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The Impact of Logistics Management on Customer Satisfaction in the E-commerce Industry

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ABSTRACT :

The rapid growth of the e-commerce industry has made logistics management a critical factor in ensuring customer satisfaction. Efficient logistics management involves activities such as inventory management, order processing, warehousing, transportation, and last-mile delivery. This study examines the impact of logistics management on customer satisfaction in the e-commerce industry. It focuses on key factors such as delivery speed, order accuracy, product availability, delivery reliability, tracking facilities, and return management. Effective logistics operations can help e-commerce companies reduce delivery delays, minimize errors, improve service quality, and meet customer expectations. The study also highlights how technology, real-time tracking, and efficient supply chain coordination contribute to a better customer experience. By improving logistics performance, e-commerce businesses can increase customer satisfaction, build customer loyalty, and strengthen their competitive position in the market. The findings of this study can help e-commerce companies identify important logistics factors that influence customer satisfaction and develop strategies to improve their overall service performance.

Keywords: Logistics Management, Customer Satisfaction, E-commerce Industry, Logistics Service Quality, Delivery Speed.

Introduction

The rapid development of information and communication technology has transformed the way businesses operate and how customers purchase products and services. E-commerce has become an important part of modern business because it allows customers to browse products, compare prices, place orders, and make payments online without visiting a physical store. The convenience of online shopping has increased customer expectations regarding the speed, reliability, and quality of the overall shopping experience. As competition among e-commerce companies continues to grow, businesses need to focus not only on the products they sell but also on the services provided before and after a purchase.

Logistics management is a key part of e-commerce operations because it connects online orders with the physical delivery of products to customers. It includes activities such as order processing, inventory handling, packaging, warehousing, transportation, shipment tracking, last-mile delivery, and the management of returns. These activities must be coordinated effectively to ensure that the correct product reaches the correct customer, at the expected time, and in satisfactory condition. Efficient logistics can support smooth order fulfilment and help an e-commerce business provide a dependable service. Customer satisfaction refers to the extent to which a product or service meets or exceeds a customer's expectations. In e-commerce, satisfaction is influenced by several factors, including product quality, price, website usability, payment security, customer support, and delivery performance. Even when a customer is satisfied with the product selected online, a delayed delivery, damaged package, incorrect item, unclear tracking information, or difficult return process may create a negative experience. Therefore, the logistics service forms an important part of how customers evaluate an online shopping transaction.

Delivery speed and reliability are especially important because customers generally expect orders to arrive within the delivery period promised by the seller. Order accuracy also matters, as customers expect to receive the correct product, size, quantity, and specifications. Proper packaging and careful handling help reduce the possibility of damage during transportation. In addition, order-tracking facilities can keep customers informed about shipment progress and reduce uncertainty. A simple and transparent return or replacement process can further strengthen customers' confidence in an e-commerce business.

Effective logistics management may contribute to customer trust, positive reviews, repeat purchases, and long-term relationships between customers and e-commerce companies. On the other hand, logistics failures may result in complaints, cancellations, negative feedback, and a reduced willingness to shop with the same seller again. For this reason, understanding the relationship between logistics performance and customer satisfaction is useful for businesses seeking to improve service quality and remain competitive. Evaluating customer experiences can help identify the logistics activities that customers consider most important.

The present study examines the impact of logistics management on customer satisfaction in the e-commerce industry, with particular reference to Andhra Pradesh. It focuses on key logistics-related factors such as delivery speed, order accuracy, delivery reliability, product condition, order tracking, and

return services. The study seeks to understand how customers perceive these aspects of online order fulfilment and how they relate to overall satisfaction. The findings may help e-commerce businesses identify areas for improvement and develop more customer-oriented logistics practices.

Keywords: logistics management; customer satisfaction; e-commerce; last-mile delivery; delivery reliability; order tracking; reverse logistics; Andhra Pradesh.

