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Satisfaction as an Experience Engine in Promotion-Intensive Marketplaces: The Roles of Platform-Mediated Relationship Infrastructure and Price Fairness in Repurchase Intention (Shopee, Indonesia)

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Abstract: This study investigates how price fairness and platform-mediated relationship infrastructure shape repurchase intention in a promotion-intensive online marketplace, and whether customer satisfaction is the dominant mechanism linking these drivers to repeat buying. Using a cross-sectional survey of active Shopee customers in Indonesia (N = 200), we analysed the model with partial least squares structural equation modelling (PLS-SEM) and tested indirect effects via bootstrapping. Customer satisfaction strongly predicts repurchase intention. Relationship infrastructure captured through responsiveness, assurance, and service recovery significantly increases satisfaction but shows no direct effect on repurchase intention, indicating full mediation through satisfaction. Price fairness does not significantly influence satisfaction and has only a weak direct association with repurchase intention, suggesting that fairness functions more as an acceptability and credibility cue than as a driver of satisfaction. The findings position governable relationship infrastructure as a retention engine and pricing transparency as a procedural safeguard.

Keywords: Platform Governance, Online Marketplace, Price Fairness, Relationship Infrastructure, Customer Satisfaction, Repurchase Intention

INTRODUCTION

Online marketplaces in the Asia–Pacific region have become central infrastructure for digital transformation, where platform competition is increasingly defined by scale, speed, and customer experience governance. In these settings, sustainable growth depends less on acquiring first-time buyers than on retaining them through repeat purchasing behaviour. In promotion-intensive marketplace environments, retention is inherently fragile: repeat buying is not automatically secured even when discounts and vouchers are abundant, because customers continuously re-evaluate the channel's credibility, reliability, and post-purchase resolution quality. Repurchase intention, therefore becomes a critical outcome because it signals whether a platform ecosystem can deliver durable value beyond episodic promotional

spikes (C. Kim et al., 2024; Ramadoss, 2026; T. Le Tan et al., 2024). When repeat purchasing is weak, acquisition costs become harder to recover, and customer lifetime value becomes fragile, particularly in categories where price comparison is immediate and alternatives are abundant (Reichheld, 1996; Zeithaml, 1988). Crucially, marketplace experiences are produced by a multi-actor system (platform–seller–logistics/service partners), meaning that repurchase is shaped not only by pricing, but also by governance and service recovery—response standards, dispute-handling protocols, and resolution consistency across actors. Against this backdrop, identifying decisive drivers of repurchase intention is both theoretically consequential and managerially urgent for platform and seller strategies, including service standards, dispute handling, and pricing transparency.

A key candidate is price fairness—customers' judgement that prices are reasonable and justifiable relative to salient reference points. Equity logic suggests that perceived imbalance between what customers give and receive triggers strong reactions even when the absolute offer seems attractive (Adams, 1965; Yilmaz, 2022). In digital marketplaces, fairness concerns are frequently activated by inconsistency across time, sellers, or customer segments, as well as by opaque fees and discount rules that create "fairness shocks" (Cohen et al., 2025; Nowak & Pawłowska-Nowak, 2024). These shocks can quickly undermine willingness to buy again, even when product quality remains unchanged, because customers interpret the pricing experience as a credibility signal about the channel (Harmawan et al., 2023; Lu et al., 2025; Porinita Banerjee, 2025). However, in promotion-saturated settings, fairness may not operate as a linear satisfaction booster; instead, it can function as a threshold/asymmetric mechanism—becoming highly salient when perceived as unfair (negative shocks), while exhibiting weaker marginal returns when prices are already perceived as fair. This makes price fairness not only a marketing perception but also a risk-relevant judgement linked to platform governance and the consistency of marketplace rules.

Repeat purchasing in platform commerce is also shaped by ongoing relational exchanges mediated through digital touchpoints. We conceptualise electronic relationship as relationship-building interactions—such as responsiveness, assurance, and service recovery—that signal commitment and reliability in the marketplace ecosystem of platform–seller–service/logistics partners (Chao et al., 2024; Ramadhani & Dachyar, 2025). Relationship marketing theory emphasises that trust and commitment stabilise customer intentions beyond isolated transactions (Morgan, 1994). In marketplace settings, electronic relationship cues can reduce uncertainty and strengthen customers' willingness to continue buying within the same channel (Ashiq & Hussain, 2024; Herzallah et al., 2025; M Nabil Akmal & Thamrin Thamrin, 2025). Importantly, these cues are not merely interpersonal "relationship marketing" in a classic CRM sense; in digital marketplaces, they represent a platform-mediated, governable relationship infrastructure that can be standardised through response-time SLAs, escalation pathways, dispute-resolution rules, and service recovery policies.

Customer satisfaction is widely recognised as a robust predictor of repurchase intention grounded in post-consumption evaluation (Oliver, 1980). Yet marketplace research still lacks mechanism clarity about how repurchase is formed under high substitutability and intense promotional competition. First, a practice gap persists: platforms often allocate resources to promotion and price competition, yet repeat purchasing may be more strongly "locked in" by an end-to-end satisfaction engine built through reliable relationship infrastructure (M. G. Kim & Moon, 2025a; T. Le Tan et al., 2024). Second, a theoretical gap concerns dominance versus cue-driven repurchase: many studies model satisfaction as a mediator without establishing whether mediation is the dominant pathway. In high-substitutability and promotion-intensive environments, repurchase intention may be shaped by immediate fairness and relationship cues—potentially operating as credibility and uncertainty-reduction signals—even when satisfaction does not fully function as the primary engine of retention. Clarifying whether

satisfaction is dominant matters because it determines what managers should prioritise: experience design and recovery systems versus moment-of-choice reassurance through fairness governance and relational signals.

This study addresses these gaps by examining whether price fairness and electronic relationship drive repurchase intention primarily through customer satisfaction or alongside it via direct effects. Using a cross-sectional survey of Shopee customers (N≈200) and PLS-SEM, we estimate direct paths to repurchase intention and indirect effects via satisfaction, with mediation strength assessed through effect decomposition (Do et al., 2025; Teo et al., 2025).

The study makes three contributions. First (mechanism contribution), it advances digital marketing and consumer psychology by positioning customer satisfaction as an experience engine (dominant pathway) that translates marketplace cues into repurchase intention in platform commerce (Lu et al., 2025; Oliver, 1980). Second (governance contribution), it strengthens the marketing–management intersection by operationalising electronic relationship as a governable relationship infrastructure embedded in platform-mediated interactions—relevant to service standards, dispute handling, and recovery policies—rather than purely interpersonal exchange (Morgan, 1994; Wulandari et al., 2025). Third (fairness reconceptualization), it reframes price fairness as a credibility/acceptability cue and procedural-risk guardrail in promotion-saturated marketplaces with complex pricing and fee structures, highlighting the managerial importance of transparency and rule consistency (Adams, 1965; Campbell et al., 2025; M. G. Kim & Moon, 2025b). The remainder of the paper develops hypotheses, outlines the research design and measures, reports results for the measurement and structural models, and discusses implications for theory and actionable marketplace channel strategies.

