The Effect of Customer-Oriented on Customer E-Satisfaction Through E-Service Quality as a Mediating Variable

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Abstract
In today's digital era, the rapid development of information technology has made it essential to foster customer satisfaction. This study aims to examine the effect of customer orientation on e-customer satisfaction in the context of online services or e-commerce, specifically Shopee. It also evaluates whether e-service quality can mediate the relationship between customer orientation and e-customer satisfaction. Furthermore, the results of this study are expected to provide recommendations for Shopee in enhancing customer orientation and e-service quality, there by improving customer satisfaction. The sampling technique used in this study is purposive sampling. The population in this study consists of Shopee customers located in the Jakarta area. This quantitative study uses the structural equation model (SEM) method with SmartPLS as the analysis tool. The findings of this study indicate that both customer orientation and e-service quality significantly positively affect e-customer satisfaction. Additionally, e-service quality mediates the relationship between customer orientation and customer satisfaction. Moreover, the study reveals that the direct effect of customer orientation on e-customer satisfaction is stronger than the indirect effect through e-service quality as a mediating variable.

Keywords: *customer orientation, e-service quality, e-customer satisfaction.*

INTRODUCTION

In the current era of the industrial revolution, the development of technology and information is progressing at an extraordinary pace. One of the most significant shifts is digitalization, which has brought about widespread changes worldwide (Agusfianto et al., 2023). Digitalization has also encouraged consumers to use the Internet, social media, mobile applications, and other digital communication tools daily (Ardani, 2022). Consumers are a company's primary capital. Companies can utilize customer orientation to identify and understand consumer needs, deliver added value, and ensure customer satisfaction (Mintardjo, 2022). Focusing on customer orientation is crucial in providing insights into consumer needs and wants (Hibatullah et al., 2023). Moreover, customer orientation is a key strategic focus for companies to achieve customer satisfaction. Creating customer satisfaction must align with changes in consumer behavior (Alimin et al., 2022).

Consumers will feel satisfied after they experience the services provided (Zygiaris et al., 2022). In addition, one of the determining factors of a company's success is its ability to deliver high service quality to its customers (Rahayu & Syafe'i, 2022).

Companies that provide excellent service quality are more likely to achieve high levels of customer satisfaction (Kristiani et al., 2022). Service quality has evolved into e-service quality (or e-servqual), which is used to evaluate service performance in online environments (Juhria et al., 2021). High-quality and optimized e-service quality can significantly enhance customer satisfaction (Dewi & Ramli, 2023).

Previous research on customer orientation, service quality, and customer satisfaction was conducted by Gonu et al. (2023), which found that customer orientation affects service quality, with customer satisfaction acting as a mediating variable in the banking industry in Ghana. However, the emergence of digitalization and the increasing engagement of consumers in digital platforms marks a key difference in this study compared to previous ones. This research modifies the variable from service quality to e-service quality and customer-to-customer satisfaction. The focus of this study is on the use of the Shopee application in Indonesia.

Indonesia's online commerce industry is projected to grow rapidly in 2024, continuing the positive trend of recent years. According to the Indonesian Ministry of Trade (2024), e-commerce transactions in Indonesia reached approximately IDR 533 trillion in 2023, a significant increase from IDR 476 trillion the previous year. The e-commerce sector is expected to continue growing annually. Based on recent data, Indonesia's e-commerce industry has an average annual growth rate of 48%, with transaction values reaching IDR 476.3 trillion in 2022 (Andini, 2023). Furthermore, Indonesia generated the highest e-commerce revenue in Southeast Asia, amounting to IDR 773.7 trillion in 2022 (Riyanto & Pertiwi, 2023). In this industry, Shopee is the leading marketplace in Indonesia, contributing the largest Gross Merchandise Value (GMV) at 36%, equivalent to IDR 278.5 trillion (Riyanto & Pertiwi, 2023). Jakarta, the capital city, is the country's central hub for economic and business activity, housing major companies, financial institutions, and trade activities (Antara, 2023).

