

# ANTECEDENTS OF CUSTOMER SATISFACTION TOWARDS E-BUSINESS PERFORMANCE DURING COVID-19

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**Abstract:** *This study aims to conceptualize the four factors: customer service, organization capabilities, perceived usefulness, and e-logistics performance factors that influence customer satisfaction in e-business performance during the Covid-19 pandemic. The primary data were collected using a quantitative method, and the target population is the customers using the e-commerce platform to purchase foods and services. The questionnaire was distributed using the Google form. A total of 250 usable sets were collected for data analysis. The data were analyzed using the Statistical Package for Social Science (SPSS) version 25.0. The hypothesis testing showed a significant relationship between satisfaction and customer service, perceived usefulness, and E-logistics performance, whereas organization capabilities were not supported. The results provide helpful information for the managerial implication of determining the factors that affect online shopping and customer satisfaction. It helps e-retailers overcome the risks and shortcomings of doing business through online platforms. The government and policymakers should focus on the E-logistics infrastructure and platform with the increase in demand for online businesses in the long run.*

**Keywords:** *customer satisfaction, e-business performance, e-logistics, Covid-19*

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## INTRODUCTION

Covid-19 pandemic has made a tremendous impact across the globe. The outbreak of the pandemic Covid-19 started in Malaysia in March 2020. The situation directly forced the nation into an ongoing lockdown, closing almost all shops, restaurants, and public transportations, resulting in a surge of unemployment to a great extent. With the current pandemic situation,

many small and medium-sized enterprises have expressed concerns about their businesses, which have recorded a slowdown in sales.

The online business has changed consumer buying behavior and directly affected the lifestyle of many people. The most significant achievement will be the e-commerce business that was brought about by the internet. Moreover, the world around the internet is impossible without e-company, and they will be afraid to picture it (Sharma, 2018). The development of e-business has changed the trade patterns, no boundary for space and time, improve the flow of goods and reducing the cost of production appropriately. Thus, when everything seems to be decaying, the e-commerce business seems to have found its peak performance increasing profit and contributing to the overall GDP growth of Malaysia.

The Malaysian government has applied a movement control order (MCO). The lockdown and closure of the physical shops led to the ramp up of online purchases which speed up the e-commerce business in Malaysia ([www.globaldata.com](http://www.globaldata.com)). This platform is flourishing due to the current pandemic situation, and it allowed people to purchase essential commodities during a lockdown, helping the draining economy during the movement control order (MCO).

E-commerce has the potential to become a significant source of incomes due to the supply and demand shifted drastically to novel norms on coronavirus—vast waves of orders, disruptions in supply chains, customer expectations, and attitude changes.

However, it needs to ramp up its infrastructure to boost the seller's customer service on the online platform. These organizational capabilities will help buyers by making things more convenient. The e-commerce sectors must enhance their organisational capabilities to provide better service and support. To improve the services to increase the perceived usefulness of online transactions and enhance the e-logistics process to cater to the continuous orders through e-business platform to perform their purchases of the product they want. E-commerce, B2B, B2C, and brick-and-mortar are all preparing for the Covid-19 effect on their business (Davis & Toney, 2020). It was clear that consumer behaviour throughout the outbreak would change considerably (Williams & Cooper, 2020). In addition, during this pandemic outbreak, importance should be given to local businesses to empower the local e-commerce sector, the B2B business, and we will see a significant impact on e-commerce, especially (Beukelaer, 2021).

The movement control restrictions directly affected the purchase alternatives. Consumers were restricted from visiting the traditional malls for shopping purposes. The lack of alternatives may also drive consumers to shop online during the pandemic. One of the main factors, panic buying, happened during the pandemic when consumers were concerned about defective products, especially food and essential items. The advantage of online purchase is that it provides transparency of the inventory status and allows consumers to select better products. However, it could also create a panic buying process because the consumers can see the items being sold out in real-time. It causes panic buying and stocking that creates unnecessary online panic buying.