Conceptual Background & Hypotheses

Marketplace as a marketing channel in Asia–Pacific

Online marketplaces in the Asia–Pacific operate as digital marketing channels that coordinate value creation and delivery across a multi-actor ecosystem of platform, sellers, and logistics/service partners. Unlike traditional retail channels where a focal firm largely controls pricing and service standards, marketplaces rely on platform rules to structure search, comparison, payment, fulfilment visibility, and dispute resolution, positioning the platform as a market-facing coordination and governance layer. As a result, customers evaluate not only products and sellers but also channel-level signals—fairness, reliability, and responsiveness—that indicate whether the marketplace can consistently deliver value under intense competition and rapid switching (Mahadevan & Shainesh, 2024; Pelton et al., 2016; Tuan & Doan, 2025). (Jean-Charles Rochet, 2003; Kropf et al., 2025; Metehan et al., 2025).

Value delivery in marketplaces is logistics-enabled and quality-sensitive. Fulfilment speed, tracking transparency, return convenience, and service recovery shape whether the channel is perceived as dependable and worth repeating. These outcomes are governed through platform policies that standardise service expectations (e.g., response-time rules, escalation pathways, refund/return standards, and dispute mechanisms) and align seller and logistics performance with customer experience objectives. This governance logic is especially salient in the Asia–Pacific's mobile-first and promotion-intensive environment, where dense seller competition increases substitutability and makes retention contingent on credible channel signals and consistent recovery quality—not merely on episodic price promotions (Maduwinarti et al., 2025; McKee et al., 2023).

To avoid a generic marketplace model, we distinguish three related constructs that are often conflated. E-service quality captures perceived service performance of the digital channel (e.g., efficiency, system reliability, support effectiveness). Trust reflects a belief state about the platform ecosystem's reliability and integrity under uncertainty. In contrast, electronic

relationship is defined as platform-mediated relational continuity signals—responsiveness, assurance, and service recovery—that communicate commitment and reliability across repeated transactions. Electronic relationship is therefore an infrastructure experience across episodes and is governable, because platforms can design and standardise it through service-level rules, recovery scripts, escalation protocols, and dispute-handling procedures. This separation clarifies the subsequent hypotheses by positioning electronic relationship as a governance-enabled continuity mechanism, distinct from one-off performance evaluations (e-service quality) and belief-based confidence (trust).

Price fairness → customer satisfaction

Price fairness reflects a customer's judgement that the price paid is reasonable and justified given expectations and comparable transactions. From an equity perspective, customers compare perceived inputs (money, time, effort, risk) with received outcomes; perceived imbalance triggers negative affect and poorer evaluations (Adams, 1965). In digital marketplaces, fairness judgements are shaped not only by the displayed item price but by the pricing architecture of electronic commerce: voucher eligibility and stacking rules, shipping subsidies, platform fees, seller-driven price dispersion, and the transparency of the total checkout price. Accordingly, fairness perceptions derive from outcome fairness (price relative to value), procedural fairness (how prices, fees, and discounts are set and communicated), and consistency across sellers, time, and customer segments (Dwivedi & McDonald, 2025; M. G. Kim & Moon, 2025b; J. Tan et al., 2025; Xia et al., 2004).

In promotion-intensive marketplaces, prices are highly dynamic and discounts are ubiquitous, which can shift fairness from a continuous satisfaction enhancer to a baseline acceptability condition. Customers often treat "fair enough" pricing as normal and update satisfaction mainly when fairness is violated through salient pricing-rule shocks, such as unclear voucher conditions, unexpected fees, or discrepancies between displayed and checkout totals. This threshold-like pattern implies that fairness compliance may yield limited incremental gains once acceptability is met, whereas perceived unfairness can sharply depress evaluations by triggering suspicion, regret, and opportunism attributions. Nevertheless, when platforms enforce consistent pricing rules and provide transparent breakdowns of fees and discounts, fairness can still support favourable post-purchase evaluations by reducing perceived procedural risk. Accordingly, we propose:

H1. *Price fairness positively influences customer satisfaction.*

Electronic relationship → customer satisfaction (H2)

In platform marketplaces, repeat buying can be driven by two competing logics: an experience-based evaluation built after the transaction (customer satisfaction) versus moment-of-choice cues used during purchase decisions (e.g., fairness and relationship signals that reduce uncertainty). This distinction matters because it clarifies whether retention is primarily "earned" through end-to-end experience delivery or "triggered" by cue-based reassurance at the point of choice (Morgan, 1994; Oliver, 1980; Xia et al., 2004). In promotion-intensive environments with high substitutability, platforms often compete on short-term cues (discounts, vouchers, price displays), yet sustained repurchase may depend more on whether the marketplace repeatedly delivers a smooth, low-friction experience—especially when problems occur (Parasuraman, 1988; Reichheld, 1996).

In this study, electronic relationship refers to platform-mediated relational continuity signals formed through repeated digital interactions—responsiveness, assurance, and service recovery—that communicate reliability and support across episodes (Pratama et al., 2025; Terason et al., 2025). This is not an interpersonal relationship with a single employee; it is a relationship infrastructure embedded in marketplace operations.

Because marketplaces are multi-actor systems, the electronic relationship is distinct from e-service quality and trust: e-service quality reflects perceived service performance, while trust is a belief about reliability and integrity. Electronic relationship captures the continuity of supportive signals across episodes that can generate trust yet extends beyond trust by emphasising governed responsiveness and recovery (Lolemo & Pandya, 2025; Pereira et al., 2025). Accordingly, higher electronic relationship should increase customer satisfaction in online marketplaces.is infrastructure can be governed through response-time standards, escalation pathways, dispute-handling rules, and consistent recovery scripts that shape how support is delivered across sellers and logistics/service partners. Relationship marketing theory suggests that consistent supportive exchanges reduce uncertainty and perceived effort, making the exchange easier to interpret as safe and worthwhile, thereby improving post-purchase evaluations (Morgan, 1994). In practice, these cues materialise through chat responsiveness, complaint handling, after-sales support, and platform-managed refund/dispute processes that shape whether customers feel respected and protected (Chotisarn & Phuthong, 2025; Ghosh et al., 2025; Saxena & Thakur, 2024). As these cues accumulate—particularly during service failures and recovery—customers are more likely to evaluate the overall experience favourably, increasing satisfaction.

Electronic relationship is distinct from e-service quality and trust: e-service quality reflects perceived service performance, while trust is a belief about reliability and integrity. Electronic relationship captures the continuity of supportive signals across episodes that can generate trust yet extends beyond trust by emphasising governed responsiveness and recovery (Lolemo & Pandya, 2025; Pereira et al., 2025). Accordingly, higher electronic relationship should increase customer satisfaction in online marketplaces.

H2. *Electronic relationship positively influences customer satisfaction.*

Direct effects on repurchase intention (H3–H4)

Repurchase intention in online marketplaces can be shaped not only by post-purchase satisfaction but also by moment-of-choice cues that reduce uncertainty when customers face abundant alternatives. Price fairness can influence repurchase intention directly when it functions as a credibility and acceptability cue, signalling transparent pricing, consistent rules, and a low likelihood of hidden costs or checkout surprises (Hui et al., 2025; Richey et al., 2007; Xia et al., 2004). In promotion-intensive marketplaces with dynamic pricing, however, fairness may operate largely as an acceptability threshold: unfairness triggers avoidance and defection, whereas "fair enough" pricing may not, by itself, create a strong incremental push to repurchase (Gemala et al., 2026; Senali et al., 2024). Nevertheless, when customers interpret fair pricing as a channel-level credibility signal, a direct association with repurchase intention remains theoretically plausible.