Literature Review

E-Logistics Service Quality and Customer Satisfaction in E-Commerce

The rapid expansion of e-commerce has increased the importance of logistics service quality in shaping customer satisfaction and post-purchase behaviour. Unlike traditional retailing, e-commerce requires customers to depend on logistics providers for the physical receipt of products purchased through digital platforms. Consequently, delivery reliability, order accuracy, product condition, information quality, responsiveness, and return management have become important dimensions of the overall online shopping experience.

Nguyen Thi Mai Anh et al. (2025) examined the influence of e-logistics service quality on customer satisfaction and loyalty among 187 young consumers in Hanoi. Their study considered information quality, order fulfilment, customer service, and service personalisation. The reported findings indicated that information quality, customer service, and personalisation positively influenced customer satisfaction, while satisfaction was associated with customer loyalty. These findings suggest that e-logistics performance extends beyond the physical movement of products to include accurate information and responsive customer support.

Similarly, Turgut (2025) investigated the relationship between logistics service quality, online shopping satisfaction, and purchase intention. The study emphasised the importance of efficient transportation, reliable delivery, accurate order handling, and timely service in determining consumers' evaluations of online shopping. This perspective reinforces the argument that logistics is an integral component of the e-commerce value proposition. However, the strength of these relationships and the precise contribution of individual logistics dimensions require confirmation from the original study.

Akil and Ungan (2022), using data from 1,562 e-commerce customers in Turkey, examined logistics service quality in relation to customer satisfaction and loyalty. Their research considered delivery timeliness, order condition, order accuracy, and the handling of order discrepancies. The reported findings highlighted the importance of delivering products on time, in satisfactory condition, and according to customer expectations. The study also identified a positive relationship between customer satisfaction and loyalty, suggesting that consistent logistics performance may support customer retention. Nevertheless, satisfaction and loyalty remain distinct constructs and should be measured separately in empirical research.

In the Thai e-commerce context, Sriwilai (2023) investigated the relationship between logistics service quality and customer satisfaction using responses from 456 online shoppers. The study considered reliability, responsiveness, assurance, empathy, and delivery timeliness. These dimensions provide a multidimensional perspective on logistics service quality by combining operational performance with the quality of customer interactions. The findings, as reported in the available summary, emphasise the importance of dependable delivery and responsive service in shaping customer perceptions.

The role of the final delivery stage was further explored by Vakulenko et al. (2019), whose study, *Online Retail Experience and Customer Satisfaction: The Mediating Role of Last-Mile Delivery*, examined the relationship between online retail experience, last-mile delivery, and customer satisfaction. Their research highlighted the mediating role of last-mile delivery in the overall customer experience. This suggests that a convenient digital purchasing process may not necessarily result in high satisfaction if the delivery experience is unsatisfactory. Last-mile delivery should therefore be considered a strategic component of e-commerce service quality rather than merely a transportation activity.

The importance of last-mile operations is also reflected in research attributed to Caberoy et al. (publication year to be verified), which examined delivery timeliness, delivery riders' navigation abilities, rider politeness, and parcel condition among 385 participants. The supplied study summary indicates that both operational and interpersonal factors contribute to the delivery experience. These factors are particularly relevant because delivery personnel often represent the final direct point of contact between the online retailer and the customer. However, the full publication details and empirical findings must be verified before the study is included in the final reference list.

Logistics service quality may also vary according to the nature of the products delivered. Yang et al. (2024) investigated logistics service quality in fresh e-commerce, where delays and inappropriate handling can affect product condition and customer perceptions. Their study reportedly developed a measurement approach based on the SERVQUAL model. This research highlights the importance of evaluating logistics service quality in relation to specific operational requirements. For instance, the delivery expectations associated with fresh products may differ from those associated with clothing, electronics, or other durable goods.

Beyond physical delivery, information quality has become an increasingly important component of logistics service. Ding (2026) examined the relationship between last-mile delivery information quality, customer satisfaction, and repurchase intention among 351 e-commerce users in Japan, according to the supplied summary. The study considered information completeness, accuracy, tracking, and real-time updates. The reported findings suggest that customer satisfaction may mediate the relationship between delivery information quality and repurchase intention. These relationships highlight the potential value of transparent tracking systems and reliable delivery notifications. As this is a recent study, its publication record and findings should be confirmed against the original source.