Even though online purchase is a popular platform, industry players encounter issues and challenges with online purchases. There is a new challenge for online purchasing, such as handling the uncertain standard operating procedure (SOP) due to different stages of the implantation of the movement control. Other problems such as unpredictable delivery of products, lost items, and fraud in payment through online purchases are rising problems for e-

retailers. They must be responsible for it (Pillay, 2020). The research by Katrina and Benedict (2019) stated that 9% of the customers complained did not receive the ordered items and blamed the courier companies for the missing parcels, whereas 23% received the wrong items sent by sellers. These issues reflected the ethical responsibility that will influence the reputation of e-retailers.

This research investigates the vital factors affecting customer satisfaction towards e-business performance during the Covid-19 pandemic. Four variables have been identified for this study: customer service, organization capabilities, perceived usefulness, and E-logistics performance to evaluate the impact on the customer satisfaction towards E-business performance and the factors that have led to e-commerce in Malaysia. The research is organised in such: Firstly, the research background and issues are identified, then followed by the literature review. Next, the research methodology will be presented, and the research findings will be shared after the data analysis. Lastly the conclusion for this study will be highlighted with the implication, limitation, and suggestions for future research.

## **LITERATURE REVIEW**

### **E-business and Customer Satisfaction**

E-business is an online platform for the technology application of business transactions and workflows. Many organizations are continually rethinking their businesses in terms of the internet. E-business goes beyond only purchasing and selling online products and services. The scopes include customer support, payment processing, enhancing product quality control management, delivery service and collaborating with all the stakeholders joining online products and information. (Rouse, 2014).

Organizations should measure their customer satisfaction since they cannot keep something they cannot maintain effectively. Customer satisfaction is defined as a satisfaction assessment from the customer's perspective toward the products or services offered to them. E-business customer satisfaction can be defined as customer's evaluation of the before and after purchase experience that exceeded the customer's expectations. The research by Rasli, Khairi, Ayathuray and Sudirman (2018) highlighted a positive relationship between customer loyalty and customer satisfaction based on the different categories of products and services purchased by them. This statement is aligned with the research by Anderson and Swaminathan (2011) has proved the positive relationship between service quality and customer satisfaction.

Customers will feel satisfied if their buying and shopping experience are met and leading to loyalty to the e-business. The efficient delivery of a service, the time spent for purchase till completion, and ease of use of infrastructure will be the decisive factors in customer satisfaction, especially when dealing with the extensive self-service processes (Xue & Harker, 2002). However, suppose the customers could not get the relevant information and prompt reply for their queries, getting the products on time, ease of completion transaction. In that case, it will affect the reputation of the e-retailers, and the image of online shops will get hampered.

Ataburo, Muntaka, and Quansah (2017) proved that customer satisfaction is linked with the quality of online purchases and e-services which shall influence the commitment to online purchase. Blut, Chowdhry, Mittal, and Brock (2015) shared that specific attributes and

dimensions in e-service quality are key constructs that link to customer satisfaction and repurchase intentions. This statement is supported by Dhingra, Gupta, and Bhatt (2020) that there is a relationship between service quality, purchasing intention, order fulfilment efficiency, ease of privacy control, security improvements, and customer satisfaction.

Nowadays, getting close relationships with customers will be the key to gaining competitive advantage among online retailers (Lee & Lin, 2005). Therefore, it is essential to share the relevant details, knowledge or data of products and services to promote purchase intentions and increase customer satisfaction (Rasli, Khairi, Ayathuray, & Sudirman, 2018).

## **Customer Services**

Electronic commerce (e-commerce) has resulted in a major redefinition of customer service and how the service provided is judged. Traditionally, the most valued interactions with customers involve face-to-face encounters which typically take place at the suppliers' business locations. Factors such as the length of waiting time, the politeness of the sales staff, the opening hours, and the responsiveness of the service staff collectively determines the service quality (MacKechnie, 2020).