Electronic relationship may also shape repurchase intention as a cue-based mechanism. Responsiveness, assurance, and effective problem resolution can reduce perceived effort and uncertainty in future purchases, increase familiarity with platform processes, and dampen switching motivation (Afinia & Tjahjaningsih, 2024; Dash et al., 2025; Morgan, 1994). Yet in high-choice platform environments where switching is easy, relational continuity signals are expected to translate into repurchase intention primarily by improving end-to-end evaluations (customer satisfaction), rather than operating as an automatic direct driver. Accordingly, we posit the following direct relationships alongside the satisfaction pathway:

H3. *Price fairness positively influences repurchase intention.*

H4. *Electronic relationship positively influences repurchase intention.*

Customer satisfaction → repurchase intention (H5)

Customer satisfaction reflects an overall post-purchase evaluation formed by comparing expectations with the realised marketplace experience (Oliver, 1980). In online marketplaces, satisfaction is inherently end-to-end and channel-level, capturing not only product performance but also search and checkout convenience, delivery coordination, and post-purchase support within a platform–seller–logistics ecosystem (Abdella & Indradewa, 2024; Hui et al., 2025). When the experience meets or exceeds expectations, customers update their assessment that the marketplace is a dependable channel, which reduces uncertainty and perceived effort in future purchases and lowers the motivation to switch or re-search alternatives (AlSokkar et al., 2024; Pereira et al., 2025; Van Hummel & Russell-Bennett, 2025). In promotion-intensive settings with high substitutability, this evaluative "experience engine" becomes especially important because it stabilises repeat buying beyond short-term promotional cues. Accordingly, satisfaction should be a proximal and robust predictor of repurchase intention in marketplace settings.

H5. *Customer satisfaction positively influences repurchase intention.*

Mediation logic: satisfaction mechanisms and "dominance" (H6–H7)

This study moves beyond simply testing mediation by clarifying whether repurchase intention in a promotion-intensive marketplace is formed mainly through an experience-based evaluation (customer satisfaction) or can be sustained by moment-of-choice cues (fairness and relational signals) without a strongly consolidated satisfaction judgement (Hussin et al., 2025; Iffan et al., 2024). In other words, we examine whether satisfaction operates as the primary "experience engine" translating marketplace cues into retention, or whether cues can exert meaningful influence on repeat buying directly as credibility and uncertainty-reduction signals.

Price fairness can strengthen satisfaction by reducing perceived injustice, regret, and suspicion about the pricing architecture (e.g., fee disclosure and discount-rule transparency), thereby improving post-purchase evaluations (Adams, 1965; Xia et al., 2004). Electronic relationship—conceptualised as platform-mediated relational continuity signals (responsiveness, assurance, and service recovery)—can also enhance satisfaction by lowering friction and perceived risk across the end-to-end journey, particularly when problems occur and recovery quality becomes salient (Agritika et al., 2024; Lolemo & Pandya, 2025; Morgan, 1994). If the indirect pathways through satisfaction account for most of the overall influence on repurchase, retention is primarily experience-driven, implying that platforms should prioritise governance investments that standardise relationship infrastructure (response standards, escalation pathways, recovery consistency, and dispute handling) rather than relying on promotional intensity alone. If meaningful direct effects remain, repurchase is more cue-driven at the point of choice, highlighting the role of fairness credibility and relational reassurance signals in repeat buying decisions (Chatzoglou et al., 2022; Iffan et al., 2024).

H6. *Customer satisfaction mediates the relationship between price fairness and repurchase intention.*

H7. *Customer satisfaction mediates the relationship between electronic relationship and repurchase intention.*

Conceptual framework of the study

To synthesise the arguments above, **Figure 1** presents the conceptual framework tested in this study. The model specifies price fairness and electronic relationship as complementary drivers of marketplace repurchase intention. Both drivers are expected to influence customer satisfaction, which represents the overall post-purchase evaluation. The framework also includes direct paths from price fairness and electronic relationship to repurchase intention, recognising that repeat buying may be influenced by moment-of-choice cues even when

satisfaction is not the only route. This specification allows us to contrast an experience-based "satisfaction engine" against cue-based direct effects in shaping repurchase intention.

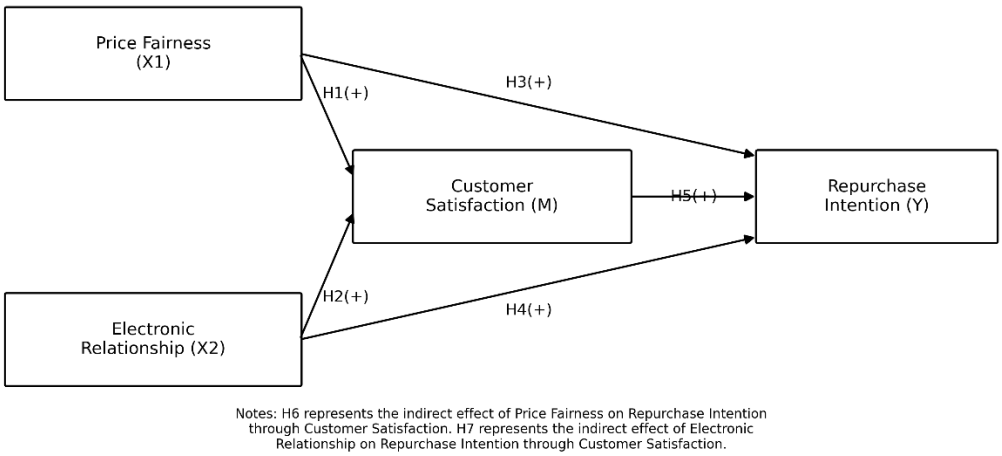

Figure 1. Conceptual framework: dominance versus direct-effect pattern in marketplace repurchase intention.

Price fairness and electronic relationship influence repurchase intention directly and indirectly via customer satisfaction.

METHOD

Research design & setting (Shopee)

This study employs a quantitative, explanatory design using a cross-sectional online survey to test the proposed relationships among Price Fairness (X1), Electronic Relationship (X2), Customer Satisfaction (M), and Repurchase Intention (Y) in an online marketplace context. The research setting is Shopee in Indonesia (Asia–Pacific), selected because it represents a scaled electronic commerce infrastructure where platform rules coordinate multiple actors (sellers and logistics/service partners) and standardise customer-facing processes such as interaction, complaint handling, and recovery. The unit of analysis is the individual customer—an end-user who has completed at least one Shopee transaction and can evaluate pricing perceptions, platform-mediated relationship experiences (e.g., responsiveness, assurance, and service recovery), satisfaction, and repurchase intention.

Data were collected via an online survey from February to August 2025. To reduce retrospective bias, respondents were instructed to answer with reference to their most recent Shopee transaction. The marketplace architecture of Shopee—dynamic pricing and promotions, heterogeneous sellers, and platform-based interaction and dispute/refund features—provides an appropriate context for examining how fairness judgements and platform-mediated relational continuity cues translate into end-to-end satisfaction and continued purchasing.

Given the self-reported, single-source design, we implemented procedural and statistical remedies to mitigate common method bias. Procedurally, the questionnaire assured respondent anonymity, emphasised that there were no right or wrong answers, and anchored responses to the most recent transaction to improve accuracy and reduce evaluation ambiguity. We also included an attention check to strengthen response quality. Statistically, we assessed common method bias using the full collinearity approach (variance inflation factors) to examine whether a single latent source was likely to inflate observed relationships.

