



The Role of Quality Management in Customer Satisfaction in Fashion E-Commerce: A Literature Review

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Abstrak: Penelitian ini bertujuan untuk menganalisis peran manajemen kualitas dalam meningkatkan kepuasan pelanggan pada e-commerce fashion. Perkembangan e-commerce di Indonesia yang semakin pesat menyebabkan persaingan semakin ketat, sehingga kualitas produk dan layanan menjadi faktor utama dalam mempertahankan kepuasan pelanggan. Penelitian ini menggunakan metode kajian literatur dengan mengkaji jurnal ilmiah, buku, dan sumber terpercaya yang relevan dalam rentang waktu 5–7 tahun terakhir. Hasil kajian menunjukkan bahwa manajemen kualitas berpengaruh signifikan terhadap kepuasan pelanggan, yang tercermin dari kesesuaian produk dengan deskripsi, kemudahan penggunaan platform, kecepatan respons layanan, serta ketepatan pengiriman. Selain itu, kualitas produk dan layanan saling berkaitan dalam membentuk pengalaman pelanggan secara menyeluruh. Penerapan manajemen kualitas yang efektif tidak hanya meningkatkan kepuasan pelanggan, tetapi juga mendorong loyalitas serta keberlanjutan bisnis. Dengan demikian, manajemen kualitas menjadi strategi penting bagi pelaku e-commerce fashion dalam menghadapi persaingan pasar yang semakin kompetitif.

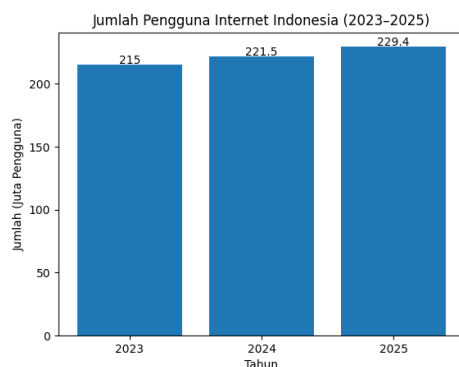
Kata kunci: Manajemen kualitas, Kepuasan pelanggan, E-commerce fashion, Kualitas layanan, Kualitas produk

Abstract: This study aims to analyze the role of quality management in improving customer satisfaction in fashion e-commerce. The rapid growth of e-commerce in Indonesia has intensified competition, making product and service quality key factors in maintaining customer satisfaction. This study employs a literature review method by examining relevant journals, books, and credible sources published within the last 5–7 years. The findings indicate that quality management has a significant effect on customer satisfaction, reflected in product conformity with descriptions, ease of platform use, responsiveness of services, and delivery accuracy. In addition, product quality and service quality are interrelated in shaping the overall customer experience. The implementation of effective quality management not only enhances customer satisfaction but also fosters customer loyalty and business sustainability. Therefore, quality management is a crucial strategy for fashion e-commerce businesses in facing increasingly competitive market conditions.

Keywords: Quality management, Customer satisfaction, Fashion e-commerce, Service quality, Product quality

INTRODUCTION

The development of digital technology has brought significant changes to the trade sector, particularly through the rapid growth of e-commerce in Indonesia. One of the most prominent sectors on these platforms is the fashion industry, which experiences high demand and is strongly influenced by continuously evolving trends ([Christian et al., 2025](#)). The increasing number of internet users has also accelerated this growth. According to data from [Cloud Computing ID \(2025\)](#), the number of internet users in Indonesia reached 229.4 million in 2025, with a penetration rate of 80.66%. This figure continues to show a significant increase compared to previous years, indicating the expanding potential of the digital market.



Source: ([Cloud Computing ID, 2025](#))

Figure 1: Internet user data in Indonesia

As the intensity of online shopping continues to increase, the level of competition among fashion e-commerce businesses has also risen significantly. In this context, the implementation of quality management becomes a crucial aspect in maintaining and improving customer satisfaction. Quality management does not only focus on product quality, but also encompasses service quality, the accuracy and speed of delivery processes, the consistency between product information or descriptions and the actual condition, as well as the convenience and ease experienced by users during transactions (Xu et al., 2020). Customer dissatisfaction in online shopping often arises due to discrepancies between initial expectations and the actual outcomes received after the transaction ([Rufano & Gervacio, 2025](#)).

