

Linking Market Orientation to Patient Satisfaction: The Serial Mediation of Online Service Innovation and Web Design Quality

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ABSTRACT

This study aims to investigate the impact of market orientation strategies on consumer satisfaction, with online service innovation and web design quality serving as mediating variables. The purpose of this study is to explain the relationship between the use of market orientation strategies and the creation of consumer satisfaction through the mediation variables of online service innovation and web design quality. The form of research uses associative methods. The sample was determined using the purposive sampling technique with the criteria of consumers who are registered as domiciled in Pontianak City and have been Prodia's subscribers for more than 3 years. Respondents were assigned as many as 160 people using the multivariate technique, analyzed using the SEM method through the AMOS application. From the test results, it was obtained that H_1 was accepted, where market orientation had a positive and significant effect on online service innovation; then H_2 was accepted, where market orientation had a positive and significant effect on design quality; then H_4 was accepted, where online service innovation had a positive and significant effect on consumer satisfaction. Different results were obtained where H_3 was rejected, where the design quality did not have a significant effect on consumer satisfaction, and then H_5 was also rejected, where market orientation did not have a significant effect on consumer satisfaction.

INTRODUCTION

After the COVID pandemic, public awareness of the importance of early intervention can help prevent more severe diseases. On average, people will do health checks at private laboratories, hospitals, and clinics. Prodia Clinic is a pioneering network of health examination laboratory service clinics in Indonesia. The completeness of service that aligns with consumers' needs and expectations is certainly the key to creating consumer satisfaction, thereby driving future repurchases. The presence of competing laboratory clinics is also a consideration for Prodia to continue to make competitive advantage efforts through market orientation in order to provide satisfaction for consumers and maintain its position in the Indonesian market share (Husain & Sani, 2020).

Currently, Prodia Clinic has 152 branches spread throughout Indonesia (*Klinik Prodia*, 2024). This, of course, requires a wide service network with uniform service standards. By implementing market orientation strategies, Prodia Clinic must be able to understand the importance of meeting and facilitating diverse consumer desires, pay attention to changes in marketing strategies carried out by competitors, and then design strategies that are coordinated with all units in the company so that there is uniformity in the implementation of strategies. Research indicates that the better the implementation of market orientation strategies, the greater the increase in consumer satisfaction (Mahmoud et al., 2019). However, different results show that the application of market orientation does not affect the creation of consumer satisfaction because there are other factors that consumers consider, namely service performance and product prices (Husain & Sani, 2020).

Online services are one of the solutions that allow Prodia Clinic to communicate with its consumers and communicate between branches, especially in the exchange of information. Online service innovation certainly has advantages in creating consumer satisfaction, where consumers can get the right service without the need to sacrifice time and transportation costs. In addition, online service innovations also allow companies to reach a wider market share (Kusuma et al., 2025). Improving service performance through service innovation from conventional systems to digital systems, or called online, is increasingly a necessity for companies in serving and satisfying their consumers. This statement is supported by previous research that states that service innovation to go online has been proven to be able to create increased satisfaction from the consumer side (Sari et al., 2023). However, some studies actually state that online service innovation has not been proven to be able to create satisfaction because it still needs to be in line with the performance of physical services, with what is promised in online media (Erwin et al., 2023).

In performing services online, of course, the use of media displays that are interactive, easy to understand and use, and attractive is very helpful in reaching the audience of market share, so that there is satisfaction in using online services. The quality of the design of Prodia Clinic's website is an important thing that must be considered by the company's management because it is a non-face-to-face service door with its consumers. Of course, the consumer expects that

the appearance of the website design gives the impression of the same quality perception as face-to-face services (Erwin et al., 2023).

A website display that is categorized as quality is a website that is able to answer the needs of the company's consumers and create appropriate benefit values so that consumers feel satisfied. There is research that states that the better the quality of a website's appearance, the more it will trigger trust from the consumer side, so that they will be more satisfied with the product (Suryani, 2022). However, the results of other studies state that website quality cannot directly affect consumer satisfaction, but there are several intermediate factors, especially the suitability of face-to-face performance with that information provided through the website (Harahap et al., 2023).

