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ORIGINAL PAPER

Investigating the Impact of e-Service Quality on Customer Satisfaction by Examining the Trends in Consumer Behavior towards Quick Commerce (Q-commerce)

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Abstract:
Purpose: The rapid growth of Quick Commerce or Q-commerce has underscored the need to understand the factors influencing customer satisfaction, particularly in the context of e-service quality. This study aims to investigate the impact of various e-service quality dimensions on customer satisfaction within the quick commerce sector. The primary objectives of the study are to assess how efficiency, reliability, privacy/security, responsiveness, and other e-service quality dimensions influence customer satisfaction and to offer actionable insights for improving service quality in Quick Commerce.
Methodology: A quantitative research design was employed, utilizing a sample of 384 users selected through non-probability convenience sampling. Data were collected via an online structured questionnaire, which included sections on demographics, e-SERVQUAL dimensions, and customer satisfaction. The analysis was conducted using SPSS 26 and AMOS 23, with reliability assessed through Cronbach's alpha, and relationships between e-service quality dimensions and customer satisfaction were tested using Structural Equation Modeling (SEM).

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Findings: The findings reveal that system reliability, hygiene standards, and digital security are significant determinants of customer satisfaction in Quick Commerce. These dimensions are found to have a strong impact on customer trust, loyalty, and retention.
Originality: The study's innovation lies in its application of the SERVQUAL framework to the Quick Commerce context, an area that has not been extensively explored in existing literature. By providing a comprehensive analysis of e-service quality and its impact on customer satisfaction, this research offers valuable insights for industry practitioners aiming to enhance their operational strategies and gain a competitive edge in a growing digital market.

Keywords: *Customer Satisfaction, E-Servqual, Online Consumer Behavior, Quick Commerce, Instant Grocery Delivery Services.*

1. Introduction

In the modern world of business, there has been a tremendous amount of change from the recent technological transformation of consumer behavior. When we look at all of the sectors that have made meaningful changes over the past number of years, we cannot disregard the e-commerce sector and more specifically, the Quick Commerce. The quick commerce (Q-commerce) industry is rapidly growing,driven by increased internet penetration, shifting consumer preferences, and the lasting impact of COVID-19. The growth of the Quick Commerce market brings and generates challenges and opportunities for businesses in the marketplace. One prominent question worth exploring in more detail is in regards to the role of service quality in shaping customer satisfaction. There is a lack of research that investigates the e-service quality impact on customer satisfaction in the Quick Commerce sector, in light of the increasing significance of Quick Commerce.Although earlier research has looked at consumer behavior in e-commerce more broadly, only a few studies have looked at established frameworks such as SERVQUAL to assess and analyze service quality dimensions for Quick Commerce. This study will look at the core service quality dimensions that affect customer satisfaction in Quick Commerce.

This study focuses on identifying key drivers of customer satisfaction in the Quick Commerce ecosystem and explores how system reliability, hygiene, customer engagement, and digital security develop customer experiences that can lead to customer satisfaction inQuick Commercecontexts. This study aimsto enhance the literature around e-service quality and to apply the SERVQUAL model to a specific e-service context in Quick Commerce. It offers new perspectives on consumer behavior in digital service contexts and Quick Commerce. This research has implications for industry practitioners that include suggestions for improving the quality dimension of consumer experiences to maximize consumer satisfaction.

2. Literature Review

2.1 Service Quality in Quick Commerce

Quick Commerce, also known as express or last-mile delivery, has become an essential part of modern retail and e-commerce ecosystems.Quick commerce adopts five key business models—inventory, hyper-local, multi-vendor platform, multi-revenue channel, and omnichannel—each tailored to meet diverse customer demands and operational efficiencies. Central to the success of Q-commerce are dark stores (micro-

warehouses) and advanced automation, including Order Management Systems (OMS) and Robotics as a Service (RaaS), which optimize supply chains for speed and accuracy. Many internationally recognized companies, such as Amazon Prime, Uber Eats, and DoorDash, have transformed logistics with rapid delivery options that offer everything from same-day to within-the-hour fulfillment. This transformation is supported by a growing consumer preference for immediacy, convenience, and reliability. In India, we can see evidence of quick commerce (q-commerce) through the advent of services like Blinkit, Zepto, and Swiggy Instamart that can deliver in 10 - 30 minutes within large urban areas.Ranjekar & Roy, (2023)observed the need for strategic infrastructure, such as smart racking systems and efficient fulfillment center layouts, to minimize delays and enhance productivity, emphasizing the transformative potential of Q-commerce in India, while also pointing to the challenges of sustainability, profitability, and technological adoption that the industry must address to sustain its growth.