Sampling, screening, and ethics

Respondents were recruited using a non-probability convenience approach through online recruitment in Indonesia, primarily via invitations posted in consumer communities and social media channels. The survey link directed participants to a mandatory screening section before accessing the main questionnaire. To strengthen sample credibility, we applied behaviour-based eligibility criteria to ensure participants were active Shopee users with recent and relevant experience. Respondents were required to (1) have purchased on Shopee at least twice in the last three months, (2) have completed their most recent Shopee transaction within the last 30 days to minimise recall bias, (3) be at least 18 years old, and (4) have sufficient familiarity with Shopee's pricing and platform interaction features (discount rules, checkout totals, communication/support, and refund/dispute processes) to evaluate the study constructs. These criteria anchored responses to recent purchasing behaviour rather than general attitudes.

Several procedures were implemented to improve response quality and mitigate common method bias. Participation was anonymous, the questionnaire emphasised that there were no right or wrong answers, and items were answered with reference to the most recent transaction (procedural remedies). An attention-check item (e.g., "To confirm you are paying attention, please select 'Agree' for this statement") was included and responses failing the check were excluded. Duplicate-response control was implemented through a single-submission setting and additional screening for suspicious duplicates (identical response patterns and abnormal completion times). Incomplete questionnaires and responses not meeting the screening criteria were removed. After data cleaning, the final analytic sample comprised 200 valid responses.

Given the cross-sectional, self-reported design, we also implemented statistical diagnostics and robustness checks. Common method bias was assessed using the full collinearity approach (variance inflation factors) to evaluate whether a single latent source was likely to inflate observed relationships. To address alternative explanations and endogeneity concerns that may arise in observational survey data, we position the analysis as prediction-oriented and evaluate out-of-sample predictive performance using PLSpredict, comparing prediction errors against a linear model benchmark. This step provides additional evidence that the model captures meaningful variance in repurchase intention beyond in-sample fit.

Measurement was contextualised to the Indonesian marketplace setting. Items were translated using a translation/back-translation procedure, and wording was adapted to reflect mobile-first purchasing habits and promotion-intensive marketplace practices (e.g., vouchers, dynamic pricing, and platform-managed dispute/refund features) common in Indonesia. This contextualisation helps ensure content validity and respondent comprehension in the focal setting.

Ethical procedures followed standard survey research practice. Participation was voluntary and anonymous, no personally identifying information was collected, and respondents received a brief explanation of the study purpose, confidentiality assurances, estimated completion time, and their right to withdraw at any point, after which they provided informed consent electronically.

Measures & instrument development

All constructs were measured using established multi-item scales and adapted to the Shopee marketplace context. Items were rated on a five-point Likert scale (1 = strongly disagree; 5 = strongly agree). Adaptation focused on replacing generic online shopping terms with Shopee-specific marketplace language while preserving construct meaning, particularly the platform's pricing architecture (discount rules, fees, and checkout totals) and platform-mediated interaction/recovery features.

To enhance clarity and face validity, the instrument was pilot-tested with 30 Shopee users in Indonesia. Based on feedback, minor wording refinements were made to improve readability

and contextual fit (e.g., simplifying ambiguous phrases and aligning terms with common Shopee usage). The questionnaire was administered in Indonesian. Items were translated using translation and back-translation by two bilingual academics to ensure semantic equivalence. For price fairness and electronic relationship, minor wording adjustments were made to reflect marketplace-specific features (checkout totals/fees and dispute-recovery processes) while retaining the original construct domain. The final measurement items, indicator codes, and original sources are reported in **Table 1**.

Table 1. Measurement constructs, indicator codes, items, and sources

Construct	Code	Indicator / Item (final wording)	Source
Price Fairness (X1)	PF1	The price I paid on Shopee was fair.	(Bolton et al., 2003; Haws & Bearden, 2006; Xia et al., 2004)
	PF2	The price I paid on Shopee was reasonable.	
	PF3	The final price at checkout (including fees/discounts) was clearly explained and felt acceptable.	
	PF4	Shopee's pricing and discount rules felt transparent and fair for the value I received.	
Electronic Relationship (X2)	ER1	Shopee provides timely and helpful responses when I need assistance.	((Deanna) Wang et al., 2007; Srinivasan et al., 2002)
	ER2	Shopee makes it easy for me to communicate and resolve transaction-related issues.	
	ER3	Shopee's support and recovery processes (e.g., complaints/refunds) make me feel protected as a customer.	
	ER4	Overall, Shopee builds a good ongoing relationship with customers through its online interactions and services.	
Customer Satisfaction (M)	CS1	Overall, I am satisfied with my shopping experience on Shopee.	(Bhattacherjee, 2001; Oliver, 1980, 2014)
	CS2	My experience on Shopee met my expectations.	
	CS3	I am pleased with the overall performance of Shopee during my purchase.	
	CS4	Overall, shopping on Shopee was a good decision for me.	
Repurchase Intention (Y)	RI1	I intend to purchase again from Shopee in the near future.	(Bhattacherjee, 2001; Hellier et al., 2003)
	RI2	I will continue using Shopee for my future purchases.	
	RI3	Shopee will remain my preferred choice when shopping online.	
	RI4	I am likely to keep buying on Shopee rather than switching to another platform.	

PLS-SEM procedure (SmartPLS 4)

We analysed the proposed model using partial least squares structural equation modelling (PLS-SEM) in SmartPLS 4. PLS-SEM is appropriate for this study because the model is

prediction-oriented, includes multiple latent constructs with mediation, and is estimated on a moderate sample size (N = 200). We followed a two-step procedure. First, the measurement model was assessed by examining indicator loadings, internal consistency reliability (Cronbach's alpha and composite reliability), convergent validity (average variance extracted), and discriminant validity (heterotrait–monotrait ratio). Second, the structural model was evaluated by checking collinearity (variance inflation factors), estimating path coefficients, and assessing explanatory power (R^2). Hypotheses and indirect effects were tested using non-parametric bootstrapping with 5,000 resamples. Mediation was evaluated based on the significance and magnitude of bootstrapped indirect effects, alongside the remaining direct effects, to contrast an experience-based "satisfaction engine" versus cue-based direct effects.

Given the observational, cross-sectional design, we also addressed common method bias and alternative explanations diagnostically. Common method bias was assessed using the full collinearity approach (variance inflation factors). To strengthen robustness and practical relevance beyond in-sample explanation, predictive validity was assessed using PLSpredict. We compared prediction errors (e.g., RMSE/MAE) for endogenous constructs against a linear model benchmark to evaluate whether the model provides incremental predictive utility for repurchase intention. As a supplementary global index, we report the standardised root mean square residual (SRMR) as an approximate fit indicator. Finally, to translate findings into actionable priorities for marketplace governance and experience management, we conducted an Importance–Performance Map Analysis (IPMA) for repurchase intention, identifying constructs with high total effects but comparatively lower performance.

Robustness & validity

To strengthen inference and address typical concerns in cross-sectional PLS-SEM studies, we conducted robustness and validity checks covering method bias and predictive performance. Common method bias was assessed using the full collinearity approach; variance inflation factors were inspected against recommended cut-offs to evaluate whether a single latent source was likely to inflate the relationships. Predictive relevance was examined using Stone–Geisser's Q^2 for endogenous constructs. In addition, we assessed out-of-sample predictive performance using PLSpredict by comparing prediction errors (RMSE/MAE) against a linear model benchmark, with a specific focus on repurchase intention as the focal retention outcome. We report SRMR only as a supplementary approximate index (not as a primary model fit criterion in PLS-SEM). For managerial interpretability, we report IPMA results to identify constructs with high total effects but relatively lower performance. All robustness statistics are reported in the Results section to ensure transparency and replicability.

