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The Impact of Logistics Service Quality on Customer Satisfaction Leading to Customer Retention: The Case of Shopee Customers in Pampanga

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Abstract

The ongoing advance of the economy has led to the advancement of business transactions, such as the development of e-commerce. One of the prominent e-commerce websites in the Philippines is Shopee, and over the years, many consumers have been using this to buy their needs and wants. However, the masses have reported cases such as product damage or wrong product item and alike. One of the successful traits of e-commerce is having to deliver the correct product and deliver it safely and on time as well. These all fall under the area of logistics. Therefore, with the occurrence of this problem, the objective of this study is to examine the impact of logistics service quality (tangibility, reliability, responsiveness, assurance, and empathy) on customers' satisfaction with Shopee, which leads to customer retention. The study used a descriptive causal research design to test the hypotheses and examine a significant positive effect between variables. The data was collected among 138 Shopee users in Pampanga. The research results show a significant effect between reliability and empathy towards customer satisfaction, and customer satisfaction significantly affects customer retention. With these results, the study was able to

recommend that Shopee to further improve its customer service by being more empathetic towards the concerns of the customers and have a logistics management looking out for the products being shipped and delivered to ensure the accuracy, timeliness, and safety of the product in which will improve the reliability of Shopee.

Keywords: *logistics serve quality, customer satisfaction, customer retention, reliability, empathy*

Introduction

E-commerce is one of the rising trends in the economy today, and this is evident in the Philippines, like Shopee. Shopee is a commercialized e-commerce platform showing different ranges of products from online sellers. The monthly visits recorded that 73.65 million Filipinos visit Shopee as of the third quarter of 2021, making it the most engaged e-commerce website in the country (Statista, 2022). As e-commerce, logistics services cannot be separated from e-commerce because it provides and delivers products to customers (Rachmawati & Agus, 2020). Logistic services include “personnel contact quality, timeliness, order condition, order discrepancy handling, and operational information sharing” (Uvet, 2020).

Visiting the customers' feedback towards Shopee in the Philippines, one of the rising conflicts among consumers is the logistics area of Shopee. In a study conducted by Dang (2021), most of the consumers' complaints towards Shopee addressed the issue of the delivery area, such as "tracking and expediting, reverse logistics, order delivery, and last-mile delivery." This shows that the logistics department area is an essential factor to be studied primarily in this rise of online buyers during this pandemic. Thus, the researchers chose to investigate this matter; however, most prior studies focused only on customer satisfaction. As a result, the researchers added customer retention, which led to determining whether or not

customer satisfaction leads to customer retention among Shopee customers in Pampanga by examining the impact of logistics service quality as the primary objective.

The findings will help in the creation of more aligned strategies for logistics services companies not only in the Philippines but in other countries, as well as improve the level of satisfaction they deliver to current and potential customers, as well as convert consumers that will retain being a buyer to the company.

Review of Related Literature

Tangibility

Regarding tangibility, the product received was in good condition, without damages, and pleased with the service. Consumers were encouraged to shop online frequently because of the tangible nature of the secure packaging and delivery process (Al-Jahwari et al., 2018). The tangibility factor of products, combined with consumers' knowledge of online shopping, contributes to improving the quality of the logistical service Shopee provides (Santos & Santos, 2020). To increase tangibility, monitoring and securing the products is essential before delivering to customers (Fandialan et al., 2019).

Reliability

Reliability is essential in predicting customers' perceived service value, satisfaction, and loyalty in online shopping. It prioritizes concerns such as accurate order delivery, relevant information, and various service and product offers (Kuo et al., 2016). Reliability is significantly correlated with customer satisfaction, consistently satisfying the customer's demands (Ismail & Yunan, 2016). Moreover, there are significant relationships between reliability and online shopping satisfaction wherein customers' trust in online businesses establishes reliability (Qaribu et al., 2021).

Responsiveness

Idayati et al. (2020) provide quick service to avoid keeping customers waiting and deal with problems. Companies have the opportunity to configure and process their customers' orders promptly, which can prevent any customer loss since it has an influential effect on customer satisfaction (Hong et al., 2019).

Assurance

Assurance is a service quality component involving personnel skills, politeness, trust, and confidence in serving customers (Ismail & Yunan, 2016). Additionally, the growing concerns about online privacy encourage trust, which leads to better interactions and more sales on e-commerce platforms (Wang & Herrando, 2019).

