Importance-Performance Between Mobile Service Shopping Quality and Zalora Customer Loyalty

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Abstract. The study aims to analyze the relationship between mobile shopping service quality and customer loyalty in Zalora e-commerce. Indonesia has experienced a significant increase in internet users, driving the growth of e- commerce businesses. Advancements in smartphone technology have spurred innovation in business and marketing through m-commerce. Previous studies have yet to explore the impact of mobile shopping service quality on customer loyalty in Zalora. This research intends to investigate this relationship using a quantitative method with a causal approach. The study employs a quantitative method causal approach, a sample of 153 respondents. Data was collected through questionnaires and data was analyzed using SEM-PLS and the Importance and Performance Map Analysis (IPMA). The results found that Customer satisfaction and performance have the highest importance, greatly influencing customer loyalty for Zalora. Maintaining this is crucial for competitiveness. Responsiveness and security significantly impact loyalty, while information quality performs well despite its lower importance. Reliability holds moderate importance with high performance. Assurance, personalization, and usability have negative importance scores, indicating areas for improvement. The IPMA results highlight customer satisfaction, responsiveness, and security as critical priorities for boosting customer loyalty. Zalora should focus on these to enhance service and stay competitive. Negative scores for assurance, personalization, and usability indicate areas for improvement.

Keywords: Customer Loyalty, Customer Satisfaction, M-Commerce, Mobile Shopping Service Quality, SEM-PLS IPMA Analysis

1 INTRODUCTION

The internet's rise and information technology advancements have revolutionized many facets of life, notably in the economic and business sectors. E-commerce has evolved swiftly (Rifai and Suryani, 2019 in Engrasia and Ahmad 2023). This progression has been further propelled by mobile commerce, which utilizes smartphone technology to its advantage. According to Amalia et al., (2018), mobile commerce offers operational cost reductions, increased customer loyalty, and opportunities for product differentiation for businesses while providing consumers with ease of access, transactional convenience, and a broad spectrum of options. In 2020, Ganbold (2022) observed that Indonesia is at the forefront of mobile commerce adoption with a 79.1% penetration

S. Kusairi et al. (eds.), *Proceedings of the International Conference on Sustainable Collaboration in Business, Technology, Information, and Innovation (SCBTII 2024)*, Advances in Economics, Business and Management Research 303,
https://doi.org/10.2991/978-94-6463-558-4_7

rate, outpacing Thailand and the Philippines, reflecting its profound integration into everyday life. In contrast, Japan's modest adoption rate of 32.1% suggests the influence of technological, cultural, or social dynamics.

Zalora, one of Indonesia's largest mobile commerce fashion companies, is recognized for its skilled and professional workforce (Arrahim 2021). Continuously evolving and innovating, Zalora aims to lead the fashion industry. According to Similiarweb (2023) Zalora ranks globally at #20,248, having descended 920 positions worldwide and 735 in Indonesia in terms of online shopping site popularity. Furthermore, Zalora is second in Indonesia's Lifestyle > Fashion and Apparel category, indicating its dominance in the online fashion market.

Reviews from the iOS App Store and Android Play Store in 2024 have highlighted similar complaints from Zalora customers. Issues raised include unresponsive customer service, slowness in addressing inquiries and complaints, delayed or failed deliveries, and products not matching their descriptions or images. Customers express frustration over the time-consuming and difficult refund claim process and the challenges faced when returning or exchanging items. Overall, these reviews underscore a dissatisfying experience with the Zalora app, leading to disappointment and caution among shoppers on these platforms.

The study referenced for this research is the work of (Zariman et al., 2022). titled "Quality of Mobile Commerce Application Services in Enhancing Customer Loyalty Intention: The Mediating Role of Customer Satisfaction." To assess the quality of mobile commerce software services, Zariman et al. (2022). employed seven indicators: Assurance, Information Quality, Personalization, Reliability, Responsiveness, Security, and Usability. These indicators collectively measure the multifaceted quality of mobile commerce services, providing insights into factors that influence customer satisfaction and loyalty. Specifically, we aim to:

1. Assess the impact of different service quality dimensions on customer satisfaction.
2. Investigate the mediating role of customer satisfaction between service quality and customer loyalty.
3. Provide strategic recommendations to enhance service quality, boosting customer satisfaction and loyalty.

This study explores the factors affecting service quality, customer satisfaction, and consumer loyalty within Mobile Commerce in Indonesia. This is prompted by findings from Nugraha et al. (2017), which indicate that the average values of these indicators fall below expected standards. The research is driven by a low Customer satisfaction scale towards services provided by companies, scoring only 1 out of 5, suggesting significant room for improvement. Excellent service

is essential to compete in the rapidly evolving internet era and to maintain customer loyalty (Zariman et al., 2022).

2 LITERATURE REVIEW

Operation Management

Operations management encompasses activities to generate value by converting inputs into outputs in the form of goods and services. These processes are fundamental to all organizations, as they are involved in creating their offerings. Specifically, in manufacturing companies, the production processes that result in tangible goods are typically more evident (Heizer and Render, 2011).