RESULT AND DISCUSSION

Respondent profile and descriptive statistics

The sample consisted of 200 active Shopee customers with recent purchasing experience. As shown in **Table 2** (Respondent profile, N = 200), respondents were predominantly female (55%), with the largest age group being 25–34 years (45%). Most participants held a bachelor's degree (54%). In terms of shopping behaviour, 46% reported purchasing 2–3 times in the last three months, and 42% completed their most recent transaction within the last seven days. These behavioural patterns confirm that the dataset represents active users with fresh transaction reference points, consistent with the screening criteria and suitable for modelling repurchase intention under realistic competitive conditions where switching is feasible.

Table 2. Respondent profile (N = 200)

Characteristic	Category	n	%
Gender	Male	86	43.0
	Female	110	55.0
	Prefer not to say	4	2.0
Age	18–24	48	24.0
	25–34	90	45.0
	35–44	46	23.0
	45+	16	8.0
Education	High school or below	28	14.0
	Diploma	34	17.0
	Bachelor's	108	54.0
	Postgraduate	30	15.0
Shopee purchase frequency (last 3 months)	2–3 times	92	46.0
	4–6 times	70	35.0
	7+ times	38	19.0
Last transaction recency	≤7 days	84	42.0
	8–14 days	66	33.0
	15–30 days	50	25.0

At the construct level, perceptions were generally positive, with mean scores ranging from 3.62 to 3.84 on a five-point scale (**Table 3**). Electronic Relationship showed the highest overall mean, while Customer Satisfaction was comparatively lower, indicating room for improvement despite broadly favourable evaluations. Price Fairness also showed a relatively high mean, consistent with promotion-intensive marketplace settings where "fair enough" pricing may be treated as a baseline expectation. Dispersion was moderate across constructs, indicating sufficient variability for subsequent PLS-SEM estimation.

Table 3. Descriptive statistics (construct-level, 5-point Likert; N = 200)

Construct	Mean (avg items)	SD (range across items)	Mean item range
Customer Satisfaction (CS)	3.62	0.67–0.80	3.44–3.79
Electronic Relationship (ER)	3.84	0.67–0.76	3.75–3.93
Price Fairness (PF)	3.75	0.63–0.71	3.65–3.84
Repurchase Intention (RI)	3.71	0.74–0.92	3.44–3.90

These descriptive patterns provide an appropriate basis for assessing the measurement properties and testing the structural relationships proposed in the conceptual framework.

Measurement model

The reflective measurement model demonstrated satisfactory reliability and validity. For transparency, the SmartPLS outer model output (including indicator loadings) is reported in **Appendix A (Figure A1**). All indicators loaded on their intended constructs, with outer loadings ranging from 0.779–0.844 for Customer Satisfaction, 0.847–0.894 for Electronic Relationship, 0.810–0.884 for Price Fairness, and 0.767–0.883 for Repurchase Intention, indicating adequate indicator reliability. As all loadings exceeded the 0.70 criterion, no item was removed.

Internal consistency reliability and convergent validity were supported (**Table 4**). Composite reliability ranged from 0.883 to 0.926 and average variance extracted (AVE) from 0.653 to 0.759 across constructs, meeting recommended thresholds and indicating that the measures capture sufficient variance in their intended latent constructs.

Table 4. Construct reliability and convergent validity

Construct	Cronbach's α	Composite reliability (ρc)	AVE
Customer Satisfaction (M)	0.823	0.883	0.653
Electronic Relationship (X2)	0.894	0.926	0.759
Price Fairness (X1)	0.871	0.912	0.721
Repurchase Intention (Y)	0.850	0.899	0.691

Discriminant validity was assessed using the heterotrait–monotrait ratio (HTMT) (**Table 5**). All construct pairs were below the conservative 0.90 threshold, supporting adequate construct distinctiveness. The highest HTMT value was observed between Customer Satisfaction and Repurchase Intention (0.873), which is conceptually expected given that satisfaction is a proximal antecedent of behavioural intention, yet the value remains within acceptable limits and does not indicate problematic overlap.

Table 5. HTMT ratios

	CS (M)	ER (X2)	PF (X1)	RI (Y)
CS (M)	—			
ER (X2)	0.734	—		
PF (X1)	0.632	0.838	—	
RI (Y)	0.873	0.682	0.678	—

Structural model and hypothesis testing

The structural relationships among constructs are summarised in **Figure 2**, which reports standardised path coefficients (β) with bootstrapped significance testing (5,000 resamples). Before interpreting the structural paths, collinearity among predictors was examined at the inner (structural) model level using variance inflation factors (VIF) obtained from the PLS algorithm (**Table 6**). All inner VIF values were below the conservative threshold of 3.3, indicating no multicollinearity concerns and supporting the robustness of the estimated path coefficients.

Table 6. Inner VIF values (structural model collinearity assessment)

Endogenous construct	Predictor	VIF
Customer Satisfaction (M)	Price Fairness (X1)	2.168
Customer Satisfaction (M)	Electronic Relationship (X2)	2.168

Endogenous construct	Predictor	VIF
Repurchase Intention (Y)	Price Fairness (X1)	2.207
Repurchase Intention (Y)	Electronic Relationship (X2)	2.630
Repurchase Intention (Y)	Customer Satisfaction (M)	1.698

Figure 2 provides a visual overview of the model results, while **Table 7** reports direct effects. Overall, the findings indicate an experience-based "satisfaction engine" as the dominant pathway to retention. Customer Satisfaction is the strongest proximal driver of Repurchase Intention ($\beta = 0.707$, $p < 0.001$). Electronic Relationship has a strong and significant association with Customer Satisfaction ($\beta = 0.522$, $p = 0.001$), but its direct path to Repurchase Intention is effectively zero and not significant ($\beta = -0.002$, $p = 0.980$). This pattern indicates that electronic relationship—conceptualised as platform-mediated relationship infrastructure—supports repurchase primarily by shaping end-to-end satisfaction rather than triggering repeat buying directly at the moment of choice.

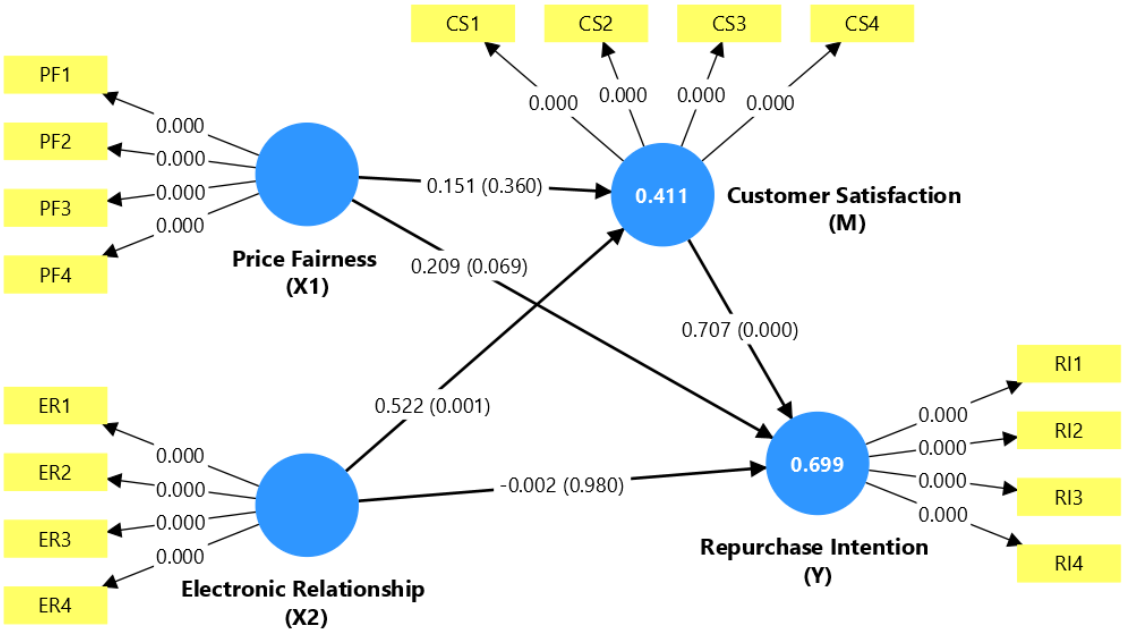

Figure 2. Structural model results (SmartPLS 4). Standardized path coefficients (β) are shown with bootstrapped significance based on 5,000 resamples.