Empathy

Empathy is the company's level of care and individual attention to its customers, which involves interacting with customers, communicating, gaining feedback, and understanding their needs (Felix, 2017). Understanding a customer's needs is essential to provide individual attention to each of them (Quadri, 2015).

Customer satisfaction

Customer satisfaction allows marketers and company owners to manage their companies. It assesses how well the product or service matches the customer's demands. It encompasses product quality, service quality, location, pricing, and customer satisfaction surveys (Ghoumrassi & Tigu, 2017). The success of online shopping is determined by customer satisfaction during the purchasing process (Jayasubramanian et al., 2015).

Customer retention

Customer retention's goal focuses on continuity, which exists when the consumer chooses to continue interacting with the company's product or service. Customer retention is a type of consumer behavior businesses want to control (Ascarza et al., 2017). Mahmoud et

al. (2018) noted that handling conflict affects customer retention and unsatisfied customers are unlikely to return. Customer retention enhances profitability but also reduces expenses and acquires new customers.

Relationship between logistics service quality and customer satisfaction

Customer satisfaction and service quality are related concepts in quality management and supply chain quality management. Logistics service quality is essential in analyzing customer service quality characteristics, business reactions to customer requests, and subsequent consumer value and satisfaction in the current business environment. (Tennant, 2017). The combinations of logistics service quality led to improved levels of customer satisfaction and process control toward continuous improvement since it demonstrates that logistics service quality plays diverse roles in customer satisfaction.

Relationship between customer satisfaction and customer retention

Abajo (2015) found that satisfied customers are much more likely to keep buying or visiting a business, leading to customer retention. Al-Tit (2015) states that service quality has a positive influence on customer satisfaction and customer retention. Customer satisfaction is a motivator toward customer retention.

Framework

The framework proposed by Li et al. (2019) is to serve as the conceptual framework of the study in which SERVQUAL factors were used, namely tangibility, reliability, responsiveness, assurance, and empathy as the independent variables, in examining the impact of logistics service quality of JUMIA/KAYMU online shopping on the dependent variable, customer satisfaction. The results showed that all of these factors significantly affected customer satisfaction and the consumers towards the perception of logistics service quality.

Figure 1

Conceptual Framework adopted from Li et al. (2019)



Based on the adopted conceptual framework, the researchers added another factor: customer retention. According to Al-Tit (2015), customer satisfaction will eventually lead to customer retention. With this, the researchers applied this concept in examining the impact of Shopee's logistics service quality on customer satisfaction, leading to customer retention. Thus, forming the following hypotheses to be tested at a 0.05 margin of error:

H1: There is a positive effect between the tangibility of logistics services of Shopee on customer satisfaction

H2: There is a positive effect between the reliability of the logistics services of Shopee on customer satisfaction.

H3: There is a positive effect between the responsiveness of logistics services of Shopee on customer satisfaction.

H4: There is a positive effect between the assurances of logistics services of Shopee on customer satisfaction.

H5: There is a positive effect between the empathy of logistics services of Shopee on customer satisfaction.

H6: There is a significant positive effect between the customer satisfactions of consumers towards the logistics services of Shopee on customer retention.

Methodology

The study used a descriptive causal research design with a quantitative approach since the research was all about testing the hypotheses presented in the study to examine if there was a significant positive effect between the variables. The objective of this study was to know the impact of the logistics service quality of Shopee on customer satisfaction and whether this will lead to customer retention.

The researchers used respondents that are residing in Pampanga. The respondents were bonified Shopee customers, meaning there was already a purchasing experience from Shopee, and had received the package that they ordered from Shopee. The G-power application was used to get the sample size of respondents needed in the study, and the results arrived at 138 respondents. This was computed with a 95% confidence level and a 5% margin of error. The purposive sampling technique will be used since the target respondents are specified.

For the research instrument, the researchers used a survey questionnaire, which was adopted from Li et al. (2019), and Almohaimmeed (2019). The questionnaire was divided into eight (8) parts: part one (1) demographic profile of the respondents, part two (2) tangibility, part three (3) reliability, part four (4) responsiveness, part five (5) assurance, part six (6) empathy, part seven (7) customer satisfaction, and part eight (8) customer retention. A 5-point Likert scale was used for the measurement of the variables. Google Forms was utilized in generating the questionnaire for the study.