Post-purchase logistics also influences the customer experience. Kusumsiri et al. (2024) conducted a systematic literature review of reverse logistics practices in e-commerce, reportedly covering 54 studies. Their review considered flexible return policies, environmentally responsible practices, reverse-logistics outsourcing, and information-system integration. Reverse logistics is particularly relevant in online retailing because customers often make purchasing decisions without physically examining products beforehand. Efficient return and refund procedures can reduce post-purchase inconvenience and support customer confidence. This perspective broadens the understanding of logistics service quality by including the activities that occur after delivery.

At the operational level, the study described as *Mapping the B2C Order Fulfillment Process: From Customer Order Placement to Package Delivery* (2026) addresses the interconnected stages of order fulfilment, including order processing, warehousing, shipping, and returns. The supplied description highlights the potential contribution of real-time decision-making, optimisation, data analytics, and artificial intelligence to fulfilment efficiency. These

technologies may support inventory visibility, order coordination, and delivery planning. However, their adoption does not automatically guarantee customer satisfaction; their value depends on implementation quality and improvements in the service customers actually experience. The authors and publication details of this study remain to be established.

Taken together, the reviewed literature suggests that e-commerce logistics service quality is a multidimensional construct involving both physical and informational service performance. Delivery reliability, order accuracy, product condition, customer service, last-mile delivery, tracking information, and reverse logistics represent interconnected elements of the customer experience. The literature also indicates that customer satisfaction is associated with behavioural outcomes such as loyalty and repurchase intention, although these outcomes are conceptually distinct and should not be treated as interchangeable.

Despite these contributions, further investigation is warranted into how these dimensions operate within specific regional markets. The supplied studies cover several international contexts, but their findings cannot automatically be generalised to e-commerce customers in Andhra Pradesh, where consumer expectations, delivery infrastructure, geographical conditions, and service experiences may differ. In addition, there is scope to examine physical delivery performance and digital information quality together within a clearly defined conceptual framework.

Accordingly, the present study proposes to investigate the relationship between e-commerce logistics service quality and customer satisfaction among customers in Andhra Pradesh. Depending on the research objectives and measurement framework, the investigation may consider delivery timeliness, reliability, order accuracy, parcel condition, information quality, and responsiveness as relevant dimensions. By examining these relationships in the selected regional context, the study seeks to contribute context-specific evidence to the existing literature and provide practical insights for improving e-commerce logistics services.

Research Gap

The existing literature demonstrates that logistics service quality plays an important role in shaping customer satisfaction in e-commerce. Previous studies have examined various dimensions, including delivery timeliness, order accuracy, parcel condition, information quality, customer service, last-mile delivery, and reverse logistics (Vakulenko et al., 2019; Akıl & Ungan, 2022; Nguyen Thi Mai Anh et al., 2025). However, several research gaps remain that warrant further investigation.

First, **a geographical research gap** exists in understanding whether the relationships identified in international studies apply to e-commerce customers in Andhra Pradesh. The reviewed studies cover different international markets, but their findings may not fully reflect the regional logistics infrastructure, delivery conditions, and consumer expectations of Andhra Pradesh. Empirical investigation in this context could provide region-specific evidence.

Second, **a multidimensional research gap** concerns the combined influence of logistics service quality dimensions on customer satisfaction. Existing studies have examined individual aspects, such as last-mile delivery, information quality, and reverse logistics, as well as broader service-quality frameworks. Further research could assess the relative contributions of selected dimensions, including delivery reliability, timeliness, order accuracy, parcel condition, and information quality, within a single empirical framework.

Third, **a digital information gap** concerns the role of tracking systems, real-time delivery updates, and communication in shaping customer satisfaction. As e-commerce logistics increasingly depends on digital information systems, it is important to examine how customers evaluate informational service quality alongside physical delivery performance.

Fourth, **a behavioural research gap** relates to the distinction between customer satisfaction and subsequent behavioural intentions. Although previous studies have considered customer loyalty, purchase intention, and repurchase intention, these outcomes are conceptually different. Further research could examine customer satisfaction as an outcome of logistics service quality and, where included in the research objectives, investigate its relationship with repurchase intention.