Previous studies have generally examined product quality and service quality separately in

explaining customer satisfaction within e-commerce environments. Studies by [Rashid & Rasheed \(2024\)](#) focused primarily on service quality dimensions, while other studies emphasized product quality as an independent determinant of customer satisfaction. However, limited research has integrated both dimensions within a comprehensive quality management perspective, particularly in the fashion e-commerce sector where customer evaluations are simultaneously influenced by product conformity and digital service experiences. Furthermore, previous studies tend to focus on general e-commerce platforms rather than the unique characteristics of fashion products, which involve higher uncertainty regarding product appearance, size, and quality. Therefore, a comprehensive literature review is needed to synthesize existing findings and provide a broader understanding of how quality management contributes to customer satisfaction in fashion e-commerce.

Therefore, this study is relevant as it aims to provide a more in-depth analysis of the role of quality management in improving customer satisfaction in fashion e-commerce. From a theoretical perspective, this research is expected to contribute to the development of academic studies related to the relationship between quality management and customer satisfaction, especially within the context of digital business. From a practical perspective, the findings are expected to serve as a reference for fashion e-commerce businesses in formulating quality improvement strategies that can enhance customer satisfaction and loyalty.

This study aims to critically review existing literature on quality management and customer satisfaction in fashion e-commerce by integrating product quality and service quality dimensions into a unified quality management framework.

LITERATURE REVIEW

Quality Management

Quality management can be understood as a set of efforts undertaken by a company to ensure that the products and services provided are able to meet customer expectations. This concept does not solely focus on product quality, but also encompasses the overall service process experienced by consumers. Quality can be defined as the ability of a product or service to meet or exceed customer expectations and requirements (Goetsch & Davis, 2021).

In the context of e-commerce, the scope of quality management becomes more complex as it involves digital technology. Quality aspects are not limited to the product itself, but also include the accuracy of the information presented, ease of platform use, responsiveness of services, and the accuracy of the delivery process ([Zeithaml et al., 2002](#)). Therefore, quality in e-commerce is assessed not only based on the product received, but also on the overall customer experience throughout the transaction process.

In this study, quality management is positioned as the main concept encompassing two key dimensions, namely product quality and service quality. Product quality refers to the conformity of specifications and the condition of the goods received by customers, while service quality includes aspects such as ease of platform use, responsiveness, and delivery accuracy. These two dimensions jointly contribute to shaping customer satisfaction as the final outcome of quality management implementation.

Total Quality Management (TQM)

Total Quality Management (TQM) is a management approach that focuses on continuous improvement, customer orientation, and organizational commitment to quality in all business processes. According to (Goetsch & Davis, 2021), TQM emphasizes that customer satisfaction is the primary objective of organizational activities. The implementation of TQM involves integrating quality principles into every stage of operations, from product development to service delivery.

In the context of fashion e-commerce, TQM is relevant because quality is not only reflected in the physical product but also in digital service processes, including website performance, transaction security, responsiveness to customer inquiries, and delivery accuracy. Therefore, TQM provides a comprehensive framework for understanding how quality management contributes to customer satisfaction in digital business environments.

SERVQUAL Theory

SERVQUAL, developed by Parasuraman et al. (1988), is one of the most widely used models for measuring service quality. The model consists of five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Service quality is determined by the gap between

customer expectations and their perceptions of the service received.

In fashion e-commerce, reliability refers to the ability of sellers to deliver products according to descriptions and promised schedules. Responsiveness relates to the speed of handling customer inquiries and complaints. Assurance concerns transaction security and trustworthiness, while empathy reflects personalized attention to customers. These dimensions influence customer evaluations of service quality and ultimately affect satisfaction levels.

Expectation Confirmation Theory (ECT)

Expectation Confirmation Theory (ECT), proposed by [Oliver \(1980\)](#), explains that customer satisfaction is formed through a comparison between initial expectations and actual performance. Satisfaction occurs when the perceived performance meets or exceeds expectations, whereas dissatisfaction arises when performance falls below expectations.

The theory is particularly relevant to fashion e-commerce because customers cannot physically inspect products before purchase. Instead, they rely on product descriptions, images, reviews, and seller information to form expectations. When the received product matches these expectations, customers are likely to experience satisfaction. Conversely, discrepancies between expectations and actual outcomes may lead to dissatisfaction and reduced purchase intentions.

Customer Satisfaction

Customer satisfaction can be defined as an emotional response that arises after customers compare their initial expectations with the performance or outcomes they receive. When the performance meets or exceeds expectations, customers tend to feel satisfied. Conversely, when the results fall short of expectations, dissatisfaction is likely to occur (Kotler & Keller, 2016; [Oliver, 1980](#)). In the context of e-commerce, the level of customer satisfaction is influenced by several factors, including product quality, service quality, ease of transaction processes, and the overall user experience when interacting with the platform. Therefore, customer satisfaction serves as one of the key indicators in evaluating the success of digital businesses in an increasingly competitive environment ([Gajewska et al., 2020](#)).