This study aims to examine the relationship between market orientation and consumer satisfaction through online service innovation and web design quality. The research model developed in this study is expected to contribute to Prodia Clinic in developing a better service strategy. The research model developed is presented in Figure 1

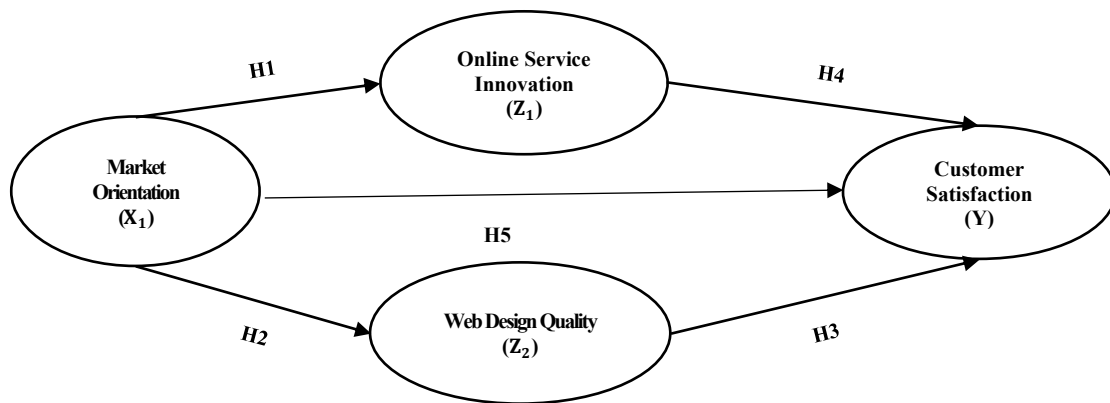


Figure 1. Research Model

Source: Developed for this research (2025)

RESEARCH METHODS

The form of the research uses the associative method, intending to explain the relationship between the use of market orientation strategies and the creation of consumer satisfaction through the mediation variables of online service innovation and web design quality. The population in this study is all consumers of Prodia Clinic Pontianak Branch, which is visit in period August to September 2025. The sample was determined using the purposive sampling technique with the criteria of consumers who are registered as domiciled in Pontianak City and have been Prodia's subscribers for more than 3 years. Respondents were assigned as many as 160 people using the multivariate technique (Ghozali, 2021).

Respondents' responses were obtained from the distribution of questionnaires and interview results, then measured by the Rating Scale ranging from number 1 for “strongly disagree” to

number 10 for “Strongly agree”. The rating scale is used to measure the attitude, attitude, or perception of respondents that are the answers of the respondents (Hair et al., 2019). All data collected is tested for data feasibility using validity and reliability tests, so that data that is suitable for further testing is obtained. The data that passed was then analyzed using the SEM approach through the AMOS program application. In addition, the data before processing must undergo an outlier test, and the data distribution must be normal in a multivariate manner. After the SEM assumption is fulfilled, the next step is to see whether there is an offending estimate or not, namely the estimated coefficient, both in the structural model and the measurement model, which is assessed above the acceptable limit. After that, an overall assessment of the fit model is carried out by a fit model assessment, which consists of the test: RMSEA (root mean square error of approximation), which is a measure to try to improve the statistical tendency of chi-square, which rejects the model with a large sample. The recommended RMSEA value to be acceptable ranges from 0.05 to 0.08 (Ghozali, 2021). GFI (goodness of fit index) test, which is a non-statistical measure.

The recommended GFI value is a high value with a minimum limit of 90% or 0.90. AGFI (goodness-of-fit) test, AGFI is a development of GFI, which is then adjusted to the ratio of degrees of freedom for proposed models and degrees of freedom for null models. The recommended AGFI value is > 0.90 . The CMIN/DF test is a chi-square value divided by the degree of freedom for an acceptable fit size value of 0.90. The CFI (comparative fit index) test, this measure is used to measure the fit level of a model without being affected by the sample size and recommended value so that the model is said to be fit is >0.95 (Ghozali, 2021).