In terms of the reliability of the questionnaire, Cronbach's alpha was used. According to the generally acceptable reliability reference, Cronbach's alpha is 0.70. They tested the adopted survey from Li et al. (2019) and Almohaimmeed (2019), and the Cronbach alpha of the two ranges from 0.706 to 0.906, proving to be accepted. Furthermore, to ensure the validity of the questionnaire, a pretesting was done wherein 30 respondents were conducted before the actual data gathering. The Cronbach alpha of the pretesting had an average of 0.964, considered acceptable. The distribution of the google form and QR code of the form were sent through messenger, Facebook, and Instagram. In terms of statistical techniques, multiple and regression linear analysis, mean and standard deviation, and descriptive statistical analysis were used. After collecting, *Jamovi Software* was used to analyze and interpret the data.

Discussion of Results

Descriptive Statistics

Table 1

Demographic characteristics of respondents

		Count	Percentage
Age	< 18 years old	10	7.2%
	18 - 32 years old	118	85.5%
	32 years old and above	10	7.2%
	Total	138	100%
Sex	Male	48	34.8%
	Female	90	65.2%
	Total	138	100%
Occupation	Student	109	79.0%
	Self-employed	6	4.3%

Public employee	8	5.8%
Private employee	11	8.0%
Unemployed	4	2.9%
Total	138	100%

The frequency distribution showed that from the 138 respondents, 118 belonged to the 18-30 age group, 90 participants were female, and 109 were students. According to the survey conducted by Ameen et al. (2021), women are most engaged in aesthetic and privacy shopping, while men still prefer the traditional shopping experience at shopping malls. While millennials can be technologically savvy in the age group of 18 to 30 years old, Baby Boomers and pre-war generations struggle with basic web activities and fear falling behind. (Duffy, 2021).

Mean and Standard Deviation

Table 2

Construct mean and standard deviation

Constructs	Mean	SD	Cronbach’s α	Verbal Interpretation
<i>Tangibility</i>	<i>3.97</i>	<i>0.702</i>	<i>0.972</i>	<i>Quite Evident</i>
T1	3.86	1.07	0.974	
T2	4.12	0.944	0.973	
T3	3.99	0.928	0.973	
T4	3.95	0.882	0.973	
T5	3.93	0.860	0.973	
<i>Reliability</i>	<i>4.16</i>	<i>0.601</i>	<i>0.972</i>	<i>Quite Evident</i>
RB1	4.23	0.738	0.973	
RB2	4.01	0.750	0.973	
RB3	4.22	0.783	0.973	

RB4	4.07	0.803	0.972	
RB5	4.25	0.781	0.973	
<i>Responsiveness</i>	4.13	0.636	0.972	<i>Quite Evident</i>
RS1	4.11	0.761	0.973	
RS2	4.16	0.767	0.973	
RS3	4.09	0.903	0.973	
RS4	4.50	0.653	0.973	
RS5	3.77	1.06	0.973	
<i>Assurance</i>	4.12	0.733	0.972	<i>Quite Evident</i>
A1	4.42	0.681	0.973	
A2	4.22	0.817	0.972	
A3	3.92	1.05	0.973	
A4	4.03	1.02	0.973	
A5	4.00	0.967	0.972	
<i>Empathy</i>	4.13	0.739	0.972	<i>Quite Evident</i>
E1	4.08	0.880	0.972	
E2	4.08	0.855	0.972	
E3	4.17	0.791	0.972	
E4	4.17	0.810	0.972	
E5	4.15	0.810	0.972	
<i>Customer Satisfaction</i>	4.33	0.661	0.972	<i>Highly Evident</i>
CS1	4.25	0.811	0.972	
CS2	4.32	0.764	0.972	
CS3	4.33	0.716	0.972	
CS4	4.41	0.680	0.972	
<i>Customer Retention</i>	4.45	0.587	0.972	<i>Highly Evident</i>
CR1	4.52	0.630	0.972	
CR2	4.47	0.606	0.973	
CR3	4.41	0.659	0.972	

CR4	4.41	0.712	0.972
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Table 19 shows Pampanga's average mean and standard deviation scores of the Shopee user respondents. Out of the five independent variables, responsiveness and empathy got the highest mean rating of 4.13 with a standard deviation of 0.636 and 0.739, respectively. This indicates that Shopee's responsiveness and empathy are quite evident in their logistics services. Customer satisfaction received a mean rating of 4.33 with a standard deviation of 0.661, and customer retention received a mean rating of 4.45 with a standard deviation of 0.587. These indicate that customer satisfaction and ability to retain in using Shopee are highly evident.