Quality Management

Quality Management encompasses systematically implementing policies, practices, and procedures to ensure that products and services maintain a high standard of excellence. This concept is crucial in meeting customer expectations and delivering satisfaction while optimizing costs and enhancing organizational efficiency. Quality management represents establishing and upholding quality standards, covering quality assurance and quality control aspects (Al-rub and Shibhab, 2020).

E-Commerce

Electronic commerce is defined as the application of telecommunication networks to streamline business processes and relationships (Jamsheer, 2019). Contrarily, Bristol (2001) asserts that e-commerce involves the trading of goods and services facilitated by telecommunication and related technologies. Furthermore, Rose et al. (2019) argue that e-commerce encompasses the transfer of business data, the maintenance of business relationships, and the execution of business transactions through telecommunication networks. Lastly, Kalakota and Whinston (1997) and Abdullah et al. (2021) describe e-commerce as the use of computers, the internet, and shared software to communicate product details and images, as well as information regarding offers and purchases, to customers, suppliers, employees, and the community (Taher, 2021).

M-Commerce

Mobile commerce, or m-commerce, is a specialized form of e-commerce that primarily operates through the commercialization process on mobile devices over wireless networks. This method is distinguished by its mobility and extensive reach, allowing consumers to conduct transactions with monetary value, either directly or indirectly, from virtually any location if they have access to a wireless network. This flexibility and accessibility set m-commerce apart, offering a unique platform for consumers to engage in commerce on the go (Lucas et al., 2023).

Service Quality

From a user-centric perspective, quality is synonymous with fulfillment, where the apex of quality is achieved through the optimal gratification of consumer preferences (Yarimoglu, 2014). It has become evident to organizations that the caliber of service quality is a cornerstone for enduring competitiveness. Both service quality and customer satisfaction are deemed indispensable for firms aiming at market competitiveness, evolution, and expansion (Angelova, B.; Zekiri, J, 2011). Scholars have put forth various interpretations of service quality, emphasizing its association with meeting established standards (Pakurár et al., 2019).

E-Service Quality

When evaluating service quality, perceived quality is more important than absolute quality. Parasuraman et al. (1988) defined service quality as an overall judgment or attitude related to the superiority of a service. They noted that the discrepancy between expectations and performance determines service quality. They proposed the SERVQUAL model, which reflects the "expected performance" concept with five dimensions to measure service quality: reliability, responsiveness, empathy, assurance, and tangibles. Cronin and Taylor (1992) argued that the gap between performance and expectations is not the correct way to measure service quality. They suggested SERVPERF, which reflects that "service quality is performance." Subsequent research proposed various scales applying SERVQUAL (Yum and Yoo 2023).

Mobile Service Quality

Mobile services, or m-services, distinguish themselves from traditional services in numerous aspects and warrant separate examination from electronic services (e-services) due to their unique characteristics. The essence of m-services lies in their mobility, offering services without the limitations of time and place, as noted by Heinonen and Pura (2006). In creating value-added m-services, three pivotal elements are crucial: time sensitivity, location awareness, and personalization, as identified by Lee and Benbasat (2004). However, the quality of service remains a critical factor in mobile business, just as it is in conventional service industries, a point emphasized by Lu et al. (2009). Therefore, evaluating the quality of m-services should be tailored to the specific needs and expectations of m-service users. Recognizing that the quality dimensions of m-services are measurable and unique to this service type, they should be distinctly defined for m-services rather than borrowed from the e-service domain. This study aims to aid in accurately identifying, interpreting, and comprehensively analyzing m-service quality dimensions (Stiakakis et al., 2013).

Customer Satisfaction

Customer satisfaction is the holistic evaluation of a product or service from the cumulative experience of acquisition and usage over time, as noted by Khadka, K. and Maharjan (2017). The quality of services and products, pricing policies, and the attributes of the store are pivotal elements influencing customer satisfaction. As Ma, E.; Qu, H.; Eliwa, R.A (2014) observed, companies can foster customer satisfaction and subsequent loyalty by providing high-caliber products and services. Customers who are content are more inclined to make repeat purchases, exhibit loyalty, actively recommend the product or service to others, and show less price sensitivity, according to Khadka, K. and Maharjan (2017). Furthermore, Bennett, R.; Rundle- Thiele, S (2008) highlighted that customer contentment with a product or brand significantly increases the likelihood of brand endorsement and repeat purchases over opting for competing brands (Zhong and Moon, 2020).

Customer Loyalty

Customer loyalty has been critical for decades (Fornell, C., 1992). Customer loyalty is the degree to which a customer remains loyal to a customer in terms of attitude and behavior even when there are alternatives from other suppliers (Fornell, C., 1992). Customers who regularly make repeat purchases are of great value to many organizations. The cost of attracting a new customer is many times higher than retaining a customer. In addition, a returning customer ensures a higher average customer value (McMullan, R.; Gilmore, A, 2008 in Jenneboer et al., 2022).