In the e-commerce environment, whenever there is any issue or problem with the online seller, the customer's first recourse is to contact the online chat centre to obtain more detailed information. The centre may be just a simple Frequently Asked Questions (FAQ) page which provides the most common questions and answers. It may also be as complex as those provided by companies such as Apple, Dell or Microsoft. The aim is to guide the customer to the appropriate information quickly and easily from the customer service perspective (MacKechnie, 2020).

The pandemic has disrupted consumers' normal patterns of life. They want a dependable resource to rely on, to make them feel safe when things are so uncertain. Especially during crisis, the customers' interactions with the business firm can have a direct and lasting effect on trust and loyalty. As millions are forced into furlough and isolation, basically the measure of a customers' experience would be how the firms that they go to and rely on empathize, care and support their new service needs. It is timely for leaders of customer experience to be prepared to manage the longer term changes in customer behaviour resulting from the crisis. Keeping a close track on evolving consumer preferences and innovating swiftly to redesign journeys that matter to a very different condition will be crucial (Diebner, Silliman, Ungerman, & Vancauwenberghe, 2020).

According to Fontanella (2020), in e-commerce customer service includes providing support to the consumers such as facilitating web navigations to address consumer concerns and if they need help to make purchases online. It enables the merchants to reach out to their customers to make the value proposition simple and efficient. In the online platform, consumers can easily share their experience with the brand/company with other consumers. In a simple tweet, they can ruin the brand image. This makes it crucial for e-businesses to give excellent customer service to keep their customers satisfied (Vishnoi, 2020). Hence, it is proposed that:

H1: Customer service is positively related with E-business customer satisfaction.

## **Organizational Capabilities**

Organizational capacity refers to a firm's ability to distribute resources efficiently to gain competitive edge over its rivals. The capabilities should be focussed on the businesses' ability to satisfy their customers' demand. Furthermore, to block rivals from duplicating the firm's efforts, the organization must have unique capabilities. Organization capabilities may also be anything done well by the company that improves business performance and differentiates it from other firms in the industry. In competitive markets, forming and developing capabilities for the organization can aid small businesses to obtain advantage by focussing on those areas in they are good at (Kelchner, 2020).

Capacity control is a way to generate market changes and maintain dominance over rivals in the long run in fast-moving markets. Meanwhile, capacity management refers to the ability to put in order, combine, and take advantage of internal and external resources to develop new vales for the stakeholders and enhance competitive advantage for the firm (Capability Management, n.d.).

Implementing e-business will lead to better order process, provide just-in-time inventory control that reduces costs, and customize products and services (Grewal & Tansuhaj, 2001). Firms' innovative capabilities may differ depending on how they are developed and the creativity (Jehangir, Dominic, & Downe, 2011). Newly created initiatives can be commercialised successfully (Gulati & Garino, 2000).

An organization's capacity can be characterised as the anticipated outputs or substantial business performance. Firms' capabilities can be gauged via a variety of tools for example the financial performance, increased investments, satisfaction, and social responsibility (Xiao, 2008). As such, it is suggested that:

H2: Organizational capabilities are have positive relationship with e-business customer satisfaction.

## **Perceived Usefulness**

Perceived usefulness (PU) can be described as the degree of an individual's belief that usage of a specific technology will enhance the person's work performance (Davis, 1989). In e-commerce, consumers' engaging frequently in online purchasing indicates that the utility effect on their attitude becomes more crucial as they attain more experience in shopping (Hernández, 2010). Some past studies on business-to-consumer (B2C) e-commerce have utilized the concept of perceived usefulness.

According to Gillenson and Sherrell (2002), the concept of relative benefit derived from adoption theory may replace the variable of perceived usefulness. Relative benefit can be viewed as the extent of a technology's ability to bring a particular advantage. It may be in terms of economic benefits, social prestige or others from usage of the technology (Rogers, 2010). Thus, the more the e-business website is perceived as useful and advantageous, the more it will be used by the consumers (Doshi, 2018).