Fashion E-Commerce

Fashion e-commerce refers to the buying and selling of fashion products conducted through digital platforms. This sector has unique characteristics, as it is highly influenced by evolving trends and the visual presentation of products. Fashion is one of the most popular product categories in e-commerce, with consumers showing strong interest in online fashion purchases and impulse buying behavior ([Wiranata & Hananto, 2020](#)). However, in practice, discrepancies are often found between the products displayed on the platform and those received by customers. This mismatch between expectations and reality is one of the main factors contributing to customer dissatisfaction in online shopping (Saefullah, 2022). Therefore, the implementation of quality management becomes crucial to ensure that customer satisfaction is maintained.

Previous studies indicate that service quality has a significant impact on customer satisfaction in the e-commerce context. The better the service provided, the higher the level of customer satisfaction (Hun et al., 2023). In addition, digital service aspects such as ease of platform access, responsiveness, and clarity of information also contribute to enhancing the customer experience (Garamba & Nur, 2024). These findings highlight that service quality is a key element in building customer satisfaction.

However, most studies still examine service quality and product quality separately. In fact, particularly in fashion e-commerce, these two aspects are closely interconnected and cannot be separated. Moreover, studies that discuss quality management in an integrated manner within the fashion e-commerce sector remain relatively limited. Therefore, this study is conducted to examine the role of quality management more comprehensively in improving customer satisfaction.

Based on the reviewed literature, quality management can be viewed as a comprehensive approach that integrates product quality and service quality in order to meet customer expectations. The principles of Total Quality Management (TQM) emphasize continuous quality improvement and customer orientation, while SERVQUAL explains the dimensions of service quality that influence customer perceptions. Furthermore, Expectation Confirmation Theory (ECT) suggests that customer satisfaction is achieved when the actual

performance of products and services meets or exceeds customer expectations. Therefore, the integration of product quality and service quality through effective quality management is expected to play a significant role in enhancing customer satisfaction in fashion e-commerce. This perspective provides a theoretical foundation for understanding how quality management contributes to customer satisfaction and supports the development of competitive advantages in the digital marketplace.

METHODS

This study employed a literature review approach to analyze and synthesize previous studies related to quality management and customer satisfaction in fashion e-commerce. The literature review method was selected because it enables researchers to identify, evaluate, and integrate findings from existing studies to develop a comprehensive understanding of the research topic.

The data used in this study were obtained from scientific journals, books, and other credible academic sources accessed through databases such as Google Scholar, Scopus, and ScienceDirect. The literature search was conducted using keywords including *quality management*, *product quality*, *service quality*, *customer satisfaction*, and *fashion e-commerce*. The inclusion criteria consisted primarily of peer-reviewed journal articles published between 2018 and 2025 that discussed topics relevant to this study. However, several seminal works published before 2018 were also included because they provide important theoretical foundations for understanding quality management, service quality, and customer satisfaction, such as Total Quality Management (TQM), SERVQUAL Theory, and Expectation Confirmation Theory (ECT). Meanwhile, conference proceedings, duplicate publications, non-academic sources, and studies unrelated to the research topic were excluded from the review.

The literature screening process was conducted in several stages. First, relevant studies were identified through database searches using the selected keywords. Second, titles and abstracts were reviewed to assess their relevance to the research objectives. Third, full-text articles were examined to ensure their suitability with the inclusion criteria. Finally, the selected studies were reviewed and synthesized to identify key findings regarding the role of quality management

in enhancing customer satisfaction in fashion e-commerce.

The selected literature was analyzed using thematic analysis to identify recurring themes, patterns, and relationships related to quality management and customer satisfaction in fashion e-commerce. The analysis focused on key dimensions, including product quality, service quality, customer expectations, and customer satisfaction. The findings from the selected studies were then compared, synthesized, and interpreted to develop a comprehensive understanding of the role of quality management in enhancing customer satisfaction in fashion e-commerce.

RESULTS AND DISCUSSION

Based on the reviewed literature, quality management plays a significant role in enhancing customer satisfaction in fashion e-commerce. The findings indicate that both product quality and service quality are essential determinants of customer satisfaction. Product quality is reflected in the conformity of products with descriptions, product reliability, and the overall quality received by customers. Meanwhile, service quality includes responsiveness, delivery accuracy, transaction convenience, and the availability of customer support throughout the purchasing process.