Customer Loyalty Intention

The concept of loyalty has been extensively studied and defined by numerous scholars. Edvardsson et al. (2000) and Zhou et al. (2021) consider loyalty as a customer's tendency or intention to repurchase from the same company. It is seen as a critical determinant of a company's success. High customer loyalty enhances their future purchase intentions, aiding the company in securing more business from existing customers and increasing market share, as noted by Flavián et al., 2006 in Zhou et al., 2021). Figure.1 provides a research model on this study.

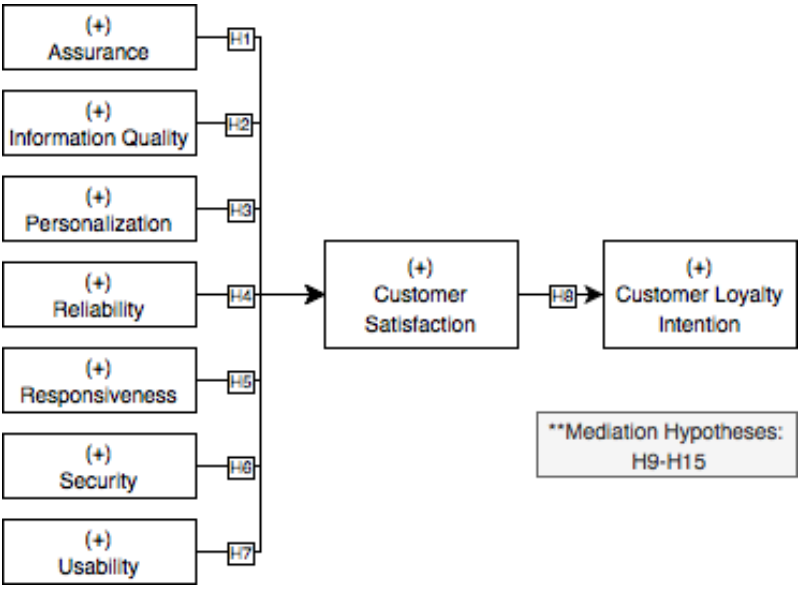


Fig. 1. Research Model (Source: Zariman et al.,2022)

Figure.1 explains about this study referring to the research conducted by Zariman et al. (2022) utilizing the SERVQUAL method. It explores the variables of Customer Satisfaction (X) and Customer Loyalty Intention (Z) by employing quality indicators from various mobile commerce applications. Variables include assurance, information quality, responsiveness, reliability, security, and usability. Differing from Zariman et al.'s work, this research focuses on Zalora Indonesia's mobile commerce, considering different objects and locations. The conceptual framework presented in Figure.1 follows Zariman et al. (2022) model, illustrating the study's theoretical underpinnings.

3 RESEARCH METHODOLOGY

This study employs descriptive and causal methodologies within a quantitative framework, analyzing data through Importance Performance map Analysis (IPMA) SmartPLS 3.2.9. The Importance and Performance map Analysis (IPMA) is an additional analysis for SEM-PLS. It is crucial as it extends SEM-PLS (Smart-PLS) by utilizing results or variables to discover latent variables (Hair et al., 2014 in Siswadi et al., 2020). Importance- Performance Map Analysis (IPMA) is a strategic tool used to discern and rank the critical factors necessary for reaching

goals by assessing their significance and effectiveness. This analysis facilitates organizations in concentrating their resources on areas that will yield the most impact. By simultaneously considering the importance of each driver and its current performance level, IPMA enables decision-makers to identify which areas require immediate attention and improvement to align with their strategic objectives effectively. This dual- focus approach ensures that efforts are not only directed towards vital factors but also towards those areas where performance can be enhanced to achieve the desired outcomes (Siregar et al. 2022). The structural model is employed to assess the IPMA Analysis. The significance ranking is determined by the number of effects received by a component and the effect ranking. The Importance and Performance map Analysis (IPMA) has two dimensions: importance and performance. The IPMA is considered a research method for analyzing user attitudes towards services and assists practitioners in identifying priority service opportunities in (Siswadi et al., 2020). Figure.2 explains IPMA.

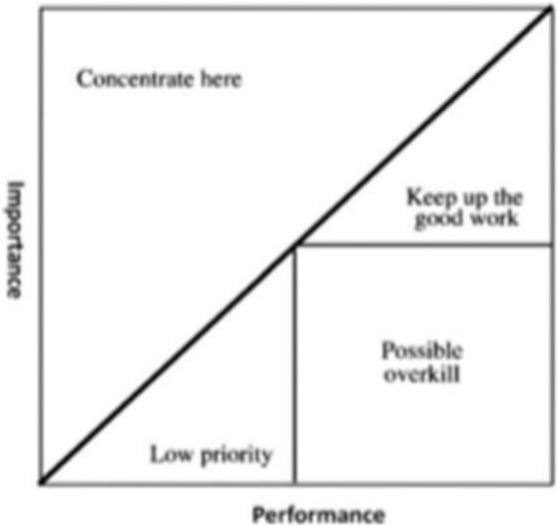


Fig.2 Importance Performance Map Analysis
Source: Abalo (2007) in Chen (2021)

From Figure.2 that provides about quadrant on IPMA, we know that:

1. Quadrant I (Keep Up the Good) is High importance and high performance.
2. Quadrant II (Concentrate Here) is High importance but low performance.
3. Quadrant III (Lower Priority) is Low importance and low performance.
4. Quadrant IV (Possible Overkill) is Low importance but high

On this study, Participants were selected via purposive sampling, a non-probability technique, gathering valid responses from 231 individuals with the assistance of G-power 3.1 software. Table.1 provides a detailed explanation of Variables Operationalization on this study.