Revels and colleagues (2010) noted that in the e-business platform, PU as a basic precedent for using innovative technology is related to the mobile technology's utility value to the customers. PU has also been stated as how much the potential customers regard the usage of internet technology will create values for them (Rouibah, Abbas, & Rouibah, 2011). Nevertheless,

customers consider the particular outcomes of e-commerce and the advantages of using mobile technology. Therefore, it is assumed that:

H3: Perceived usefulness is positively related to e-business customer satisfaction.

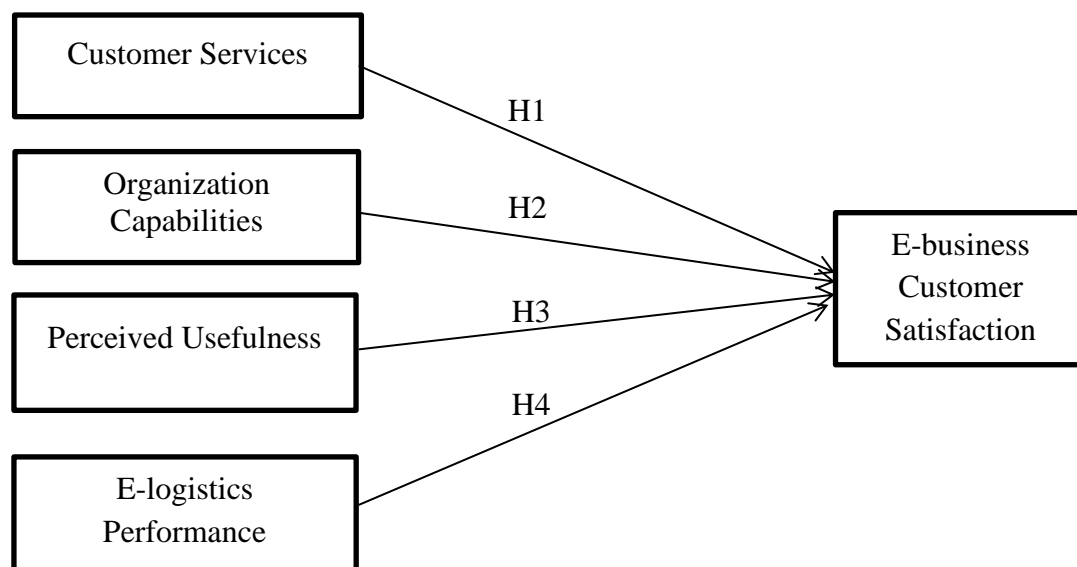
### E-logistics Performance

The term “e-logistics” or electronic logistics has been loosely used in practice and the academia. Some authors describe e-logistics as a supportive delivery process (Wang & Pettit, 2016). On the other hand, others emphasize that e-logistics refers to the utilization of information communication technology (ICT) to allow a broad range of logistics activities including procurement and executions (Jiang, 2006). The former provides a wider definition that involves the use of ICT to manage information and data exchange in distribution networks or delivery systems (Wang & Pettit, 2016).

Practically, many commercial firms are still struggling with the basic principles of data usage. For instance, many firms encounter issues with the quality, timeliness, thoroughness and validity of the data (Wang & Pettit, 2016). Thus, it is important for both practitioners and academics to conduct studies on e-logistics to understand what it holds for the future. Miraz and colleagues (2020) observed that the satisfaction for logistic consumption is more transparent, fairer and more traceable in the logistics industry. Thus, it is assumed that:

H4: E-logistics performance has positive relationship with e-business customer satisfaction.