E-service quality is defined as the extent to which an e-business website or platform allows consumers to effectively and efficiently shop, purchase, and deliver products and services. "As e-commerce continues to develop, with more organizations moving to online channels, understanding the aspects of service quality in the context of online-based services is crucial to understanding."(Zeithaml et al., 2002). E-service quality is more difficult to assess and manage because it blends both the process of virtual delivery and the outcome, making it more complex when compared to services provided in a face-to-face context. "E-service quality helps retain customers and affects customer satisfaction and loyalty in a virtual setting."(Santos, 2003).

Research on service quality in the area of quick delivery has been on the rise. The SERVQUAL model by Parasuraman et al.,(1988) has provided a foundation for new researchers exploring service quality in delivery. The SERVQUAL model captures five dimensions of quality - tangibility, reliability, responsiveness, assurance, and empathy. Recent studies(Guru et al., 2023; Ma, 2024)observed delivery time, tracking accuracy, rider professionalism, and packaging are the perceived key determinants of service quality.

2.2 E-SERVQUAL: A Conceptual Framework

The e-SERVQUAL model was proposed by Zeithaml et al. (2002),modifying the SERVQUAL model to apply to online contexts, "that includes seven dimensions: efficiency, fulfillment, reliability, privacy/security, responsiveness, compensation, and contact" (Zeithaml et al., 2002). Each dimension of the e-SERVQUAL model represents a different element of service quality in a digital context. For instance, system usability (i.e., efficiency), accurate order delivery (i.e., fulfillment), dependability (i.e., reliability), secure transactions (i.e., privacy/security), timely support (i.e., responsiveness), fair practices (i.e., compensation), and human interaction (i.e., contact). Numerous studies have applied and confirmed the validity of the e-SERVQUAL model in several digital contexts, such as online retail(Lee & Lin, 2005), travel booking, and mobile commerce(Wolfinbarger & Gilly, 2003), yet further research is required to understand the consumer behavior in quick delivery contexts.

2.3 Determinants of Customer Satisfaction in Quick Commerce

Satisfaction is a psychological response to customer evaluations of service performance against their expectations. "Satisfaction is based on a variety of determinants in digital services that include the core service offered, the interface technology offered, and service recovery."(Oliver, 1999). Sureshchandar et al., (2002)submitted a multi-dimensional model of service satisfaction, which identified "five dimensions of

satisfaction, they are core service, human elements,systematization of service delivery, tangibles, and social responsibilities". "Determinants of customer satisfaction inQuick Commerce influenced by operational and technological aspectsareordering procedures, timeliness, and order discrepancy handling."(Khan, 2023).

2.4 Studies on Service Quality and Satisfaction in Quick Commerce

Luna Sanchez, (2024)observed that "consumer purchasing behavior is positively and directly affected by Technology Acceptance factors such as perceived ease of use and perceived usefulness, mobile service quality, and interface and information quality factors". Kalantarzadeh Tezerjany, (2024)found that "novelty-seeking positively influences consumer satisfaction, with reliability and responsiveness having the strongest positive effects, while tangibility showed no significant impact on satisfaction in the context of OFD applications".Harter et al., (2025)discovered that "delivery delays led to greater interpurchase times and that late deliveries had a greater effect on repurchase behavior compared to early deliveries". Kurt & Kırcova, (2023)observed that "customer satisfaction and awareness of service quality influence how service experience affects repeat purchases and online word-of-mouth, with a stronger effect for consumers more aware of service quality".Ghosh et al., (2023)found that "improving app interface, grocery quality, delivery service, and customer service improve customer satisfaction and thus affect customer loyalty".

2.5 Research Gap

Although there has been research investigating consumer behavior with regard to e-commerce, there has been relatively few academic studies on the evolving domain of quick commerce, particularly in the Indian context. Most of the research has relied on conceptual models such as E-SERVQUAL to examine service quality and its potential impact on consumer behavior in traditional e-commerce. Quick commerce certainly represents a new frontier in terms of customer expectations and perception of service, as recent studies indicate the shiftin online consumer behavior, with a much greater emphasis going forward on speed, reliability, and real-time response. However, there is still a consequential lack of empirical research that has examined how shifting perceptions of service quality may impact customer satisfaction within quick commerce. Moreover, it is important to understand the key determinantsofconsumer satisfaction in the new retail format. Therefore, further research is conducted to describe the specific service quality dimensions in quick commerce contexts that influence consumer satisfaction.