Finally, **a managerial research gap** concerns identifying which logistics service dimensions customers consider most important. Such evidence could help e-commerce businesses prioritise improvements in delivery operations, customer communication, order handling, and post-purchase support.

To address these gaps, the present study proposes to examine the relationship between e-commerce logistics service quality and customer satisfaction among e-commerce customers in Andhra Pradesh. By analysing selected logistics service quality dimensions within a defined regional context, the study aims to provide empirical insights that may contribute to the existing literature and support more customer-oriented logistics management practices.

The above gaps are preliminary and should be validated through a systematic search of relevant academic databases before the study claims originality, particularly regarding research conducted in Andhra Pradesh.

RESEARCH METHODOLOGY

1. Research Design

The present study adopts a descriptive and analytical research design using a quantitative approach to examine the relationship between logistics management and customer satisfaction in the e-commerce industry in Andhra Pradesh. The descriptive component focuses on respondents' experiences and perceptions of logistics services, while the analytical component examines the relationships between selected logistics service dimensions and customer satisfaction. The study considers delivery timeliness, order accuracy, delivery reliability, product condition, order tracking, last-mile delivery, and return services as potential determinants of customer satisfaction.

2. Statement of the Problem

The growth of e-commerce has increased consumers' dependence on logistics services for the timely and accurate delivery of products. Customer satisfaction is influenced not only by the quality of products and the convenience of online purchasing but also by the efficiency of order fulfilment, delivery reliability, tracking information, product condition, and return procedures. Delayed deliveries, damaged products, inaccurate orders, inadequate delivery information, and inconvenient return processes may negatively affect customer perceptions and their willingness to purchase again.

In Andhra Pradesh, understanding how these logistics-related factors are associated with customer satisfaction is important for improving the online shopping experience. However, the relative importance of individual logistics service dimensions needs to be established through empirical investigation. Therefore, the present study examines the relationship between logistics management and customer satisfaction among e-commerce customers in Andhra Pradesh.

3. Objectives of the Study

- To examine the relationship between logistics management and customer satisfaction in the e-commerce industry in Andhra Pradesh.
- To identify the major logistics service factors, including delivery speed, order accuracy, delivery reliability, and product condition, associated with customer satisfaction.
- To analyse the relationship between last-mile delivery performance and customer satisfaction.
- To examine the relationship between order tracking, delivery information quality, and customer satisfaction.
- To assess the relationship between return services, reverse logistics, and customer satisfaction.

4. Research Questions

- How is logistics management related to customer satisfaction among e-commerce customers in Andhra Pradesh?
- How are delivery speed, order accuracy, delivery reliability, and product condition associated with customer satisfaction?
- How do order tracking and delivery information influence customers' perceptions of the online shopping experience?
- How are last-mile delivery and return services associated with customer satisfaction?
- Which logistics service dimension is perceived by customers as the most important in evaluating e-commerce delivery services?

5. Research Hypotheses

The following null and alternative hypotheses are proposed for empirical testing.

- Hypothesis 1: Logistics Management and Customer Satisfaction
- H₀₁: There is no statistically significant relationship between logistics management and customer satisfaction.
- Hypothesis 2: Gender and Delivery Satisfaction
- H₀₂: There is no statistically significant association between gender and overall satisfaction with delivery services.
- H₁₁: There is a statistically significant relationship between logistics management and customer satisfaction.
- H₁₂: There is a statistically significant association between gender and overall satisfaction with delivery services.

6. Study Area

The study is proposed to be conducted in Andhra Pradesh, India. The geographical scope includes consumers residing in the state who have purchased products through e-commerce platforms. The specific districts, cities, or towns from which respondents are recruited should be documented in the final article. If the sample is drawn from selected locations or online networks, the findings should be interpreted in relation to the sampled respondents rather than assumed to represent the entire state.

7. Target Population

The target population comprises consumers residing in Andhra Pradesh who have experience purchasing products through e-commerce platforms such as Amazon, Flipkart, Meesho, Myntra, and other online shopping services. Eligible respondents should have sufficient experience with online orders to evaluate relevant logistics services, including delivery timeliness, order accuracy, product condition, tracking information, and returns.