Table.1 Variables Operationalization

Variables	Questionnaire	Item Code
Assurance	The security policy of the Zalora app is easily accessible.	AS.1
	The privacy policy of the Zalora app is easily accessible.	AS.2
	The Zalora app provides detailed information about the company.	AS.3
	The Zalora app is widely known.	AS.4
	The Zalora app has a good reputation	AS.5
Information Quality	The Zalora app provides up-to-date information in a timely manner.	IQ. 1
	The Zalora app provides information in a timely manner.	IQ.2
	The Zalora app provides accurate information.	IQ.3
	The Zalora app provides relevant information.	IQ. 4
	The Zalora app provides detailed information.	IQ. 5
	The Zalora app provides the necessary information for transactions.	IQ. 6
	The Zalora app provides information that is easy to understand.	IQ. 7
Personalization	The Zalora app pays attention during transactions.	PS. 1
	The Zalora app provides recommendations according to my preferences.	PS. 2
	The Zalora app understands my desires.	PS. 3
Reability	The Zalora app delivers orders as promised.	RL .1
	The Zalora app provides detailed order information before transactions.	RL .2
	The Zalora app provides confirmation of order details after transactions.	RL .3
	The Zalora app provides confirmation	RL .4

	of order returns.	
	The Zalora app provides confirmation of order cancellations.	RL.5
	The Zalora app provides order delivery tracking.	RL .6
	The Zalora app can be used at all times.	RL .7
	The Zalora app assists in resolving issues during transactions.	RS. 1
	The Zalora app provides a quick automated response service.	RS. 2
	The Zalora app provides customer service contact.	RS. 3
Responsiveness	The Zalora app responds to questions with relevant answers.	RS. 4
	The Zalora app responds to questions with accurate answers.	RS. 5
	The Zalora app provides content that meets needs.	RS. 6
	The Zalora app provides transaction documentation storage to facilitatereturns.	RS. 7
	The Zalora app protects my information during transactions.	SC. 1
Security	The Zalora app securely stores personal data.	SC. 2
	The Zalora app protects payment method information.	SC. 3
	The Zalora app has a low risk associated with data security	SC. 4
	The Zalora app is well organized.	US. 1
	The Zalora app has consistent navigation.	US. 2
Usability	The Zalora app has standardized navigation.	US. 3
	The Zalora app limits product scrolling for easy searching.	US. 4
	The Zalora app displays graphics that facilitate user navigation.	US. 5
	The Zalora app displays animations that facilitate user navigation.	US. 6
	Using the Zalora app is the right decision.	CS. 1

Customer Satisfaction	I am very satisfied using the Zalora app for transactions.	CS. 2
	I am very satisfied with the products offered by the Zalora app.	CS. 3
	I am very satisfied with the services offered by the Zalora app.	CS. 4
	I am very satisfied with the shopping experience on the Zalora app.	CS. 5
Customer Loyalty Intention	The current service of the Zalora app is very satisfying.	CL. 1
	I prefer to stay loyal to the Zalora app rather than other apps.	CL. 2
	The Zalora app is always the first choice for types of purchases.	CL. 3
	The Zalora app is the best choice for making purchases.	CL. 4
	I often use the Zalora app for online shopping.	CL. 5

Table 1 regarding operational variables indicates that assurance (AS) is measured by a 5-item questionnaire, information quality (IQ) by a 7-item questionnaire, personalization (PS) by a 3-item questionnaire, reliability (RL) by a 7-item questionnaire, responsiveness (RS) by a 7-item questionnaire, security (SC) by a 4-item questionnaire, usability (US) by a 6-item questionnaire, customer satisfaction (CS) by a 5-item questionnaire, and customer loyalty intention (CL) by a 5-item questionnaire. The total number of statements for these operational variables is 49 items.

4 RESULT

This result/finding on this study are from Importance Performance map analysis (IPMA) with construct target customer loyalty intention. Table.2 provides a value about importance performance on constructing target customer loyalty intention.