For tangibility, the highest mean rating is T2, "Deliveries arrive on the date promised," with a mean rating of 4.12, indicating that whenever respondents ordered from Shopee, the package was delivered on time. The acknowledgment of customers towards the variable is critical since satisfaction is determined by the degree of service received compared to the prior expectation (Matthews & Mokoena, 2020).

For reliability, the highest mean rating is RB5, "Shopee follows exact instructions to buy and sell," with a mean rating of 4.25, which indicates that the respondents were satisfied with how Shopee handles particular instructions and performs consistently. Prior studies show that reliability is one of the essential elements of customer satisfaction as it symbolizes the capacity of service businesses to deliver on their promises with confidence and precision (Narteh, 2018).

For responsiveness, the highest mean rating is RS4, "The website of Shopee online market provides the platform for the product's feedback." A mean rating of 4.50 indicates that the respondents were able to provide feedback after buying a product on Shopee. It indicates

that when a company positively handles user inquiries or complaints, they are considered responsive by the users (Shahzad et al., 2019).

For assurance, the highest mean rating is A1, "Purchasing the product at the Shopee website the payment method is safe." with a mean rating of 4.42, which indicates that the respondent's payment method used is safe when buying a product on the Shopee. Previous studies found that companies may achieve better customer loyalty and long-term profitability by emphasizing service quality in assurance areas of their business (Sari & Audya., 2020).

For empathy, the highest mean ratings are E3, "Satisfactory in Shopee's customer support policy." and E4, "The employees of Shopee try to understand the customer's needs." both have a mean of 4.17. These indicate that the customers see that Shopee follows their customer support policy and that the employees of Shopee have a great sensitivity towards the needs of their customers. According to Nurdani and Sandhyaduhita (2016), providing compassionate and personalized attention to a customer positively affects customer satisfaction.

For customer satisfaction, the highest mean rating is CS4, "The products and services offered by Shopee meet my needs." with a mean of 4.41, indicating that Shopee can provide for the customers' needs. A company needs to offer quality services and performance to reach a customer's expectations (Afthanorhan et al., 2019).

For customer retention, the highest mean rating is CR1, "I plan to continue my relationship with Shopee in future." with a mean of 4.52, which indicates that respondents intend to keep using Shopee in the future. In the study by Singh and Agrawal (2019), it was found that maintaining a good relationship has an impact on the intention of a customer to continue and support the current service provider.

Normality Test

Table 3

Shapiro-Wilk Normality Test Summary of all variables

	AVERT	AVERRB	AVERRS	AVERA	AVERE	AVERCS	AVERCR
N	138	138	138	138	138	138	138
Mean	3.97	4.16	4.13	4.12	4.13	4.33	4.45
Standard deviation	0.702	0.601	0.636	0.733	0.739	0.661	0.587
Shapiro-Wilk W	0.955	0.945	0.935	0.921	0.908	0.875	0.829
Shapiro-Wilk p	< .001	< .001	< .001	< .001	< .001	< .001	< .001

Note: AVERCS = Average Customer Satisfaction, AVERT = Average Tangibility, AVERRB = Average Reliability, AVERRS = Average Responsiveness, AVERA = Average Assurance, AVERE = Average Empathy

Table 21 shows the normality of the data. Each variable collected from the responses was tested to determine if they were normally distributed using the Shapiro-Wilk test. The normality test showed that the Tangibility (T) rating was not normal (W=0.955, p <.001). Similarly, Reliability (RB) (W=0.945, p <.001), Responsiveness (RS) (W=0.935, p <.001), Assurance (A) (W=0.921, p <.001), and Empathy (E) (W=0.908, p <.001) were also not normally distributed. For the dependent variable, it also indicated that Customer Satisfaction (CS) (W=0.875, p <.001) and Customer Retention (CR) (W=0.829, p <.001) were not normally distributed since the values were greater than .001, which led to using non-parametric tests in the study.