The Operational Definitions and Research Indicators are presented in Table 1

Table 1. Operational Definitions and Research Indicators

| Variable | Operational Definition | Indicators |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Market Orientation | It is an analysis action carried out by the company in order to create a competitive advantage through the synergy of analyzing customer needs, changes in strategies made by competitors, and market changes for the next design of better marketing strategies. | Customer onboarding Competitor orientation Market information Coordination between functions |
| Online Service Innovation | It is the company's action in providing renewal or value addition to services through the use of online technology in distributing services to a wider range of market shares and to establish relationships with its consumers. | Use of technology Interaction with consumers Service delivery system Development of new services |
| Web Design Quality | It is the act of designing a more informative and attractive website page in serving the needs of information and services that can be accessed through the internet, to meet the needs of consumers online. | Quality of information on the website. The quality of website service interaction Ease of communication for consumers through the website Ability to handle consumer needs. Website user satisfaction. |

| Variable | Operational Definition | Indicators |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| Consumer Satisfaction | It is the consumer's perception of the suitability of the services provided by the company, with the expectations of consumers through the sacrifices they make in obtaining these services. | Conformity to expectations Leave positive reviews Willingness to buy back Willingness to recommend |

Source: Research Result (Processed), 2025

RESULTS & DISCUSSION

The questionnaire was distributed through the Prodia Clinic application to patients and collected 237 with the questionnaire distribution period from August to September 2025. Of the 237 questionnaires collected, 160 questionnaires passed the validity and reliability test and were used as a basis for further testing. The profile descriptions of the 160 respondents are presented in Table 2.

Table 2. Respondents Profile

| Description | Answer | Number | Percentage |
|---------------------------|---------------------|--------|------------|
| Gender | Male | 92 | 57,50% |
| | Female | 68 | 42,50% |
| Age | 30 - 39 Years | 22 | 13,75% |
| | 40 - 49 Years | 53 | 33,13% |
| | 50 - 59 Years | 48 | 30,00% |
| | >59 Years | 37 | 23,12% |
| Duration of being patient | 3 - 5 Years | 65 | 40,63% |
| | >5 - 10 Years | 64 | 40,00% |
| | >10 Years | 31 | 19,37% |
| Frequency of visits/year | 3 - 6 times | 75 | 46,88% |
| | 7 - 10 times | 63 | 39,37% |
| | <u>>10 times</u> | 22 | 13,75% |

Source: Research Result (Processed), 2025

This study was declared valid and reliable through a validity and reliability test, which can be seen in the Average Variance Extract (AVE) value, which is above 0.50 for the validity, and construct reliability (CR) of the variable in the table is above 0.70. The following are the results of the AVE calculation and CR value.

Table 3. Construct reliability and Variance Extract of Endogenous Constructs

| Construct | Market Orientation | | | Online Service Innovation | | | Web Design Quality | | | Consumer Satisfaction | | |
|---------------------------------------------------------|--------------------|-----------------------------|-------|---------------------------|-----------------------------|-------|--------------------|-----------------------------|-------|-----------------------|-----------------------------|-------|
| | Std. Loading | (Std. Loading) ² | Error | Std. Loading | (Std. Loading) ² | Error | Std. Loading | (Std. Loading) ² | Error | Std. Loading | (Std. Loading) ² | Error |
| Customer Onboarding | .692 | .479 | .213 | | | | | | | | | |
| Competitor Orientation | .617 | .381 | .236 | | | | | | | | | |
| Market Information | .581 | .336 | .244 | | | | | | | | | |
| Coordination Between Functions | .544 | .296 | .248 | | | | | | | | | |
| Use of Technology | | | | .642 | .41 | .230 | | | | | | |
| Service Delivery System | | | | .688 | .47 | .215 | | | | | | |
| Development of New Service | | | | .535 | .28 | .249 | | | | | | |
| Quality of Information on the Website | | | | | | | .588 | .346 | .242 | | | |
| The Quality of Website Service Interaction | | | | | | | .694 | .482 | .212 | | | |
| Ease of Communication for Consumers Through the Website | | | | | | | .741 | .549 | .192 | | | |
| Website User Satisfaction | | | | | | | .684 | .468 | .216 | | | |
| Conformity to Expectations | | | | | | | | | | .668 | .446 | .222 |
| Leave Positive Reviews | | | | | | | | | | .678 | .460 | .218 |
| Willingness to Buy Back | | | | | | | | | | .650 | .423 | .228 |
| CD4 | | | | | | | | | | .772 | .596 | .176 |
| $\sum\lambda$ | 2.43 | | | 1.865 | | | 2.70 | | | 2.768 | | |
| $\sum e_j$ | .941 | | | .693 | | | .863 | | | .844 | | |
| $(\sum\lambda)^2$ | 1.49 | | | 1.172 | | | 1.84 | | | 1.924 | | |
| AVE | .613 | | | .628 | | | .681 | | | .695 | | |
| CR | .863 | | | .834 | | | .895 | | | .901 | | |