Table.2 Importance and Performance Map Value

Variable	Total effect of individualperformance (Importance)	Index value (performance)
Assurance	-0,036	60,870
Information Quality	0,150	62,128
Personalization	-0,187	60,321

Reliability	0,146	62,438
Responsiveness	0,565	60,488
Security	0,534	62,367
Customer Satisfaction	0,839	62,536

Table.2 displays the results of the IPMA analysis concerning factors that influence Customer Loyalty Intention, showing the total individual effect (importance) and performance index value for each variable. The "Assurance" variable has a total individual effect of -0.036 with a performance index of 60.870. The "Information Quality" variable has a total individual effect of 0.150 with a performance index of 62.128. The "Personalization" variable has a total individual effect of -0.187 with a performance index of 60.321. The "Reliability" variable has a total individual effect of 0.146 with a performance index of 62.438. The "Responsiveness" variable has a total individual effect of 0.565 with a performance index of 60.488. The "Security" variable has a total individual effect of 0.534 with a performance index of 62.367. The "Usability" variable has a total individual effect of -0.361 with a performance index of 59.778. The "Customer Satisfaction" variable has a total individual effect of 0.839 with a performance index of 62.536. Figure.3 provides important performance map analysis on constructing target customer loyalty intention.

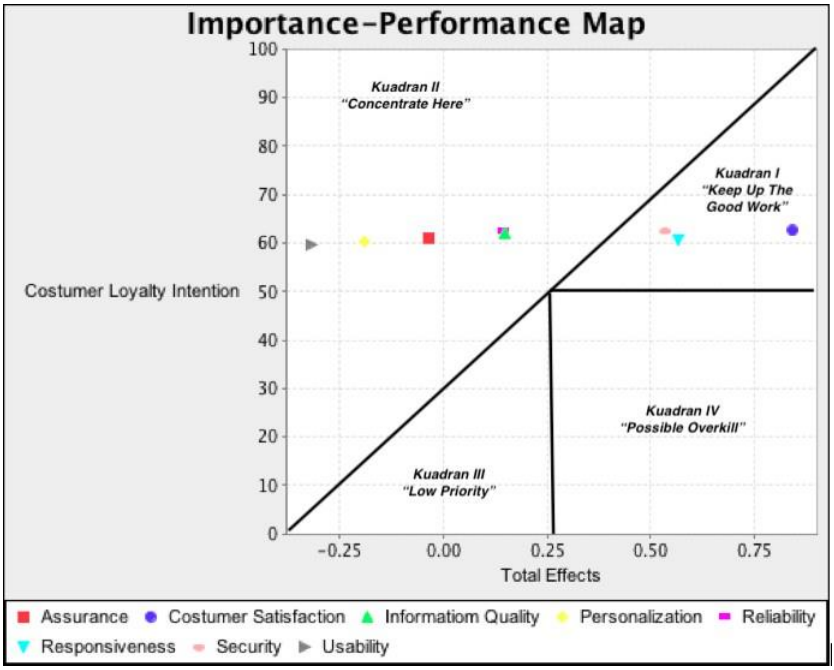


Fig.3 IPMA With Construct Target Customer Loyalty Intention

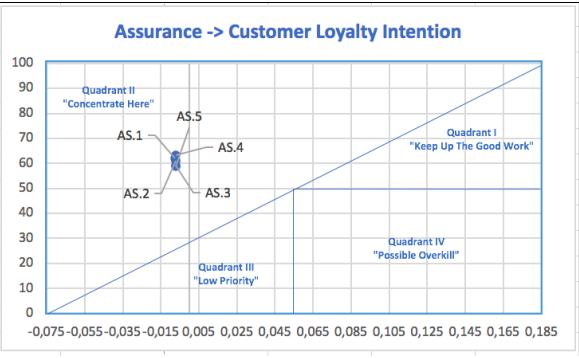
Figure.3 illustrates the results of the Importance Performance map Analysis based on the customer satisfaction variables in this study as follows:

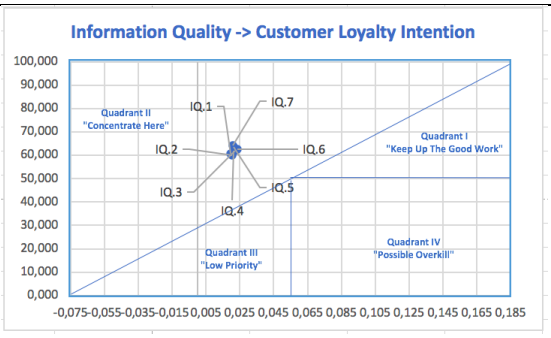
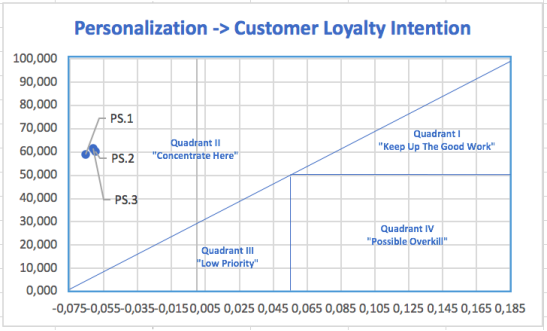
1. Usability, Personalization, Assurance, Reliability, and Information Quality are in Quadrant II, referred to as "concentrate here," where these variables are of high importance but show low performance. This indicates that for Usability, Personalization, Assurance, Reliability, and Information Quality, swift management action is required for improvement as these are areas that greatly need enhancement. The service characteristics are considered crucial by customers.
2. Customer Satisfaction, Responsiveness, and Security fall within Quadrant I, also known as "keep up the good work," where these variables are of high importance and demonstrate high performance. This means that in terms of Customer Satisfaction, Responsiveness, and Security, there is an opportunity to achieve or maintain a competitive advantage that becomes a dominant factor. These characteristics are

considered crucial, and, at the same time, the company shows impressive performance in related activities.