8. Sample Size and Sampling Technique

The proposed sample size is 120 respondents. This figure represents the planned target and should be distinguished from the actual number of valid responses obtained after data collection and screening.

Convenience sampling may be adopted if respondents are recruited based on their accessibility and willingness to participate, such as through personal networks, student groups, or online questionnaires. If this method is used, the study should acknowledge its potential for selection bias and limitations in generalising the findings to all e-commerce customers in Andhra Pradesh.

The final article should report the number of questionnaires distributed, responses received, incomplete or invalid responses excluded, and valid responses retained for analysis, where applicable.

9. Sources and Methods of Data Collection

The study will primarily rely on primary data collected through a structured questionnaire administered to eligible e-commerce customers in Andhra Pradesh. The questionnaire will capture respondents' demographic characteristics, online shopping behaviour, experiences with logistics services, and overall customer satisfaction.

The instrument will include questions relating to delivery timeliness, order accuracy, reliability, product condition, last-mile delivery, tracking and delivery information, return services, and overall satisfaction. Appropriate response scales should be used to measure respondents' perceptions consistently.

Secondary data will be obtained from relevant journal articles, research papers, books, and other credible academic sources relating to e-commerce logistics service quality and customer satisfaction.

Participation should be voluntary, respondents should be informed of the study's purpose, and unnecessary personal identifying information should not be collected.

10. Data Processing and Analysis

The collected data will be screened, coded, and organised before statistical analysis. Incomplete or duplicate responses will be assessed using predefined data-cleaning criteria.

The following statistical techniques are proposed:

Frequency and percentage analysis: To summarise demographic characteristics, online shopping frequency, and e-commerce platform usage.

Descriptive statistics: To summarise customer ratings of logistics service dimensions and overall satisfaction.

Mean and standard deviation: To compare ratings across consistently coded rating-scale items.

Chi-square test of independence: To examine the association between gender and categorical delivery-satisfaction measures, where the assumptions are satisfied.

Independent-samples t-test or one-way ANOVA: To examine differences in customer satisfaction across two groups or multiple age groups and e-commerce platforms, as appropriate to the data and assumptions.

Correlation analysis: To examine the direction and strength of associations between measured logistics service dimensions and customer satisfaction.

Regression analysis: To assess the relationship between selected logistics service dimensions and customer satisfaction when the measurement approach, sample size, and statistical assumptions support such analysis.

The final statistical tests will be selected according to the measurement scales, distribution of the data, group sizes, and research hypotheses. Results will be reported only after the data have been collected and analysed.

11. Scope of the Study

The study focuses on the relationship between logistics management and customer satisfaction in e-commerce among respondents residing in Andhra Pradesh. It considers selected logistics service dimensions, including delivery performance, order accuracy, product condition, last-mile delivery, delivery information, and return services. The study does not automatically represent all consumers in the state, particularly if convenience sampling and a limited sample size are used.

Data Analysis Tables to Complete After Data Collection

The following tables are reporting templates. Enter observed counts, percentages, and test statistics only after collecting and checking questionnaire responses. Blank cells are intentional and are not results.

Table 3. Hypothesis-testing summary (complete only after statistical analysis).

Key Findings and Analysis

This section must be completed after the questionnaire has been distributed and valid responses have been collected. No survey results are assumed or invented in this draft.

Recommended presentation: provide a respondent profile table (age, gender, shopping frequency, and most-used platform); frequency and percentage tables for each logistics and satisfaction question; charts for the main response patterns; and appropriate statistical tests for the hypotheses where the collected data and sample size permit.

For each table or chart, report the actual number of responses and percentages, describe the main pattern, and explain how it relates to the research objective. Report hypothesis-test results only after carrying out the relevant analysis.

Frequency and Percentage Analysis

Important note: The following tables use a simulated sample of 120 respondents for demonstration only. They are not actual survey results and must be replaced with collected questionnaire data before being reported as empirical research findings.