This study examines customer orientation's effect on e-customer satisfaction through e-service quality as a mediating variable. The objectives of this research are: first, to determine the extent to which customer orientation affects e-customer satisfaction in the context of Shopee's online services; and second, to evaluate whether e-service quality can mediate the relationship between customer orientation and e-customer satisfaction. Additionally, the results of this study are expected to provide recommendations for Shopee to improve its customer orientation and e-service quality to enhance customer satisfaction. Ultimately, this research contributes to the field of marketing management by serving as a strategic resource for marketing studies in the service sector, particularly within Indonesia's online commerce industry.

RESEARCH METHODS

This study employs a survey method by distributing questionnaires to respondents online as a means of data collection. Therefore, the data obtained in this research is primary data. According to Alnaim et al. (2022), the questionnaire items are based on a five-point Likert scale (1 = Strongly Agree; 2 = Agree; 3 = Neutral; 4 = Disagree; 5 = Strongly Disagree). All statements in this research are formulated as positively worded or favorable items. The customer-oriented variable, which consists of 9 items, was adapted from Gonu et al. (2023). The e-service quality variable, which consists of 17 items, was adopted from Sheu & Chang (2022). The e-customer satisfaction variable,

which includes 4 items, was adapted from Sheu & Chang (2022). In total, 30 questionnaire items were used in this study.

The sampling technique used in this study is purposive sampling, with the target population being Shopee consumers located in the Jakarta area. The sampling size follows the observation ratio guideline of 5:1 (Hair et al., 2019), thus requiring a minimum of 150 respondents. The criteria for respondents include: being at least 18 years of age and having made at least 3 transactions using the Shopee app within the past 3 months, with the last transaction no earlier than April 2024.

This quantitative study was analyzed using Structural Equation Modeling (SEM) with the SmartPLS 4 software. SmartPLS 4 is chosen because it comprehensively analyzes causal relationships between variables such as customer orientation, e-service quality, and e-customer satisfaction.

To evaluate the measurement model (outer model), the study uses several assessment criteria: Indicator Reliability, Composite Reliability, Average Variance Extracted (AVE), Convergent Validity, Discriminant Validity, Cross Loadings, and Heterotrait-Monotrait Ratio (HTMT). Meanwhile, the structural model (inner model) is assessed using Path Coefficients, R-squares (R^2), Effect Size (f^2), and Multicollinearity. Hypothesis testing is performed through bootstrapping in the path analysis to determine both direct effects (coefficient direct effects) and indirect effects (specific indirect effects).

RESULTS AND DISCUSSION

Based on the results of the online questionnaire distributed via Google Forms, 150 respondents were collected according to the predetermined criteria. Of these, 91 respondents (61%) were female, and 59 respondents (39%) were male. The respondents ranged in age from 18 to 55 years, with the majority aged 18–25 years, accounting for 65 respondents (43%). Most respondents worked as private sector employees, totaling 75 individuals (50%). The most frequently purchased product category on the Shopee application was fashion, with 48 respondents (32%) indicating this preference. Furthermore, the average monthly spending on Shopee ranged between IDR 100,000 and IDR 500,000, as reported by 72 respondents (48%).

In this study, hypothesis testing was conducted using bootstrapping within path analysis to evaluate both the direct effect (path coefficients) and the indirect effect (specific indirect effect). For hypotheses H1, H2, and H3, the direct effect is tested using the path coefficient values. A hypothesis is considered statistically significant if the P-value < 0.05 and insignificant if the P-value > 0.05. For H4, the hypothesis is tested using the indirect effect. If the P-value < 0.05 indicates that the mediating effect exists, meaning the mediating variable plays a significant role in the relationship. Conversely, if the P-value > 0.05, the mediating effect is insignificant.

Based on the hypothesis testing table, all tested variables showed P-values < 0.05, indicating that both the direct and indirect effects are significant and that e-service quality partially mediates the relationship between customer orientation and e-customer satisfaction.