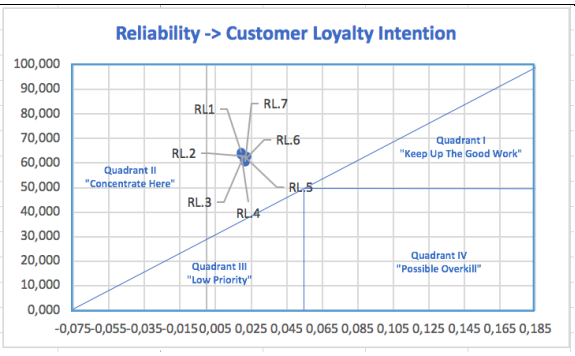
Table.4 illustrates the result of the important performance map analysis (IPMA) for each questionnaire statement based on the variables and constructs of the target customer loyalty intention.

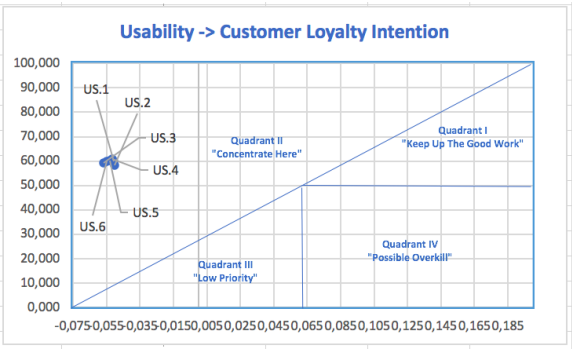
Table 3. IPMA For Each Questionnaire Statement

Variables	Annotations
	Variables AS.1, AS.2, AS.3, AS.4, and AS.5 are in Quadrant II, marked as "concentrate here." This classification suggests that while these variables hold significant importance, their current performance is not meeting expectations. Consequently, thesefactors represent crucial opportunities for enhancement, asthey are deemed important by the respondents. the resultof the IPMA for eachquestionnaire statement is same asfigure.3 about IPMAwith construct targetcustomer loyalty intention that assurance falls into Quadrant II.”

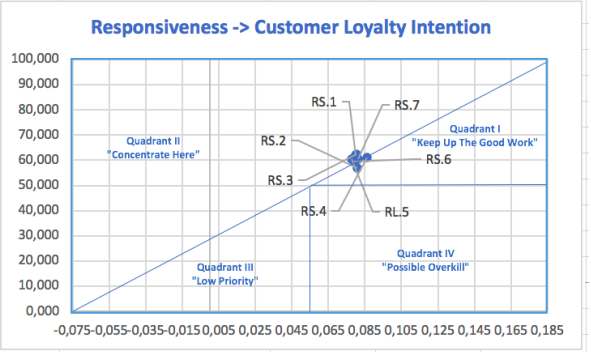
Variables	Annotations
	Variables IQ.1, 1Q.2, 1Q.2, IQ.4, IQ.5, IQ.6, and IQ.7 are in Quadrant II, marked as "Concentrate here." This classification suggests that while these variables hold significant importance, their current performance is not meeting expectations. Consequently, these factors represent crucial opportunities for enhancement, as they are deemed important by the respondents. the result of the IPMA for each questionnaire statement is same as figure.3 about ipma with construct target customer loyalty intention that information quality falls into Quadrant II.”
	Variables PS.1, PS.2, and PS.3 are in Quadrant II, marked as "concentrate here." This classification suggests that while these variables hold significant importance, their current performance is not meeting expectations. Consequently, these factors represent

crucial opportunities for enhancement, as they are deemed important by the respondents. the result of the IPMA for each questionnaire statement is same as figure.3 about ipma with construct target customer loyalty intention that personalization falls into Quadrant II."

Variables	Annotations
	Variables RL.1, RL.2, RL.3, RL.4, RL.5, RL.6, and RL.7 are in Quadrant II, marked as "concentrate here." This classification suggests that while these variables hold significant importance, Their current performance is not meeting expectations. Consequently, these factors represent crucial opportunities for enhancement, as they are deemed important by the respondents. the result of the IPMA for each questionnaire statement is same as figure.3 about ipma with construct target customer loyalty