2.6 Theoretical Framework

The theoretical framework of this study combines the concepts of consumer behavior theory, the SERVQUAL Model (Parasuraman et al., 1988), and the Customer Satisfaction Model(Bitner, 1990). The SERVQUAL Model was designed to measure perceived service quality in digital environments. The authors developed a SERVQUAL Scale with seven dimensions: efficiency, privacy, responsiveness, fulfillment, reliability, compensation, and contact. The Customer Satisfaction model provides a framework that includescontributing factors to customer satisfaction in a service context. The model proposes five facets of satisfaction: core service, human interaction, systemization, tangibles, and social responsibility. These facets, defined in the context of digital environments, are functional website performance; user interface design; support features for personalization; aesthetics; and perceived brand values, and contribute to the user's experience.

3. Research Methodology

This study utilizes a quantitative research design to examine the impact of e-service quality impacts customer satisfaction in the context ofQuick Commerce in India. The population for this study consisted of participants who usedQuick Commerceservices through three major platforms in India: Zepto, Swiggy Instamart, and Blinkit. A sample size of 384 respondents was selected using the non-probability convenience sampling method. The data were collected by a self-administered online structured questionnaire from August 2024 until February 2025. Structural Equation Modeling (SEM) was applied to test hypothesized relationships between the various dimensions of service quality and customer satisfaction.

The structured questionnaire was administered in three sections. The first section collected demographic information from the respondents, including gender, age, education, occupation, income, and overall platform app usage frequency. The second section of the structured questionnaire includes the adapted e-SERVQUAL scale(Zeithaml et al., 2002) for this study to measure e-service quality in the Quick Commerce platforms.This scale comprises seven dimensions: efficiency - dealing with the usability, navigation, and design of the platform; fulfillment - measuring how well the platform delivers on its promises regarding product availability and timing; reliability - examining the reliability of features such as payment systems and search functions; privacy/security - assessing perceptions of safety concerning personal/financial information; responsiveness - about the speed and effectiveness of the platform's customer support and complaint handling; compensation - addressing the platform's return/refund processes; and contact - looking at the ability to access 'real-time' communication or live support. In the third section of the questionnaire, customer satisfaction was measured using a scale adapted from Bitner, (1990)and integrated into a new scale developed by Sureshchandar et al., (2002). The scale uses five dimensions indicating customer satisfaction: core service - in terms of quality and delivery of the food ordered; human factors - the interaction with delivery staff and customer support staff; systemization - the level of consistency and reliability of the operational processes of the platform; tangibles - the visual and functional elements of the app, including brand layout; and social responsibility.

The results of the reliability and validity analyses were strong and congruent with previous studies examining the e-SERVQUAL and customer satisfaction scales. Cronbach's alpha values for the constructs exceeded the recommended threshold of 0.70, demonstrating strong internal consistency for efficiency (α=0.88), fulfillment (α=0.85), reliability (α=0.87), privacy/security (α=0.84), responsiveness (α=0.86), compensation (α=0.83), and contact (α=0.81). This also included the dimensions of customer satisfaction that use the customer satisfaction scale, which included core service (α=0.89), human factors (α=0.87), systemization (α=0.85), tangibles (α=0.84), and social responsibility (α=0.82), confirming high reliability. Confirmatory Factor Analysis (CFA) was also performed to confirm construct validity and provide support. All factor loadings were above 0.60. Average Variance Extracted (AVE) was performed to confirm convergent validity, and the standard for all constructs was above 0.50. Discriminant validity was also confirmed as the square root of AVE exceeded the correlations between constructs.

4. Findings

The sample was composed of 56% males and 43% females, with most of the respondents being aged 21-35 years (62%), which indicates a technologically adept and convenience-oriented user group. 68% of respondents were graduates or postgraduates, and most respondents worked in the private sector (36%) or were students (28%). 47% of the respondents earn between ₹30,000-₹60,000. Over 54% of respondents use a delivery app at least three times a week, further highlighting an increasing reliance on delivery services. These profiles signify the consumer-driven demand for instant or immediate delivery, particularly from younger, urban, educated users who want speed, easy access, and a consistent level of service provision.