Regression Analysis

Multiple Regression Analysis

Table 4

Model Fit Measures

Model	R	R ²	Overall Model Test			
			F	df1	df2	P
SERVQUAL – CS	0.833	0.694	59.9	5	132	<.001

Table 5

Model Coefficients - AVERCS

Predictor	Estimate	SE	T	p	Decision
Intercept	0.5985	0.2395	2.499	0.014	
AVERT	0.0374	0.0596	0.627	0.532	Reject H1
ADVERB	0.1863	0.0834	2.233	0.027	Accept H2
AVERRS	0.1408	0.0823	1.710	0.090	Reject H3
AVERA	0.0941	0.0791	1.190	0.236	Reject H4
AVERY	0.4446	0.0677	6.568	<.001	Accept H5

Note: AVERCS = Average Customer Satisfaction, AVERT = Average Tangibility, AVERRB = Average Reliability, AVERRS = Average Responsiveness, AVERA = Average Assurance, AVERE = Average Empathy

A multiple regression analysis was calculated to predict customer satisfaction based on Tangibility, Responsiveness, Reliability, Assurance, and Empathy. The results of the regression indicated that the predictors explained 69.40% of the variance (R²=.6940, F(5, 132)= 59.9, p<.001).

For AVERT, it was found that it did not significantly predict AVERCS ($\beta=0.0374$, $p=0.532$); therefore rejected H1. In a related study by Kaura (2013), quality and tangibility do

not affect a customer's purchasing intention, even though the respondents were extremely satisfied. Additionally, the study discovered that tangibility is the only antecedent with no positive effect on overall consumer satisfaction. As a result, client satisfaction will remain unaffected regardless of the increase or decrease in tangibility service quality.

Moreover, it was found that AVERRB significantly predicted AVERCS ($\beta= 0.1863$, $p=0.027$) and therefore accepted H2. For every increase in AVERRB, there is a 0.1863 increase in AVERCS. It was concluded by Gulc (2021) that the most critical factor influencing the quality of delivery services is reliability, meaning that in terms of the completion of delivery, lack of damage during the shipment has an impact on customer satisfaction.

For AVERS, it was found that it did not significantly predict AVERCS ($\beta=0.1408$, $p=0.090$); therefore, H3 was rejected. It was concluded by Agbor (2011) that responsiveness is significantly related to service quality but not to customer satisfaction, indicating that service quality is not the only factor that may influence consumer satisfaction in the service sector.

Furthermore, AVERA also did not significantly predict AVERCS ($\beta=0.0941$, $p=0.236$); therefore, H4 was rejected. A prior study by Miswanto and Angelia (2017) revealed that assurance was less vital or essential to customers since they can select their preferred products or services that are guaranteed safe.

Moreover, lastly, it was found that AVERE significantly predicted AVERCS ($\beta= 0.4446$, $p<.001$) and accepted H5. For every one increase in AVERE, there is a 0.4446 increase in AVERCS. A study by Janahi and Al Mubarak (2017) stated that empathy positively affects customer satisfaction when a company places great importance on protecting customer information and can ensure its personnel is hands-on when assisting customers in need.

Linear Regression

Table 6

Model Fit Measures

Model	R	R ²	Overall Model Test			
			F	df1	df2	p
CS - CR	0.746	0.556	170	1	136	<.001

Table no. 7

Model Coefficients – AVERCR

Predictor	Estimate	SE	T	P
Intercept	1.591	0.2220	7.17	<.001
AVERCS	0.662	0.0507	13.05	<.001

Note: AVERCS = Average Customer Satisfaction

A linear regression analysis was calculated to predict customer retention based on customer satisfaction. The results of regression indicated that the predictor explained 55.60% of the variance ($R^2=.5560$, $F(1, 136) = 59.9$, $p<.001$). It was found that AVERCS significantly predicted AVERCR ($\beta= 0.662$, $p<.001$). For every increase in AVERCS, there is a 0.662 increase in ACR. Relatively to the study conducted by Alshurideh et al. (2012), the study emphasized that client satisfaction is essential in keeping current clients in professional services.