Figure 1: Conceptual framework



## RESEARCH METHODOLOGY

A quantitative approach using self-administered survey questionnaires was employed for this research. The structured questions have been adapted from past articles (Setia, Setia, Venkatesh, & Joglekar, 2013; Lin, Li, Luo, & Benitez, 2020; Davis, 1989; Wu, Mahajan, & Balasubramanian, 2003; Yang, Al-Shaabani, & Nguyen, 2014)). There are two sections in the survey comprising of Section A that requested for the respondent’s demographic profile, and

Section B which asked questions about the factors under investigation. Respondents were asked to rate their level of agreement with the question items via the five-point Likert-scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

Before actual data collection, pilot testing was done to confirm the clarity of the questions posed. A total of 30 questionnaires were distributed. As the pilot test did not find any issues with the questions, the researcher proceeded to collect actual data. The study respondents were selected from the Klang Valley region as most of them are familiar with the e-business platform. As the data collection stage was during the Recovery Movement Control Order (RMCO) period, all data was collected through online survey on Google Forms. Finally, a total of 191 sets of usable responses were received.

## **DATA ANALYSES AND FINDINGS**

SPSS version 23 was utilised to analyse the collected data. Both descriptive and inferential analyses were conducted.

### **Descriptive Analyses**

In terms of gender, there were slightly more males than females with 52.4% and 47.6% respectively. As for age, most respondents came from the 21 – 30 years old group (36.1%), followed secondly by less than 20 years old group (27.7%), then by the 31 - 40 age group (17.3%), 41 - 50 age group (11%) and over 50 age group (7.9%). For ethnicity, Chinese comprised majority of the respondents (71.7%). This is followed by Indians (15.2%), Malays (11.5%) and others (3%).

The respondents were also asked about their usage of e-business platform during Covid-19 outbreak. The top two platforms used were Shopee (37.2%) and Lazada (30.9%). In third place was Taobao (19.9%), followed by specific company e-platform (9.9%), and others (2.1%). As for the types of products purchased online, majority bought consumer products (66%). This is followed by industrial products (13.1%), groceries (12%), services (6.8%) and others (2.1%). The other question asked about the frequency of online purchase per month during the Covid-19 outbreak. Most purchased 1 – 2 times each month (46.6%), followed by 3 - 5 times (35.1%), 6 – 8 times (8.9%), more than 10 times (3.1%), and 6.3% none at all.

### **Inferential Analyses**

#### *Reliability Test*

Cronbach's alpha is a measure of the internal consistency reliability of the constructs. Following Nunnally's (1978) guidelines, Cronbach's alpha values above 0.7 are acceptable. As shown in table 1, the Cronbach's alpha values for 4 constructs are above 0.9 indicating excellent reliability. The constructs are customer services, organization capability, e-logistics performance and e-business customer satisfaction. The remaining construct, perceived usefulness, with a Cronbach's alpha value of above 0.8, is considered to have good internal consistency reliability.

Table 1: Reliability Analysis

Construct	Cronbach's Alpha	Number of Items
Customer Services (CS)	0.903	5
Organization Capability (OC)	0.949	4
Perceived Usefulness (PU)	0.885	4
E-Logistic Performance (ELP)	0.913	5
E-Business Customer Satisfaction (BCS)	0.901	5

*Pearson Correlation Analysis*

Pearson correlation has been utilised to test the strength and direction of relationships between the variables in the study. Table 2 displays the correlation matrix. The results show that all variables are correlated at the significance value of 0.01 in the two-tailed test. Furthermore, the correlation coefficients are all positive values which indicate that the variables have positive relationships with each other. Among all the independent variables, E-Logistic Performance has the strongest relationship with the dependent variable, E-Business Customer Satisfaction (0.661), followed by Customer Services (0.624) and Perceived Usefulness (0.567). The relationship between Organization Capabilities and E-business Customer Satisfaction is the weakest (0.140).

Table 2: Pearson Correlation

	E-business Customer Satisfaction	Customer Services	Organization Capabilities	Perceived Usefulness	E-Logistic Performance
E-Business Customer Satisfaction	1.000				
Customer Services	.624	1.000			
Organization Capabilities	.140	.136	1.000		
Perceived Usefulness	.567	.476	.264	1.000	
E-Logistic Performance	.661	.575	.168	.504	1.000

Note: All correlations are significant at the 0.01 level (2-tailed).