The study applied Structural Equation Modeling (SEM) using AMOS to examine the relationship between eService Quality and Customer Satisfaction. The structural model of eService Quality and Customer Satisfaction exhibited a moderate positive relationship between the two latent variables with a standardized path coefficient of 0.45, suggesting that as eService Quality improves, Customer Satisfaction improves as well. Model fit indices demonstrated reasonable fit to the observed data. For instance, the chi-square statistic (CMIN) was 226.398 with 53 degrees of freedom and a probability value of <.001, indicating significant results. The CMIN/DF ratio was 4.272, suggesting a reasonable fit to the model. Other fit indices illustrated acceptable model fit: for example, the Goodness-of-Fit Index (GFI) was 0.942, which indicates that the fit was acceptable, and the Comparative Fit Index (CFI) was 0.943, which was also acceptable. The Normed Fit Index (NFI) was 0.927, which is also considered a good fit, and the Tucker-Lewis Index (TLI) was 0.929, which is also an appropriate fit. The Relative Fit Index produced a value of 0.909, supporting a good model fit to the data. The Root Mean Square Error of Approximations (RMSEA) was 0.072, which is acceptable because it is less than or equal to the 0.08 threshold. These indices suggest that the proposed model fits the data reasonably well and is consistentwith the hypothesized structure concerning eService Quality and Customer Satisfaction.

The model measuring eService Quality contained seven observed variables: Fulfillment (FLF), Efficiency (EFY), Reliability (REL), Privacy (PVY), Responsiveness (RSP), Communication (COM), and Convenience (CON). Reliability (0.77), Efficiency (0.76), and Fulfillment (0.63) possessed strong standardized loadings, indicating their meaningful representation of the underlying construct in terms of their variance. Privacy (0.63) and Convenience (0.59) possessed acceptable loadings as well, further supporting their relevance within the eService Quality dimension. Responsiveness (0.30) and Communication (0.29) had weak factor loadings, indicating they may not appropriately represent the construct and may require revisiting or modification in future studies.

The latent construct of Customer Satisfaction was measured using five indicators, which included: Courtesy (COR), Helpfulness (HE), System Availability (SYS), Tangibility (TAN), and Service Reliability (SR). The observed variables, Helpfulness (0.85), System Availability (0.85), and Tangibility (0.86) were found to have high factor loadings, showing a strong representation of Customer Satisfaction. Courtesy (0.81) also had a strong loading and can therefore be considered since it has a meaningful loading on Customer Satisfaction. However, Service Reliability (0.42) demonstrated a lower loading, representing a lesser association with the latent variable.

The model provides empirical evidence that eService Quality significantly influences Customer Satisfaction, with particular emphasis on dimensions such as Reliability, Efficiency, and Fulfillment. The results also highlight areas for improvement

in the measurement model, particularly concerning the constructs of Responsiveness, Communication, and Service Reliability, which demonstrated relatively low factor loadings. These insights can inform both theoretical understanding and practical enhancements in e-service delivery frameworks.

5. Discussions

The primary objective of this study was to evaluate the relationship of e-service quality with customer satisfaction in the context of Quick Commerce in India. For this evaluation, a structural model was formed using Structural Equation Modeling (SEM) using AMOS. The results indicated a positive relationship between eService Quality and Customer Satisfaction with a standardized path coefficient of 0.45. The results indicate that higher e-service quality positively correlates with higher customer satisfaction. This finding is supported by previous research. Zeithaml et al., (2002) andSantos (2003)also submitted that perceived quality in an electronic service environment is an important factor that determines customer satisfaction. The present results further substantiate this relationship in the context of India's growing Quick Commerce sector, ultimately bringing value to the relevance of service quality with the digital customer experience.

This study explored the relationships between the dimensions of e-SERVQUAL and customer satisfaction. In the measurement model, we included seven dimensions of eService Quality: Efficiency, Fulfillment, Reliability, Privacy/Security, Responsiveness, Compensation, and Contact. Of the seven dimensions, Reliability (0.77), Efficiency (0.76), and Fulfillment (0.63) had the strongest standardized loadings, indicating their most significant contribution to customer perceptions of e-service quality.These findings further align with prior findings from Collier & Bienstock, (2006) and Blut et al., (2015)which stated that reliability and efficiency are some of the strongest influences of online service quality. Privacy/Security (0.63) was also well recognized in a host of studies (Ribbink et al., 2004) that more or less agreed security and protection of data can be synonymous with a customer experience of trust and satisfaction related to digital transactions. These results are consistent with the findings of Holloway & Beatty, (2003) who found that in some technologically driven service environments, human interaction can be less effective due to the normalization of automation and the lack of direct human contact with service personnel. As quick commerce services utilize more apps and chatbots, there may be less emphasis on responsiveness and communication.