For Price Fairness, the path to Customer Satisfaction is positive but not significant ($\beta = 0.151$, $p = 0.360$), whereas the direct path to Repurchase Intention is small and marginal ($\beta = 0.209$, $p = 0.069$). Consistent with the boundary logic in promotion-intensive marketplaces, this pattern aligns with a threshold/credibility interpretation: fairness may be more salient as an acceptability safeguard at the point of choice (e.g., avoiding perceived unfairness or hidden costs) than as a continuous driver of post-purchase satisfaction when "fair enough" pricing is already the baseline.

Table 7. Structural model results and hypothesis testing (direct effects)

Hypo-thesis	Path	β	t	p	Decision
H1	Price Fairness (X1) → Customer Satisfaction (M)	0.151	0.915	0.360	Not supported
H2	Electronic Relationship (X2) → Customer Satisfaction (M)	0.522	3.229	0.001	Supported
H3	Price Fairness (X1) → Repurchase Intention (Y)	0.209	1.819	0.069	Weak support ($p < 0.10$)
H4	Electronic Relationship (X2) → Repurchase Intention (Y)	−0.002	0.026	0.980	Not supported
H5	Customer Satisfaction (M) → Repurchase Intention (Y)	0.707	7.294	<0.001	Supported

The model explains substantial variance in the endogenous constructs (**Table 8**). The explained variance was $R^2 = 0.411$ for Customer Satisfaction and $R^2 = 0.699$ for Repurchase Intention, indicating strong explanatory power for repurchase behaviour in this marketplace context.

Table 8. Coefficient of determination (R^2)

Endogenous construct	R^2	Adjusted R^2
Customer Satisfaction (M)	0.411	0.399
Repurchase Intention (Y)	0.699	0.690

Effect size estimates further clarify practical relevance (**Table 9**). Customer Satisfaction makes a large contribution to Repurchase Intention ($f^2 = 0.978$), while Electronic Relationship has a moderate effect on Customer Satisfaction ($f^2 = 0.213$). Price Fairness shows small effects on both Customer Satisfaction ($f^2 = 0.018$) and Repurchase Intention ($f^2 = 0.066$), supporting the view that fairness is less of an experience "engine" than relationship infrastructure and satisfaction in this setting.

Table 9. Effect sizes (f^2)

Predictor	Outcome	f^2
Customer Satisfaction (M)	Repurchase Intention (Y)	0.978
Electronic Relationship (X2)	Customer Satisfaction (M)	0.213
Electronic Relationship (X2)	Repurchase Intention (Y)	0.000
Price Fairness (X1)	Customer Satisfaction (M)	0.018
Price Fairness (X1)	Repurchase Intention (Y)	0.066

Mediation was tested using bootstrapped indirect effects (5,000 resamples) and is reported in **Table 10.** Electronic Relationship showed a significant indirect effect on Repurchase Intention via Customer Satisfaction ($\beta = 0.369$, $p = 0.008$), supporting H7. Together with the non-significant direct path from Electronic Relationship to Repurchase Intention (Table 7), this indicates that electronic relationship influences repurchase primarily through satisfaction formation—consistent with a satisfaction-dominant "experience engine" mechanism. By contrast, the indirect effect of Price Fairness via satisfaction was not significant ($\beta = 0.107$, $p = 0.323$); therefore, H6 was not supported. This pattern suggests that in a promotion-intensive marketplace, fairness is less tightly coupled to satisfaction and may operate more as a

credibility/acceptability safeguard at the point of choice rather than a satisfaction-building driver in the tested model.

Table 10. Indirect effects (bootstrapping 5,000 resamples)

Hypo-thesis	Indirect path	β	t	p	Decision
H6	Price Fairness (X1) → Customer Satisfaction (M) → Repurchase Intention (Y)	0.107	0.987	0.323	Not supported
H7	Electronic Relationship (X2) → Customer Satisfaction (M) → Repurchase Intention (Y)	0.369	2.653	0.008	Supported

Robustness checks (supplementary)

To strengthen robustness, supplementary diagnostics were examined to assess estimation stability and potential model discrepancy. Structural collinearity was within acceptable limits, with all inner VIF values ranging from 1.698 to 2.630, indicating that multicollinearity is unlikely to bias the estimated relationships. The model also demonstrates strong explanatory adequacy, explaining 69.9% of the variance in Repurchase Intention ($R^2 = 0.699$; Adj. $R^2 = 0.690$) and 41.1% in Customer Satisfaction ($R^2 = 0.411$; Adj. $R^2 = 0.399$). As supplementary information (not primary fit evidence in PLS-SEM), the approximate discrepancy indices were SRMR = 0.086 for both saturated and estimated models, d_ULS = 1.008, d_G = 0.767, NFI = 0.694, and $\chi^2 = 399.667$, which are reported to provide additional transparency on model discrepancy.

Importance–Performance Map Analysis (IPMA)

To prioritise actionable levers for improving repurchase intention, we conducted an Importance–Performance Map Analysis (IPMA) with Repurchase Intention as the target construct. **Figure 3** plots construct importance (total effects on the target) against performance (0–100 rescaled latent variable scores), providing a managerial map of which mechanisms should be maintained versus improved.

Customer Satisfaction shows the highest importance for Repurchase Intention (total effect = 0.707) and the highest performance, placing it in a "maintain and leverage" position. This result is consistent with the satisfaction-dominant mechanism identified in the structural model: retention in this marketplace is primarily driven by the end-to-end experience evaluation. Electronic Relationship has moderate importance (0.367) but comparatively lower performance, positioning it as the most actionable improvement lever. In governance terms, this supports prioritising investments in platform-mediated relationship infrastructure—response-time standards, escalation pathways, and consistent recovery/dispute handling—because improving this infrastructure is likely to lift satisfaction and, in turn, repurchase intention. Price Fairness shows lower importance (0.316) and the lowest performance. This suggests that fairness improvements may deliver smaller incremental gains in repurchase intention than experience-focused levers; nevertheless, fairness governance remains essential as a credibility/acceptability safeguard (e.g., transparent fee disclosure and consistent discount rules) to prevent defection in promotion-intensive settings.