Table 1. Summary of Previous Studies

Author	Research Focus	Main Findings	Research Limitation
Hun et al. (2023)	Service Quality	Service quality positively affects customer satisfaction	Focused only on service quality aspects
Garamba & Nur (2024)	E-Commerce Quality	Information accuracy and platform quality influence customer satisfaction	Focused primarily on digital platform quality
Fauzi & Mandala (2019)	Product Quality	Product quality significantly improves customer satisfaction	Focused only on product quality aspects

Anhar et al. (2024)	Service and Product Quality	Product quality and service quality jointly affect customer satisfaction	Limited discussion of quality management as an integrated concept
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Source: Compiled by the authors from selected studies.

The reviewed studies consistently demonstrate that both product quality and service quality positively influence customer satisfaction. However, service quality appears to play a particularly important role in digital environments because customers interact with the platform before evaluating the physical product. Factors such as responsiveness, ease of platform use, delivery reliability, and the availability of customer support significantly affect customer perceptions and satisfaction levels.

These findings support the SERVQUAL Theory proposed by [Parasuraman, Zeithaml, and Berry \(1988\)](#), which emphasizes reliability and responsiveness as key dimensions of service quality. In fashion e-commerce, customers expect accurate product information, efficient transaction processes, and prompt responses to inquiries or complaints. When these expectations are fulfilled, customers are more likely to develop positive perceptions of the platform and experience higher levels of satisfaction.

Furthermore, the findings are consistent with Expectation Confirmation Theory (ECT), which suggests that customer satisfaction depends on the extent to which actual performance confirms customer expectations. In fashion e-commerce, customers often form expectations based on product descriptions, images, ratings, and reviews. Satisfaction occurs when the received product matches or exceeds these expectations, whereas discrepancies between expectations and actual outcomes frequently result in dissatisfaction and negative evaluations.

From a quality management perspective, the findings also support the principles of Total Quality Management (TQM), which emphasize continuous improvement and customer orientation. Effective quality management requires businesses to integrate product quality and service quality throughout the entire customer journey. Therefore, quality management should not be viewed solely as a

product-related activity but as a comprehensive strategy aimed at ensuring consistent customer satisfaction.

The findings also provide practical implications for fashion e-commerce businesses. Companies should prioritize accurate product descriptions, high-quality product images, responsive customer service, efficient complaint-handling systems, and reliable delivery processes. In addition, businesses should continuously evaluate customer feedback to identify areas for improvement and maintain service consistency. Investments in digital platform quality and customer service capabilities can enhance customer satisfaction, strengthen customer loyalty, and support long-term business sustainability in an increasingly competitive e-commerce environment.

CONCLUSION

This study demonstrates that quality management plays a significant role in enhancing customer satisfaction in fashion e-commerce. The findings indicate that both product quality and service quality are essential factors influencing customer satisfaction. Product conformity with descriptions, delivery reliability, platform usability, and responsive customer service were identified as key determinants of positive customer experiences. Therefore, the successful implementation of quality management requires the integration of product quality and service quality throughout the customer journey.

This study contributes to the literature by synthesizing previous findings and proposing an integrated perspective of quality management that combines product quality and service quality dimensions within the context of fashion e-commerce. The findings support the principles of Total Quality Management (TQM), SERVQUAL Theory, and Expectation Confirmation Theory (ECT), highlighting the importance of customer-oriented quality practices in achieving customer satisfaction.

From a practical perspective, the findings suggest that fashion e-commerce businesses should prioritize accurate product information, high-quality product presentation, responsive customer service, efficient complaint handling, and reliable delivery systems. These efforts can improve customer satisfaction, strengthen customer loyalty, and support long-term business sustainability in an increasingly competitive digital marketplace.

This study has several limitations. First, the research employed a literature review approach and therefore relied solely on secondary data from previous studies. Second, the reviewed literature was limited to studies related to quality management and customer satisfaction in e-commerce, particularly within the fashion sector. Consequently, the findings may not fully represent all dimensions of customer behavior in digital commerce.

Future research is recommended to employ quantitative or mixed-method approaches to empirically examine the relationship between quality management and customer satisfaction. In addition, further studies may compare different e-commerce platforms, such as Shopee, Tokopedia, and Lazada, to identify variations in quality management practices and their effects on customer satisfaction. The use of advanced analytical techniques, such as Structural Equation Modeling (SEM), is also recommended to provide a more comprehensive understanding of the relationships among the variables.

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