This study alsoexamined the effects of the individual e-service quality dimensions on the respective dimensions of customer satisfaction: Core Service, Human Elements, Systematization, Tangibles, and Social Responsibility. Customer Satisfaction was conceptualized by the above five dimensions. The factor indicators, Tangibility (0.86), Helpfulness (0.85), and System Availability (0.85), provide the highest loadings and suggest that the supports of the service and product presentation, including packaging, tracking, or ease of use, are major influencers of satisfaction. This aligns with findings by Yoo & Donthu, (2001)), who found usability and reliability have perceived significance as core components of satisfaction with service encounters on the internet.

Implications of the Study

This study demonstrates several practical and theoretical implications for digital service providers and researchers who study e-service quality and customer satisfaction from the scope of Quick Commerce in India. On a practical level, the study indicates that

efficiency, reliability, and fulfillment (as dimensions of e-service quality) impacted customer satisfaction the most. As such, quick delivery providers should constitute the order processing process with the provision of timely and accurate quick deliveries; delivering something in time is imperative for service providers to maintain trust and loyalty with customers. Service providers should take steps to improve efficiencies, for example, optimizing logistics algorithms, improving warehouse management, a last-mile delivery system, etc. Similarly, the significant impact of the tangibles, system availability, and helpfulness (as customer satisfaction components) suggests that indeed, what we refer to as virtual services must consider the presentation of products and technical reliability (e.g., app uptime, real-time tracking).The impact of responsiveness, communication, and social responsibility was relatively weak; our findings suggest that respondents prefer speed and accuracy over social interaction in quick delivery service contexts. Findings can also inform firms' allocation of resources: firms can safely allocate customer service functions to automation while being efficient rather than relying on interactivity. Theoretically, we reaffirm that the e-SERVQUAL model can be applied to a digital retail context, especially in developing economies like India.

6. Conclusion

The study investigated the effect of e-service quality on customer satisfaction in the context of Quick Commerce in India using Structural Equation Modeling (SEM). The results revealed a statistically significant and positive relationship between overall e-service quality and customer satisfaction, affirming the importance of service quality in constructing customer experiences in the digital delivery ecosystem. Efficiency, reliability, and fulfillment were the strongest predictors of satisfaction. Responsiveness, communication, and social responsibility had weaker effects.

The study also highlighted that elements such as system availability, helpfulness, and tangibles significantly contribute to perceived satisfaction, indicating that both operational performance and technical interface play critical roles in the digital service experience.

These insights contribute to the existing literature by validating the e-SERVQUAL model in a contemporary, fast-paced service context and by identifying dimension-specific effects on customer satisfaction in India's quick commerce sector. Practically, the study provides actionable recommendations for service providers to enhance specific aspects of their operations, with a particular focus on reliability, speed, and user-friendly technological interfaces. Despite the study being instrumental in building service quality perception research, it does have limitations. First, this study used the context of Quick Commerce in India, and therefore, the authors are concerned about whether these findings can be extrapolated to other digital service industries or geographical contexts. Second, the data were cross-sectional in design, so the research could not indicate a change in customers' perceptions. Third, as in the case of many studies, the study was limited by the reliability of self-reported data, which is inherently subject to response bias.

Future research can further investigate service quality perceptions in several ways by changing research designs to be longitudinal and exploring how service quality perceptions evolve, utilizing a larger sample beyond Quick Commerce to include other service industries and countries in a comparative context, and including qualitative methodologies that provide a deeper ontology of customer expectations.

Authors' Contributions:

The authors contributed equally to this work.