Source: Processed data, 2025

Based on the output of the table above, the validity of each indicator in this study can be determined by examining the AVE (Average Variance Extract) value. The cut value of value is 0.50. The AVE values of each variable are market orientation of 0.613, the variable of online service innovation of 0.628, the variable of web design quality of 0.681, and the variable of consumer satisfaction of 0.695. CR or Construct Reliability, or the calculation of construct reliability from endogenous constructs. The CR value of the market orientation variable, online service innovation, web design quality, and consumer satisfaction has a value above the cut-off value, which is 0.70.

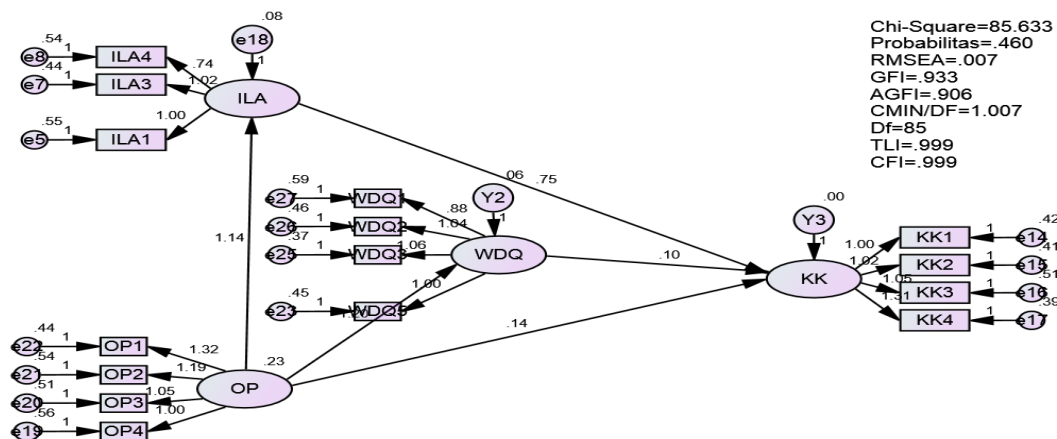


Figure 2. Full Model Path Results of Market Orientation Variable Analysis Through Online Service Innovation and Web Design Quality on Consumer Satisfaction (After Modification)

Based on Figure 1, it can be concluded that the results of the analysis are fit, with the results of the summary of the goodness-of-fit index test as follows, the summary of the goodness-of-fit index test are presented in Table 4.

Table 4. Goodness of Fit Index Test Results

| Goodness of Fit Index | Research Results | Cut of Value | Model Evaluation |
|-----------------------|------------------|--------------|------------------|
| Chi-Square (df=85) | 85,633 | ≤107,522 | Excellent |
| Probability | 0,460 | ≥ 0.05 | Excellent |
| CMIN/DF | 1,007 | ≤2 | Excellent |
| RMSEA | 0,007 | ≤ 0.08 | Excellent |
| AGFI | 0,906 | ≥0.90 | Enough |
| GFI | 0,933 | ≥0.90 | Good |
| CFI | 0,999 | ≥0.95 | Good |
| TLI | 0,999 | ≥0.95 | Good |

Source: Processed data, 2025

Based on the output path diagram above, it is known that there is a *Chi-Square* with df=85 with a *Chi-Square* value of 85.633, which is smaller than the *cut-out-value*, which is and has met the

GOF criteria. In addition, the probability value has also met the GOF criteria, which shows a value greater than 0.05, which is 0.460. The CFI and TLI values, respectively, showed a value of 0.999, which indicates a value greater than the *cut-off value* of 0.95. Then it can be seen at the GFI value, which is 0.933, which means that it meets the criteria, which is greater than 0.90. Meanwhile, AGFI meets the GOF criteria by showing a value that is almost close to or quite close to 0.9, which is 0.906. The RMSEA value shows that it is smaller than *the cut-off value* of 0.007, which means that it meets the GOF criteria because it is smaller than 0.08

The hypothesis test in this study used the regression weight. If the critical ratio (CR) value is greater than 1.96 or the value in the estimate column shows a positive result with a p-value below 0.05, then it can be said that the exogenous variable affects the endogenous variable. Here is a table of the results of the regression weight; the summary of the hypothesis test result are presented in Table 5.