*Multiple Linear Regression Analyses*

Table 3 shows the results from the model summary. The R<sup>2</sup> value of 0.566 indicates that 56.6% of the variance in E-Business Customer Satisfaction can be explained by Customer Services, Organization Capabilities, Perceived Usefulness and E-Logistic Performance. It can also be interpreted as a moderate relationship between the independent variables and the dependent variable.



Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 <sup>a</sup>	.566	.556	.496

a. Predictors: (Constant), E-Logistic Performance, Organization Capabilities, Perceived Usefulness, Customer Services

As per table 4, the significance value is 0.000 ( $p < 0.05$ ). The overall results of the multiple regression analyses indicate that E-Business Customer Satisfaction can be explained fairly well by the four independent variables under investigation.

Table 4: ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.040	4	13.260	53.842	.000 <sup>b</sup>
	Residual	40.636	165	.246		
	Total	93.676	169			

a. Dependent Variable: E-business Customer Satisfactory  
 b. Predictors: (Constant), E-Logistic Performance, Organization Capabilities, Perceived Usefulness, Customer Services

Results of the model coefficients and the corresponding significance values are presented in table 5. The greater the beta coefficient, the more the impact of the variable on customer satisfaction towards e-business. Based on the results, E-Logistics Performance has the most influential effect on customer satisfaction of e-business during the Covid-19 pandemic ( $\beta = 0.371$ ). The next most influential factor is Customer Services ( $\beta = 0.296$ ). This is followed closely by Perceived Usefulness ( $\beta = 0.247$ ). Lastly, Organization Capabilities has the weakest effect on the satisfaction of customers of e-business ( $\beta = -0.028$ ).

The multiple linear regression equation is as follows:

$$\text{E-Business Customer Satisfaction} = 0.806 + 0.276 \text{ Customer Services} - 0.018 \text{ Organization Capabilities} + 0.252 \text{ Perceived Usefulness} + 0.296 \text{ E-Logistics Performance}$$

Table 5: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.806	.236		3.412	.001
	Customer Services	.276	.060	.296	4.562	.000
	Organization Capabilities	-.018	.034	-.028	-.528	.598
	Perceived Usefulness	.252	.064	.247	3.929	.000
	E-Logistic Performance	.296	.053	.371	5.599	.000

a. Dependent Variable: E-business Customer Satisfactory

### Main Findings

Table 6 shows the main findings derived from the hypotheses testing. Customer service has a positive and significant relationship with customer satisfaction of e-business with p-value of 0.000 ( $\beta = 0.276$ ,  $p < 0.05$ ). Therefore, H1 is supported.

Next, organizational capabilities have been found to be not significantly related to e-business customer satisfaction with p-value of 0.598 ( $\beta = -0.018$ ,  $p > 0.05$ ). Hence, the results do not provide support for H2.

Thirdly, it was found that perceived usefulness has a positive, significant relationship with satisfaction of customers towards e-business with p-value of 0.000 ( $\beta = 0.252$ ,  $p < 0.05$ ). Thus, there is statistical support for H3.

Finally, the results show a significant, positive relationship between e-logistics performance and customer satisfaction for e-business. The p-value is 0.000 ( $\beta = 0.296$ ,  $p < 0.05$ ). Hence, H4 is also supported.

Table 6: Hypotheses Test Findings

Hypothesis	Beta	Significance	Remarks
H1: Customer service is positively related with e-business customer satisfaction.	0.276	$p < 0.05$	Accepted
H2: Organizational capabilities are have positive relationship with e-business customer satisfaction.	-0.018	$p > 0.05$	Rejected
H3: Perceived usefulness is positively related to e-business customer satisfaction.	0.252	$p < 0.05$	Accepted
H4: E-logistics performance has positive relationship with e-business customer satisfaction.	0.296	$p < 0.05$	Accepted

## DISCUSSION AND CONCLUSION

The research objective is to study the factors persuading the perception of customer satisfaction towards the e-business. This study has identified four factors: customer service, perceived usefulness, e-logistics, and organisational capabilities on the e-business customer satisfaction performance during the recent Covid-19 pandemic. The findings show customer service, perceived usefulness, and e-logistics have significant relation with the e-business customer satisfaction performance, whereas organisational capability showed no such relationship.