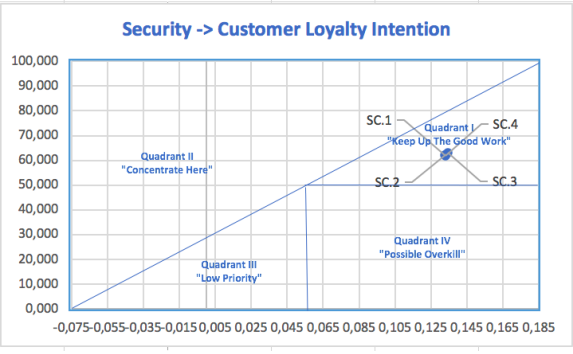


Variables	Annotations
	intention that reliability falls into Quadrant II.”
	Variables US.1, US.2, US.3, US.4, US.5, and US.6 are in Quadrant II, marked as "concentrate here." This classification suggests that while these variables hold significant importance, their current performance is not meeting expectations. Consequently, these factors represent crucial opportunities for enhancement, as they are deemed important by the respondents. the result of the IPMA for each questionnaire statement is same as figure.3 about ipma with construct target customer loyalty intention that usability falls into Quadrant II.”

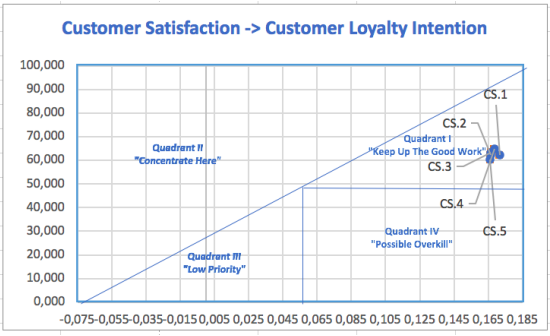


1. RS.2 and RS.4 are positioned in quadrant 1, labeled "Keep Up the Good Work," where both the importance and performance levels are high. Therefore, this quadrant represents an opportunity to achieve and sustain a higher level of construct.
2. RS.1, RS.3, RS.5, RS.6, and RS.7 are in Quadrant II, marked as "concentratehere." This classification suggests that while these variables hold significant importance, theircurrent performanceis not meeting expectations. Consequently, these factors representcrucial opportunities for enhancement, as they are deemed

Although in Figure 3, responsiveness falls into Quadrant I, there are also instances where it falls into Quadrant II.



Variables SC.1, SC.2, SC.3, and SC.4 arepositioned in Quadrant 1, labelled “Keep UpThe Good Work,” where both the Importance andperformance levels arehigh. Therefore, this quadrant represents an opportunity to achieve and sustain a higher level of construction. the result of the IPMA for each questionnaire statement is same as figure.3 about ipma with construct target customer loyalty intention that security falls into Quadrant I.”



Variables CS.1, CS.2, CS.3, CS.4, and CS.5 are in Quadrant II, marked as "concentratehere." This classification suggeststhat while these variables holdsignificant importance,their currentperformance is notmeeting expectations.Consequently, thesefactors represent crucial opportunitiesfor enhancement, asthey are deemedimportant by therespondents. the result of the IPMA for each questionnaire

statement is same as figure.3 about ipma with construct target customer loyaltyintention that customersatisfaction falls into Quadrant I.”

5 DISCUSSION

In this research, a dataset of 231 Zalora customer responses was utilized to illustrate the application of the Importance-Performance map Analysis (IPMA). The dataset includes variables such as assurance (AS.1-AS.5), information quality (IQ.1-IQ.7), personalization (PS.1-PS.3), reliability (RL.1-RL.7), usability (US.1-US.6), responsiveness (RS.1-RS.7), security (SC.1-SC.4), along with measures of customer satisfaction (CS.1-CS.5) and intentions towards customer loyalty (CL.1-CL.5). The primary focus of the study is on customer loyalty intention, which serves as the central construct, with the aim of evaluating how it is influenced by the other mentioned variables through the lens of importance and performance.

The importance performance map analysis (IPMA) for each questionnaire statement based on the variables with construct target customer loyalty intention as seen in Table 3, the discussions are as follows; statement (AS.1) Security, (AS.2) Privacy. (AS.3) Availability of company information, (AS.4) Application popularity, (AS.5) Good reputation, (IQ.1) Information is always current, (IQ.2) Timely information, (IQ.3) Accurate information, (IQ.4) Relevant information, (IQ.5) Detailed information, (IQ.6) Information necessary for transactions, (IQ.7) Easy to understand information, (PS.1) Attention in transactions, (PS.2) Recommendations according to preferences, (PS.3) Understanding user desires, (RL.1) Delivering orders as promised, (RL.2) Detailed order information before transactions, (RL.3) Confirming order details after transactions, (RL.4) Confirming returns, (RL.5) Confirming order cancellations, (RL.6) Tracking shipments, (RL.7) Being available at all times, (US.1) Well-organized application, (US.2) Consistent navigation, (US.3) Standardized navigation, (US.4) Limiting product scrolling to facilitate search, (US.5) Displaying graphics that ease navigation, (US.6) Displaying animations that ease navigation, Presenting content that meets user needs, (RS.7) Storing transaction documentation to facilitate returns, also fall into Quadrant II. This corresponds to Figure.3, which illustrates that the variables of assurance, information quality, personalization, reliability, and usability fall into Quadrant II.

