial expectations. Service quality becomes the main factor influencing perceived performance; the higher the perceived service quality, the greater the likelihood of positive confirmation, which ultimately increases satisfaction and encourages repurchase intention. In this context, JNE Express manages to meet and even exceed customer expectations through efficient and reliable services, resulting in customer satisfaction and the desire to continue using the same shipping services.

This finding is consistent with previous studies by Miranda & Nurdasila (2020), which showed that service quality positively and significantly affects repurchase intention. Similarly, Lestari & Noviningtyas (2021), Candra et al. (2023), and Wanda & Susanto (2024) emphasized that positive perceptions of service quality strengthen customer loyalty and repurchase behavior. Therefore, the higher the quality of service provided, the stronger the customer's intention to continue using JNE Express, in line with the fundamental principle of Expectation Confirmation Theory that satisfaction resulting from meeting customer expectations forms the basis for repurchase behavior.

### **The Effect of Service Quality on Customer Satisfaction**

Hypothesis testing also shows that service quality has a positive and significant effect on customer satisfaction, indicating that the better the service provided by JNE Express Denpasar, the higher the customer satisfaction level. This finding aligns with Expectation Confirmation Theory (Oliver, 1980), which states that satisfaction arises when service performance meets or exceeds customer expectations, making service quality the main factor in forming positive confirmation. The consistency of this finding with studies by Setyawati (2023), Mahira et al. (2021), Surti & Anggraeni (2020), and Ardista (2021) further emphasizes that fast, timely, friendly, and reliable service is a key determinant of customer satisfaction. Consequently, excellent service quality produces a positive experience that strengthens long-term relationships between customers and JNE Express Denpasar.

### **The Effect of Customer Satisfaction on Repurchase Intention**

Hypothesis testing shows that customer satisfaction has a positive and significant effect on repurchase intention. The higher the satisfaction customers feel towards JNE Express Denpasar's services, the greater the likelihood they will reuse these services. This

finding is consistent with Expectation Confirmation Theory (Oliver, 1980), which explains that satisfaction arises when service performance meets or exceeds customer expectations, resulting in positive confirmation that encourages repurchase behavior. The consistency of this finding with studies by Irwanto & Subroto (2022), Hapsari & Astuti (2022), Hariyanto et al. (2022), and Agustin et al. (2025) strengthens the evidence that satisfied customers tend to have higher loyalty and commitment to the brand. Therefore, customer satisfaction becomes a key factor in enhancing repurchase intention, as positive experiences build trust and preference for JNE Express services.

### **The Role of Customer Satisfaction in Mediating the Effect of Service Quality on Repurchase Intention**

Path analysis results indicate that customer satisfaction partially mediates the relationship between service quality and repurchase intention, meaning that good service quality impacts repurchase intention not only directly but also indirectly through increased satisfaction. Based on Expectation Confirmation Theory (ECT), satisfaction arises when service performance meets or exceeds customer expectations, encouraging the formation of repurchase behavior. This finding aligns with previous studies showing that satisfaction strengthens the effect of service quality on repurchase intention. Therefore, a satisfying service experience becomes the main factor shaping customer loyalty to JNE Express Denpasar

### **CONCLUSION**

- 1) Service Quality has a positive and significant effect on Repurchase intention.  
This indicates that the better the service quality provided, the higher the customers' intention to reuse JNE Express services.
- 2) Service Quality has a positive and significant effect on Customer Satisfaction  
This shows that higher service quality leads to a positive experience, which in turn increases customer satisfaction with the services provided by JNE Express.
- 3) Customer Satisfaction has a positive and significant effect on Repurchase Intention  
This indicates that the higher the level of customer satisfaction, the higher the intention to reuse the services.
- 4) Customer Satisfaction partially mediates the effect of Service Quality on Repurchase Intention  
Customer satisfaction partially mediates the effect of service quality on repurchase intention. This shows that the impact of service quality on customers' decision to reuse the service occurs not only directly but also indirectly through increased satisfaction. In other words, good service enhances satisfaction, and this satisfaction further encourages customers to remain loyal.

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