One of the critical factors that lead to customer satisfaction is customer service. Customer service indicates purchase intention and customer loyalty by offering a company's valuable product or services that meet customer expectations. It helps measure the acquisition costs through top-notch customer support, cultivates a loyal follow-up that recommends customers, and provides reviews and suggestions (Amaesan, 2019). Also, it could be used to measure and predict future business growth, repeat orders, and revenue using customer satisfaction indicator to expand their businesses.

The e-business platform is helpful during the pandemic. According to Ajeet Khurana (2019), the e-business platform running 24 hours a day allows for round-the-clock purchases from the customer's point of view; an all-day open store is more convenient for the customers. (Khurana, 2019), This e-platform allowed the continuous purchase of the necessary product at home due to lockdown. Thus, perceived usefulness is found to impact customer satisfaction during the pandemic significantly.

The result indicated that e-logistic performance played a significant role in e-business customer satisfaction. The leading courier service players in the e-commerce business, such as Lazada Express, J&T, and Ninja van have provided their valuable services for e-delivery in handling their entire parcel very carefully. They always hand it over to the respondents in excellent condition. One of the main features of e-delivery is the traceability of the product. According to Hameed, Nadeem, Azeem, Aljumah, and Adeyemi (2018), tracking can be described as trace history, keeping both the records of location data and location data consumers can check the delivery status, timing and receiving point using the application to receive products as per schedules.

Moreover, organization capabilities have a negative relationship with e-business customer satisfaction. Organisational capabilities of an organisation in their response to Covid-19 could affect the employee and employer's perceived job security, thus influencing their commitment to serve the customers and determining their organisational commitment. The capability and scope were found not to correlate with customer satisfaction in response to Covid-19. One possibility could be that organisations prioritize other operational tasks, such as revenue generation rather than customer retention. There was an incident in the middle of October 2020 about thousands of Lazada e-wallet buyers being hacked. So maybe this is one of the reasons why organisational capabilities do not have a customer satisfaction relationship since they are not happy with the protection of payment. Thus, organisations did not strengthen their organisational capability and invest in organisational commitment during Covid-19 that could be linked to better human, social, economic, and physical capital of these organisations, During the pandemic, organisations were unlikely to invest resources into crisis and disaster management beyond a "bare minimum" to provide better customer service due to the uncertainty of the future.

This research highlighted and determined which factors affected online shopping that led to customer satisfaction. There are risks and shortcomings in doing business through online platforms. The factors such as the security risk in the online platform, customer service, and the firm's capabilities need to enhance further. Lastly, the government and policymakers should focus on the e-logistics infrastructure and platform with the increase in demand for online business in the long run.

The conduct of this research has a few shortcomings. Firstly, the geographical region that focuses only on the Klang Valley area due to the restriction in the movement, lack of respondents' details due to working from home, slow communication, and following up on the respondents' feedback makes the online data collection near to impossible. Secondly, the small sample size used in this research study may not be sufficient to represent the entire Malaysians themselves. Finally, this research study adopted a non-probability convenience sampling method. The findings cannot be generalized to the population as a whole; it could be an under or over-representation of the population because some people choose to participate, and some do not.

The Klang Valley is a geographical location with a large population in the state of Selangor. Future researchers may focus on customer satisfaction in rural areas for e-business performance. It is recommended to use the qualitative technique to study why the organization's capabilities are not supported during the pandemic to understand the requirement and expectations of the customers regarding the capability and performance of an organisation.

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