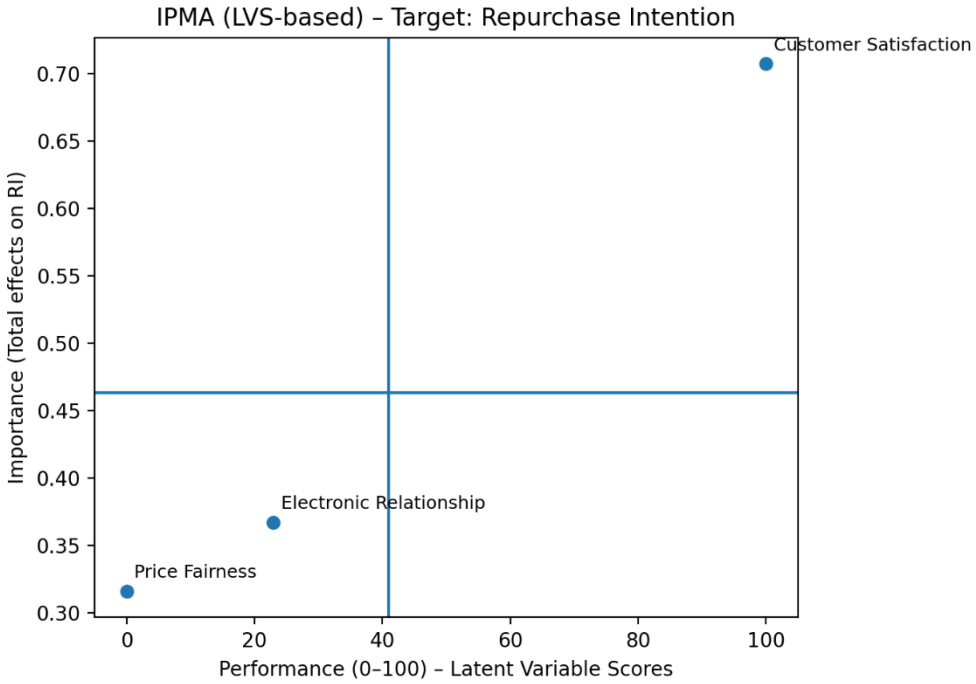

Figure 3. IPMA (LVS-based) – Target: Repurchase Intention.

The figure plots construct importance (total effects on Repurchase Intention) against construct performance (0–100 rescaled latent variable scores). Constructs in the high-importance/low-performance quadrant indicate priority improvement areas, while high-importance/high-performance constructs should be maintained and leveraged.

Discussion

Summary of key findings

This study clarifies how customers form repurchase intentions in a promotion-intensive Asia–Pacific marketplace context. The results show that customer satisfaction is the strongest driver of repurchase intention, indicating that repeat buying is primarily experience-driven rather than purely transactional. Electronic relationship—capturing platform-enabled responsiveness, support, and assurance cues—significantly increases satisfaction but does not influence repurchase intention directly, highlighting satisfaction as the key transmission mechanism. Importantly, price fairness does not significantly predict customer satisfaction, suggesting that in promotion-heavy marketplaces fairness often operates as a baseline acceptability condition rather than a reliable satisfaction-building mechanism. Consistent with this pattern, the direct effect of price fairness on repurchase intention is modest and marginal ($p = 0.069$), indicating a cue-like role that is weaker than the satisfaction pathway.

Theoretical implications for digital marketing & platform management

The findings offer three theoretical implications at the intersection of digital marketing and platform management.

1) Marketplace retention as a governed experience system. Repurchase intention in promotion-intensive marketplaces is best explained as an outcome of a governed experience system rather than a simple function of transactional value or promotional intensity. The strong effect of customer satisfaction on repurchase intention indicates that retention is primarily shaped by the reliability of the end-to-end journey coordinated by platform rules and multi-actor service delivery.
2) Relationship infrastructure as a platform capability (standardised across sellers). Electronic relationship is reframed as platform-mediated relationship infrastructure—a governable

capability created through responsiveness, assurance, and service recovery embedded in the platform–seller–service ecosystem. This shifts electronic relationship from a "soft" interpersonal perception toward an organisational mechanism that platforms can design and standardise via service-level rules, escalation pathways, and recovery protocols across heterogeneous sellers.

3) Fairness as a procedural risk/credibility guardrail in promo markets. In promotion-heavy environments, price fairness is better positioned as a procedural risk and credibility guardrail than as a consistent satisfaction-building mechanism. The results indicate that fairness plays a more limited role in satisfaction formation, supporting a theoretical view in which fairness governance primarily protects the channel from defection risk when pricing rules and fees are perceived as opaque or inconsistent (elaborated in Section 5.3).

Price fairness as a credibility and procedural-risk cue in promotion-intensive marketplaces

The results suggest that price fairness in promotion-intensive marketplaces is best interpreted as a credibility and procedural-risk cue rather than a consistent driver of customer satisfaction. While equity logic implies that perceived unfairness can harm evaluations, the non-significant indirect effect via satisfaction indicates that "fair enough" pricing may be treated as a baseline expectation in this context.

Fairness becomes most salient when it is violated. Fairness shocks—such as opaque fees, unclear discount rules, or inconsistent pricing across sellers and time—can signal procedural risk in the channel. These perceptions extend beyond the price level itself by raising suspicion about hidden costs, the integrity of platform rules, and the reliability of the transaction process. In platform commerce, these concerns are closely tied to governance (e.g., whether charges are disclosed early, whether promotions are applied consistently, and whether dispute/refund processes protect customers), meaning that pricing perceptions can undermine repeat buying even when product outcomes are acceptable.

Consistent with this logic, price fairness shows a modest, marginal direct association with repurchase intention ($p = 0.069$), suggesting that fairness operates as an acceptability/credibility cue at the point of choice rather than through satisfaction formation. Accordingly, fairness governance is strategically important as a defection-prevention mechanism: transparent fee disclosure, clear promotion rules, and consistent pricing communication reduce procedural-risk perceptions and protect retention in high-choice environments.

Resource allocation logic

These insights translate into a clear resource allocation logic for digital marketplaces at the intersection of platform operations and marketing strategy. When satisfaction is the dominant mechanism, improving repurchase intention depends on strengthening the experience system customers remember across the journey. This shifts managerial attention from short-term transaction stimulation to operationally governed performance: response-time reliability, first-contact resolution, consistent escalation handling, and dependable after-sales execution (refunds/returns and dispute management). In this view, electronic relationship is not a "soft" relational asset; it is a platform-level capability that can be designed, standardised, and monitored through service governance and seller enablement.

Accordingly, platforms should treat electronic relationship as governable infrastructure by setting service-level rules, embedding support tools, and aligning seller incentives with responsiveness and recovery quality, while sellers reduce friction through timely communication and effective service recovery. At the same time, the weak satisfaction pathway for price fairness indicates that promotion intensity alone is insufficient as a retention strategy.

Pricing should be managed as a credibility and risk-control mechanism: transparent fee disclosure, consistent discount logic, and predictable pricing communication reduce fairness shocks that can trigger switching in high-choice environments. Overall, the results suggest a practical prioritisation rule: allocate resources primarily to relationship-enabled experience governance to build satisfaction-driven repurchase, while using fairness governance as a safeguard that protects repeat buying from defection risks. This logic informs the playbooks in Section 6.

Managerial implications

Relationship Infrastructure Playbook (Satisfaction Engine)

Because electronic relationship influences repurchase intention primarily through customer satisfaction, platforms and sellers should treat relationship-building as governable service infrastructure rather than ad-hoc communication.