Table 1. Results of Hypothesis Test

Hypothesis	Hypothesis Statement	Original sample (O)	T statistics (|O/STDEV|)	P Value	Information
H1	Customer oriented has a significant positive effect on e-customer satisfaction	0.524	5.939	0,000	Hypothesis accepted
H2	Customer orientation has a significant positive effect on e-service quality	0.603	6.400	0,000	Hypothesis accepted
H3	E-service quality has a significant positive effect on customer satisfaction	0.369	5.510	0,000	Hypothesis accepted
H4	E-service quality mediates the relationship between customer orientation and e-customer satisfaction.	0.223	3.485	0,000	Hypothesis accepted

Source: Smart PLS processed data (2024)

This study concludes that all proposed hypotheses were accepted, indicating significant relationships among the observed variables. First, customer orientation was found to positively and significantly affect e-customer satisfaction. This suggests that Shopee should focus on strategies prioritizing customer needs, such as responsiveness to complaints, understanding customer preferences, and offering personalized programs, as these practices enhance customer satisfaction. Second, customer orientation positively and significantly influences e-service quality, highlighting the importance of aligning service design and digital features with customer expectations. A customer-oriented approach fosters a perception of reliable, responsive, and secure service. Third, the results confirm that e-service quality significantly affects e-customer satisfaction, demonstrating the need for Shopee to maintain high digital service standards, including fast application performance, accessible features, and data privacy protection. Lastly, the study finds that e-service quality partially mediates the relationship between customer orientation and e-customer satisfaction. Although the direct effect of customer orientation on e-customer satisfaction (52.4%) is stronger than the indirect effect through e-service quality (22.3%), the mediating role remains essential in enhancing the overall customer experience.

However, this study is subject to certain limitations. First, it only includes respondents from Jakarta, limiting the generalizability of the findings to other regions in Indonesia. Future research is encouraged to include broader geographic coverage. Second, the research focuses solely on Shopee as the representative e-commerce platform. Subsequent studies should consider multiple platforms to compare the customer experience across different services. Third, the study only investigates three variables, suggesting future research opportunities to explore additional factors that may influence e-customer satisfaction.

From a managerial perspective, Shopee is advised to reinforce its customer-oriented culture across all digital business processes. This includes actively gathering and responding to customer feedback, customizing services to user preferences, and developing new service innovations to increase user satisfaction. Moreover, the mediating role of e-service quality highlights the importance of ensuring that Shopee's platform is user-friendly, responsive, secure, and capable of delivering a seamless shopping experience. These strategies will help strengthen customer satisfaction and maintain Shopee's competitiveness in the digital marketplace.

CONCLUSION

Based on the findings, all hypotheses proposed in this study were accepted. The first finding reveals that customer orientation positively and significantly affects e-customer satisfaction. This suggests that Shopee must pay close attention to customer-oriented strategies, as these directly influence how satisfied customers feel when using the platform. The second finding shows that customer orientation also positively and significantly affects e-service quality. This emphasizes the importance of implementing customer-oriented practices to enhance the perceived quality of Shopee's digital services. The third finding demonstrates that e-service quality significantly influences e-customer satisfaction, meaning that a well-functioning, responsive, and secure digital platform is essential for improving user satisfaction. Lastly, the fourth finding indicates that e-service quality partially mediates the relationship between customer orientation and e-customer satisfaction. While customer orientation has a more substantial direct effect (52.4%), the indirect impact through e-service quality (22.3%) confirms that both elements work in tandem to improve customer outcomes.

This study, however, is not without limitations. First, the research only focuses on respondents in Jakarta, so the findings may not fully represent the broader Indonesian population. Future studies are encouraged to expand the sample scope to different regions for more generalizable results. Second, this study only investigates Shopee as the object of research, whereas future research could explore other e-commerce platforms to allow for comparative analysis across different service providers. Third, the study uses only three variables. Future research should consider incorporating additional variables to uncover other factors influencing e-customer satisfaction.

The findings of this study offer important managerial implications for Shopee. The company is advised to prioritize customer orientation in all aspects of its digital operations, such as consistently following up on customer feedback, ensuring services are aligned with customer needs, and developing new services that enhance the user experience. Additionally, because e-service quality mediates the relationship between customer orientation and e-customer satisfaction, Shopee should also ensure that its platform is easy to access, responsive, secure, and able to deliver a positive user experience. These efforts are crucial for increasing customer satisfaction and maintaining Shopee's competitive position in the Indonesian e-commerce market.

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