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APPENDICES

Tables

Table 1: Regression results

			Estimate	S.E.	C.R.	P
Customer_Satisfaction	<---	EService_Quality	1.309	.225	5.813	***
COR	<---	CustomerSatisfaction	1.000			
HE	<---	CustomerSatisfaction	1.006	.042	24.122	***
SYS	<---	CustomerSatisfaction	.977	.040	24.315	***
TAN	<---	CustomerSatisfaction	1.079	.044	24.388	***
SR	<---	Customer_Satisfaction	.407	.039	10.398	***
CON	<---	EServiceQuality	1.000			
COM	<---	EServiceQuality	.962	.191	5.041	***
RSP	<---	EServiceQuality	2.144	.328	6.535	***
PVY	<---	EServiceQuality	2.584	.383	6.748	***
REL	<---	EServiceQuality	2.417	.358	6.742	***
EFY	<---	EServiceQuality	1.969	.304	6.487	***

			Estimate	S.E.	C.R.	P
FLF	<---	EServiceQuality	2.073	.318	6.525	***

			Estimate
Customer_Satisfaction	<---	EService_Quality	.453
COR	<---	Customer_Satisfaction	.806
HE	<---	CustomerSatisfaction	.849
SYS	<---	CustomerSatisfaction	.854
TAN	<---	CustomerSatisfaction	.856
SR	<---	CustomerSatisfaction	.418
CON	<---	EServiceQuality	.292
COM	<---	EServiceQuality	.302
RSP	<---	EServiceQuality	.632
PVY	<---	EServiceQuality	.767
REL	<---	EServiceQuality	.762
EFY	<---	EServiceQuality	.609
FLF	<---	EServiceQuality	.626

Table 2: Standardized Regression Weights

Table 3: Model Fit Indices

Model	NPAR	CMIN	DF	P	CMIN/DF
DefaultModel	25	226.398	53	.000	4.272
GFI	0.942				
CFI	0.943				
NFI	0.927				
TLI	0.929				
RFI	0.909				
RMSEA	0.072				

Figures:

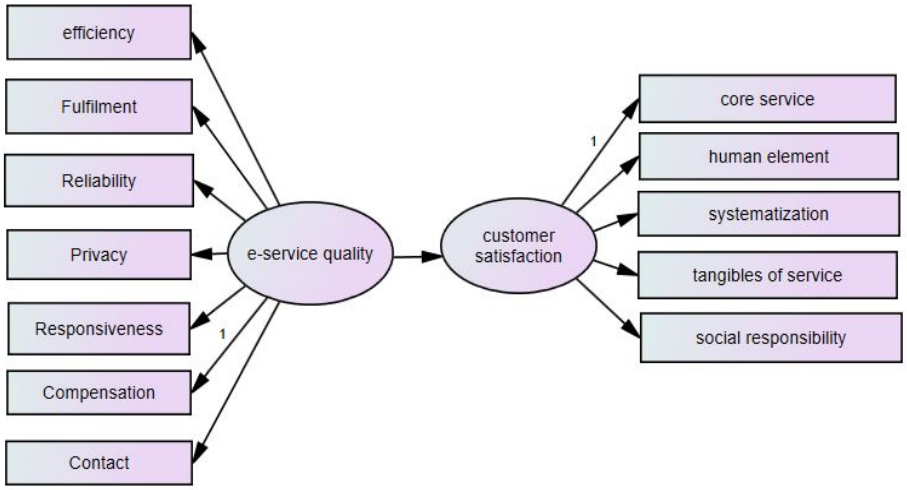

Figure no.1 Conceptual Framework

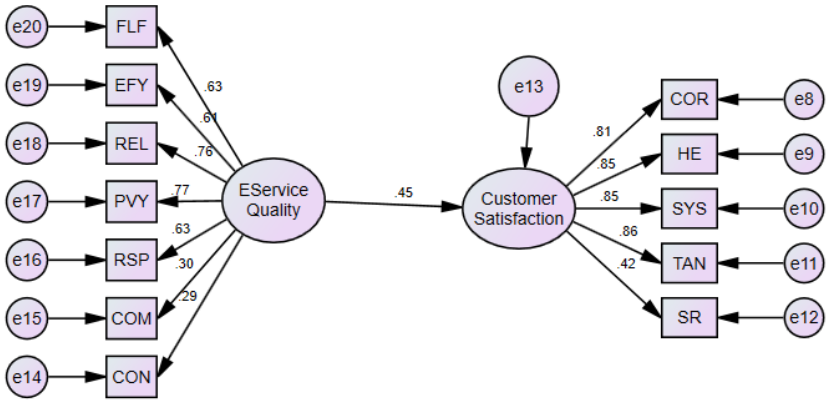

Figure no.2 Path Model

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