Conclusions

The primary purpose of this research was to examine the effect of logistics services of Shopee on customer satisfaction which also leads to customer retention. The key findings indicated that the logistics service qualities, reliability, and empathy, have a significant effect on the customer satisfaction of customers towards Shopee. Furthermore, the researchers also

found that customer satisfaction significantly affects customer retention. This means that when customer satisfaction is high, the probability of the customer retaining using Shopee is also increased.

This paper concludes with two things with the findings regarding the logistics service qualities. First, customers tend to look more into product reviews to check the product's reliability or authenticity. According to Constantinides and Holleschovsky (2016), online reviews significantly influence customer purchasing decisions that when customers perceive that the reviews show high reliance on the product, the consumers are more likely to purchase the product. Furthermore, in checking the reliability, the customers check the accuracy of the product details posted on Shopee after delivery. To put it, customers are satisfied when the product is delivered, and the information given on the Shopee website was proven true upon receiving—showing that the logistic service is reliable, the more chances the customer can retain in using Shopee. Second, the researchers conclude that in terms of the logistic services, customers consider the ability of Shopee's employees to empathize with the raised concerns or problems with the delivery or product. According to Muljono et al. (2021), showing empathy for consumers creates a relationship that affects customer satisfaction. This relationship formed towards customers not only does tackle the satisfaction aspect of it, but it also tackles the trustworthiness of customers towards Shopee. According to Bahadur et al. (2020), consumers consider empathetic service employees trustworthy. In addition, along with empathy, the researchers concluded that customers check the customer policy of Shopee with regards to the empathetic aspect of handling consumer problems.

The results show that tangibility, assurance, and responsiveness have no significant effect on customer satisfaction. Tangibility did not significantly affect customer satisfaction because customers tend to pay more attention to other factors instead of focusing on the tangible services being provided, as supported by the study conducted by Chen (2020).

Moreover, in a supporting study by Fida (2017), it was found that assurance has no significant effect on service quality towards customer satisfaction since most of the users choose cash as the delivery payment method; therefore, assurance of the arrival of the product is less critical for the consumers. Lastly, it was concluded by the study by Agbor (2011) that responsiveness is significantly related to service quality but not to consumer satisfaction, indicating that service quality is not the only factor that may influence consumer satisfaction in the service sector. Overall, increasing the reliability and empathy of Shopee towards its logistic services will increase its competitive advantage against other e-commerce.

Limitations and Recommendations for Future Research

Consumers consider affordability, discounts, and prices when shopping online. Shopee users rely on seller reputations and reviews, such as Shopee Preferred Sellers and ShopeeMall (Bulacan et al., 2022). With this, marketers can use this as a marketing strategy for Shopee users' online shopping behavior, increasing customer satisfaction, and customer retention. The study identified a positive effect on the reliability and empathy of the logistics services of Shopee on customer satisfaction and customer satisfaction of consumers towards the logistics services of Shopee on customer retention. As a result, Shopee should utilize promotions like cashback, discounts, and sales almost every day which is a good strategy for encouraging customers to spend as they will receive more promotions.

To provide superior customer service and easy access to product information, the paper suggests that Shopee align all business processes and operations. The company should also focus on commitments such as effective communication and customer engagement, which will help build trust in Shopee and its offerings. Also, while Shopee is already quite empathic, it could show more genuine concern for its customers' problems, needs, and expectations. Shopee could approach issues from a different perspective to better understand

customers' perspectives and thus increase productivity; this includes learning how to expand into new markets, reach diverse demographics, and utilize online shops since social media interaction is the newest and most efficient way to conduct business. Moreover, according to a blog by QuestionPro (2021), companies can implement Customer Service Satisfaction (CSS) through live chat, online surveys, and forms to measure customer satisfaction and identify areas for improvement. Omnichannel support (support provided through multiple channels, such as online and in-person) can significantly reduce customer dissatisfaction by reducing customer service costs, increasing customer satisfaction, and strengthening customer loyalty before switching platforms.

In addition, future researchers may employ a research model based on other frameworks in measuring consumer satisfaction. Future researchers may also conduct comparative research with another eCommerce platform, such as Lazada, to compare the consumers' perceptions of the two platforms. The current study focused primarily on Shopee users in Pampanga; future research could be conducted using a cross-sectional design to accommodate a larger sample size from a different location. The participants' perceptions may differ from those of the current participants. This study may be a source of reference for future researchers who perform similar research on the same subject matter as this.

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