These findings indicate that although these variables are critical for fostering loyalty, their current performance needs to align with customer expectations. Consequently, these factors present significant improvement opportunities to enhance customer loyalty intention. This research suggests that while respondents deem these variables highly important, their current performance needs to meet expectations. Consequently, these factors represent crucial opportunities for enhancement.

Regarding the variable of responsiveness, items such as (RS.1) Helping resolve transaction issues, (RS.3) Providing customer service contact, (RS.5) Giving accurate responses, and (RS.6) also fall into Quadrant II. However, this differs from the IPMA results shown in Figure.3, which indicate that responsiveness falls into Quadrant I, or the "keep up the good work" category. According to the IPMA results for each questionnaire statement on table.4, only (RS.2) Quick Automated Responses and (RS.4) Relevant Answering are categorized into Quadrant I.

Moreover, the Importance-Performance Map Analysis reveals that for Customer Loyalty Intention, (SC.1) Protects information during transactions, (SC.2) Securely stores personal data, (SC.3) Protects payment method information, (SC.4) Low risk associated with data security, (CS.1) Using the Zalora app is the right decision, (CS.2) Satisfied with transactions, (CS.3) Satisfied with products, (CS.4) Satisfied with services, (CS.5) Satisfied with the shopping experience are also positioned in Quadrant I. These findings highlight the need for targeted improvements in specific areas to enhance overall customer loyalty intention. Therefore, maintaining the high performance of these variables while addressing areas in Quadrant II for customer loyalty intention is crucial for achieving and sustaining a higher level of construct and improving overall customer experience and business outcomes

6 CONCLUSION AND RECOMMENDATION

The Importance-Performance Map Analysis reveals critical insights for Customer Loyalty Intention. For assurance with each questionnaire statement (AS.1) Security, (AS.2) Privacy. (AS.3) Availability of company information, (AS.4) Application popularity, (AS.5) Good reputation. For information quality with each questionnaire statement (IQ.1) Information is always current, (IQ.2) Timely information, (IQ.3) Accurate information, (IQ.4) Relevant information, (IQ.5) Detailed information, (IQ.6) Information necessary for transactions, (IQ.7) Easy to understand information. And or personalization with each questionnaire statement (PS.1) Attention in transactions, (PS.2) Recommendations according to preferences, (PS.3) Understanding user desires.

For reliability with each questionnaire statement (RL.1) Delivering orders as promised, (RL.2) Detailed order information before transactions, (RL.3) Confirming order details after transactions, (RL.4) Confirming returns, (RL.5) Confirming order cancellations, (RL.6) Tracking shipments, (RL.7) Being available at all times. And For responsiveness with each questionnaire statement (RS.1) Helping resolve transaction issues, (RS.3) Providing customer service contact, (RS.5) Giving accurate responses, (RS.6) Presenting content that meets user needs, (RS.7) Storing transaction documentation to facilitate returns. And for usability with each questionnaire statement (US.1) Well-organized application, (US.2) Consistent navigation, (US.3) Standardized navigation, (US.4) Limiting product scrolling to facilitate search, (US.5) Displaying graphics that ease navigation, (US.6) Displaying animations that ease navigation, Also fall into Quadrant II. indicating these variables are critical for fostering customer loyalty intention. To elevate and foster customer loyalty intention, it is essential to enhance certain areas.

The recommendation is proposed strategies for advancement are as follows; Develop Focused Improvement Plans that concentrate on vital yet underperforming sectors. Implement Staff Training and Process Optimization by educating employees and refining procedures. Embrace Customer Feedback by proactively soliciting and employing it to inform enhancements. Establish Regular Monitoring to oversee all aspects and confirm continuous improvement. Lastly, practice Strategic Resource Allocation by directing resources to essential areas judiciously.

This also have to maintain high performance in well-performing areas on quadrant 1 or keep up the good work like; (RS.2) Quick Automated Responses, (RS.4) Relevant Answering, (SC.1) Protects information during transactions, (SC.2) Securely stores personal data, (SC.3) Protects payment method information, (SC.4) Low risk associated with data security, (CS.1) Using the Zalora app is the right decision, (CS.2) Satisfied with transactions, (CS.3) Satisfied with products, (CS.4) Satisfied with services, (CS.5) Satisfied with the shopping experience. By addressing these recommendations, organizations can improve customer loyalty and overall business performance. By addressing these recommendations, organizations can improve customer loyalty and overallbusiness performance.

Future research should consider incorporating additional variables such as perceived value, customer expectations, brand image, service recovery, and customer involvement to provide a more holistic understanding of the subject. Furthermore, it is recommended that subsequent studies explore a variety of Mobile Commerce Applications (MCAs) beyond the single type commonly used in Indonesia. By broadening the scope of MCAs examined, future research may offer more comprehensive insights and potentially reveal new trends or patterns not previously identified. Specifically, the Mobile Commerce Application Zalora should focus on enhancing and maintaining various aspects of service quality to retain loyal customers and attract new ones.

Improvements in these service quality dimensions may also foster customer loyalty intentions, which in turn could boost customer retention.

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