Category / Response	Frequency (n)	Percentage (%)
Below 18	12	10.0%
18–25	48	40.0%
26–35	32	26.7%
36–45	18	15.0%
Above 45	10	8.3%
Total	120	100.0%
Category / Response	Frequency (n)	Percentage (%)
Male	70	58.3%
Female	48	40.0%
Prefer not to say	2	1.7%
Total	120	100.0%
Category / Response	Frequency (n)	Percentage (%)
Daily	12	10.0%
Several times a week	30	25.0%
Weekly	28	23.3%
2–3 times a month	34	28.3%
Rarely	16	13.3%
Total	120	100.0%
Category / Response	Frequency (n)	Percentage (%)
Amazon	42	35.0%
Flipkart	36	30.0%
Meesho	20	16.7%
Myntra	12	10.0%
Other	10	8.3%

Total	120	100.0%
Category / Response	Frequency (n)	Percentage (%)
Always	36	30.0%
Often	42	35.0%
Sometimes	25	20.8%
Rarely	12	10.0%
Never	5	4.2%
Total	120	100.0%
Category / Response	Frequency (n)	Percentage (%)
Excellent	30	25.0%
Good	48	40.0%
Average	28	23.3%
Poor	10	8.3%
Very poor	4	3.3%
Total	120	100.0%
Category / Response	Frequency (n)	Percentage (%)
Always	50	41.7%
Often	42	35.0%
Sometimes	20	16.7%
Rarely	6	5.0%
Never	2	1.7%
Total	120	100.0%
Category / Response	Frequency (n)	Percentage (%)
Very satisfied	30	25.0%
Satisfied	48	40.0%
Neutral	26	21.7%
Dissatisfied	12	10.0%
Very dissatisfied	4	3.3%
Total	120	100.0%
Category / Response	Frequency (n)	Percentage (%)
On-time delivery	38	31.7%
Fast delivery	24	20.0%
Order tracking	18	15.0%
Safe delivery	30	25.0%
Easy returns	10	8.3%
Total	120	100.0%

Percentage calculation: Percentage = (Frequency ÷ Total number of respondents) × 100. For example, 48 out of 120 respondents equals 40.0%. Percentages may not total exactly 100.0% because of rounding.

Suggestions for E-commerce Businesses

Provide realistic delivery estimates and notify customers promptly when an order is delayed.

Improve order tracking by sharing clear, accurate, and timely shipment updates.

Use suitable packaging and careful handling procedures to reduce product damage and incorrect deliveries.

Make return, refund, and replacement procedures easy to understand and convenient for customers.

Monitor customer complaints and delivery-performance indicators regularly, and use the feedback to improve logistics operations.

Conclusion

Logistics management is an important part of the e-commerce customer experience because it influences whether orders arrive on time, accurately, safely, and with adequate tracking information. This study is designed to examine how these logistics factors relate to customer satisfaction among e-commerce customers in Andhra Pradesh. The final conclusion should be revised after the survey data have been analysed so that it reflects the actual findings rather than assumptions.

The rapid growth of the e-commerce industry has changed the way people purchase products and services. Customers can now shop online conveniently from their homes. However, customer satisfaction depends not only on product quality and price but also on the efficiency of logistics management. Logistics management includes order processing, packaging, transportation, on-time delivery, order tracking, and product returns.

Effective logistics management helps ensure that products reach customers on time, in good condition, and with accurate delivery information. Delayed deliveries, damaged products, incorrect orders, and poor tracking services may lead to customer dissatisfaction. Therefore, logistics management plays an important role in building customer trust, improving the shopping experience, and encouraging repeat purchases.

This study aims to examine the impact of logistics management on customer satisfaction in the e-commerce industry, with particular reference to Andhra Pradesh. It focuses on delivery speed, order accuracy, delivery reliability, product condition, order tracking, and return services to understand how these factors influence customer satisfaction.

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- Important: The existing literature review does not provide complete bibliographic details for every study. This is a working reference checklist based only on details currently present in the paper. Verify author spellings, titles, years, journals, volumes, issues, page ranges, and DOI/URLs against the original publications before submitting.
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