Operational actions

1. SLA response time: Set clear response-time targets for seller chat and support (e.g., first reply within X minutes/hours) and monitor compliance consistently.
2. Escalation rules: Define a tiered escalation ladder for complaints (seller → platform support → specialised resolution team), with maximum handling times at each tier.
3. First-contact resolution (FCR): Standardise resolution scripts and decision trees (refund, replacement, partial compensation) to increase FCR and reduce repeated back-and-forth.
4. Service recovery scripts: Provide standard recovery messages and compensation logic for common failures (late delivery, damaged goods, wrong item), ensuring consistent tone and execution.
5. Assurance cues by design: Reinforce buyer protection clarity, tracking reliability, and predictable dispute/refund handling inside the interface and seller workflows.
6. Selective personalisation: Use recommendations to reduce friction (faster search, relevant alternatives), prioritising accuracy and usefulness over volume.
7. Owner and governance
8. Platform sets rules and tooling; sellers execute. Tie incentives (visibility, badges) to SLA/FCR and recovery quality rather than only sales volume.

Fairness Governance Playbook (Credibility & Risk Control)

Given the weak satisfaction pathway, manage price fairness as a credibility and risk-control mechanism aimed at preventing defection from fairness shocks.

Operational actions:

1. Fee transparency: disclose all fees early (shipping add-ons, service fees, admin fees) and avoid late-stage price surprises at checkout.
2. Promo rule clarity: standardise voucher eligibility, limits, stacking rules, and expiry logic; communicate rules in plain language where the decision is made.
3. Price-change explainability: when prices move (dynamic pricing, surge promotions), provide simple explanation cues (e.g., “promo ended”, “shipping subsidy applied”) to reduce suspicion.
4. Consistency guardrails: flag abnormal price jumps, inconsistent pricing across similar listings, or frequent “bait-and-switch” patterns; apply penalties or warnings.
5. Fairness-shock prevention: prioritise removing “opaque mechanics” that generate regret (unclear rounding, hidden minimum spend, ambiguous shipping subsidies).
6. Seller pricing hygiene: encourage stable pricing logic (avoid sudden shifts), and maintain consistent discount framing (same base price, clear strike-through rules).

7. Risk lens:
8. Treat fairness shocks as procedural risk events: they erode trust in platform rules even when product quality is fine.

Metrics & dashboard (what to measure weekly)

To operationalise digital transformation and quality governance, track a compact dashboard that links actions to repurchase outcomes.

Core metrics

1. Satisfaction pulse: short post-transaction rating/CSAT by journey stage (checkout clarity, delivery, after-sales).
2. Complaint cycle time: time-to-resolution (median and 90th percentile) by issue type and seller tier.
3. Refund/dispute resolution time: refund approval time, dispute closure time, reopen rate.
4. SLA compliance: first-response time distribution, escalation compliance, FCR rate.
5. Fairness-shock tickets: volume and themes of fairness-related complaints (hidden fees, promo mismatch, price inconsistency), plus "checkout abandonment due to pricing" if available.

Prioritisation rule

1. Use the dashboard to target "high impact–low performance" areas. Consistent with IPMA, prioritize improvements in electronic relationship dimensions that show high importance but comparatively lower performance for repurchase intention.

Limitations and future research

This study is cross-sectional, which limits causal inference and captures perceptions at one point in time. The sample is drawn from Indonesia and a single marketplace platform (Shopee), which may limit generalisability to other Asia–Pacific settings, platforms, or product categories. Future research should replicate the model across categories and countries. Future studies should also test boundary conditions (e.g., transaction recency and purchase frequency) to identify when fairness becomes more consequential for retention outcomes.

Where possible, subsequent studies should combine survey perceptions with behavioural data from platform information systems (e.g., verified transaction histories, returns/refund records, complaint logs, and repeat-purchase outcomes) to strengthen inference, reduce common method concerns, and improve predictive validation. In addition, future work could leverage policy and governance changes as quasi-experiments—for example, changes in fee disclosure, promo eligibility rules, or dispute/refund procedures—to test how shifts in fairness transparency and recovery governance causally affect satisfaction formation and repurchase behaviour over time.

CONCLUSION

In Shopee's marketplace context in Indonesia, repurchase intention is primarily experience-driven. Customer satisfaction emerges as the strongest predictor of repeat buying, and electronic relationship affects repurchase mainly through satisfaction (full mediation), indicating that platform-mediated service and relationship cues matter most when they are consolidated into a favourable end-to-end experience. From a platform management perspective, this highlights the importance of governable relationship infrastructure—responsiveness, assurance, and recovery processes—as a core retention mechanism.

By contrast, price fairness does not reliably translate into satisfaction-based repeat buying; instead, price fairness shows a modest, marginal direct association with repurchase intention, suggesting that fairness functions more as an acceptability and credibility safeguard than as a dominant satisfaction pathway in promotion-intensive marketplaces. Accordingly, sustained

repurchase is best supported by investing in experience governance and reliable recovery systems, while fairness governance should prioritise transparency and consistency to reduce perceived procedural risk and prevent defection.

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Appendix A. SmartPLS 4 output for the measurement (outer) model

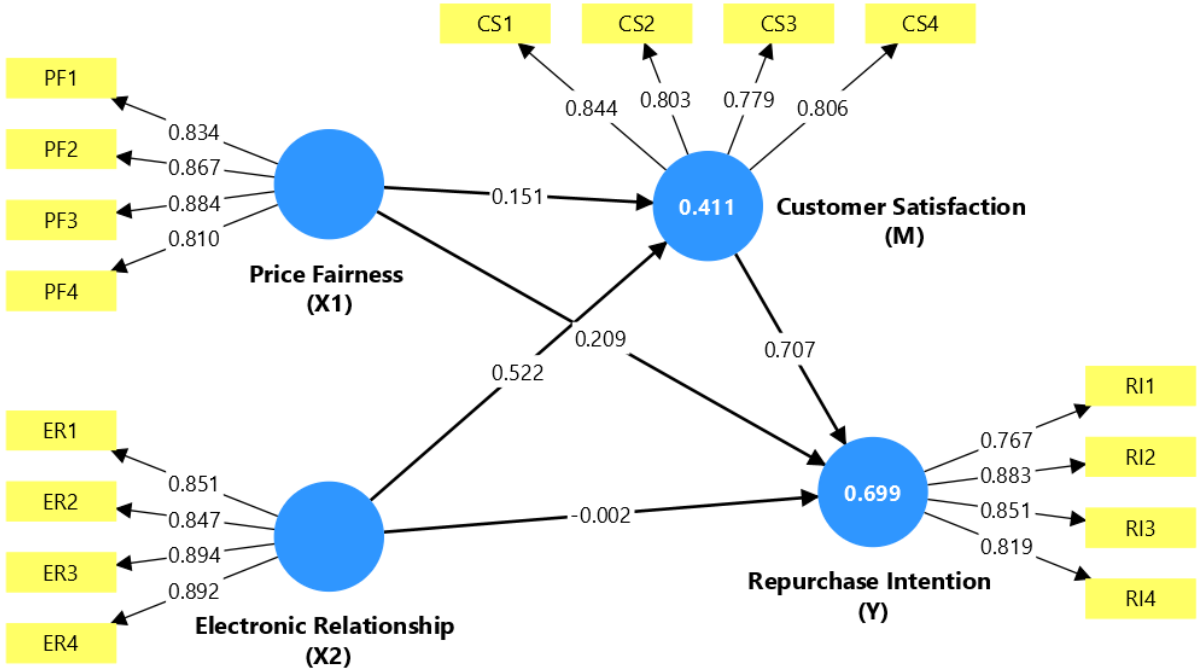

Figure A1. Measurement (outer) model output from SmartPLS 4

Note: The figure reports standardized outer loadings for the reflective indicators of Price Fairness (X1), Electronic Relationship (X2), Customer Satisfaction (M), and Repurchase Intention (Y). Full measurement model statistics (reliability, AVE, and discriminant validity) are reported in Tables 4–5.