Table 5. Hypothesis Test Results

| Hypothesis | C.R. | Cut of Value | P | Cut of Value | Conclusion |
|--------------------------------------------------------------------------|-------|--------------|-------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| H ₁ : Market orientation affects online service innovation | 5,413 | ≥ 1.96 | 0,000 | ≤ 0.05 | The better the use of market orientation strategies, the better the online service innovation is developed, or H ₁ is accepted. |
| H ₂ : Market orientation affects web design quality | 5,825 | ≥ 1.96 | 0,000 | ≤ 0.05 | The better the use of the market orientation strategy, the better the quality of the company's website design, and H ₂ is accepted. |
| H ₃ : Web design quality affects consumer satisfaction | 0,335 | ≥ 1.96 | 0,737 | ≤ 0.05 | The better the web design quality, but it does not affect the creation of consumer satisfaction, or H ₃ is rejected. |
| H ₄ : Online service innovation affects consumer satisfaction | 2,235 | ≥ 1.96 | 0,025 | ≤ 0.05 | The better the online service innovation is developed, the more it can create satisfaction for consumers, or H ₄ is accepted. |
| H ₅ : Market orientation affects consumer satisfaction | 0,245 | ≥ 1.96 | 0,806 | ≤ 0.05 | The better the use of market orientation strategies, but it does not affect the creation of consumer satisfaction, or H ₅ is rejected. |

Source: Processed data, 2025

From the test results, it was obtained that H₁ was accepted, where market orientation had a positive and significant effect on online service innovation. This result is in line with the research of Mahmoud et al. (2019) and the research of Jyoti & Sharma (2012). Then H₂ was accepted, where market orientation had a positive and significant effect on web design quality. This result is in line with the research of Albalushi et al. (2022) and the research of Dirwan & Themba (2022). Furthermore, H₄ was accepted, where online service innovation has a positive and significant effect on consumer satisfaction. This result is in line with the research of Sari et al. (2023) and the research of Nataya & Yudianto (2022).

Different results were obtained, where H₃ was rejected, and web design quality did not have a significant effect on consumer satisfaction. This result is in line with the research of Suryani

(2022) and the research of Vassilakopoulou & Barreto (2022). Then H_5 was also rejected, where market orientation did not have a significant effect on consumer satisfaction. This result is in line with the research of Husain & Sani (2020) and the research of Kusuma et al. (2025).

Furthermore, the direct influence, indirect influence, and total influence of the following research model were tested, and the summary of the effects of direct and indirect effects is presented in Table 6.

Table 6. Effects of Direct and Indirect Effects

| Line | Calculation of Influence Value | Direct Influence | Indirect Influence | Total Effect |
|------------------------------------------------------------------------|--------------------------------|------------------|--------------------|--------------|
| Market Orientation → Consumer Satisfaction | - | 0,245 | - | 0,245 |
| Market Orientation → Online Service Innovation → Consumer Satisfaction | 0.884 x 0.808 | 0,884 | 0,808 | 0,714 |
| Market Orientation → Web Design Quality → Consumer Satisfaction | 0.916 x 0.105 | 0,916 | 0,105 | 0,09 |

Source: Processed data, 2025

Based on the results of the direct and indirect effects test, the following results were obtained: Market orientation has an influence of 0.245 with a p-value of 0.806 at a significance level of ≤ 0.05 ; this means that there is no direct influence of market orientation on consumer satisfaction. These results contrast with Bakti et al. (2019), who said companies that can harmonize between changes in consumer needs by paying attention to changes in strategies made by competitors and then describe in the form of implementing an integrated strategy in all work units will certainly create satisfaction for their consumers.

Market orientation to online service innovation has a direct influence of 0.884 with a p-value smaller than the significance level of $p \leq 0.05$, which means that there is a direct influence of market orientation on online service innovation. Then, online service innovation has an indirect effect of 0.808 on consumer satisfaction with a p-value of 0.025, which is smaller than the significance level of $p \leq 0.05$. This means that there is an indirect influence of online service innovation on consumer satisfaction of 0.714. It can be concluded that market orientation can affect consumer satisfaction through the mediation of online service innovation. These results contrast with Jyoti & Sharma (2012), who said service innovation activities are one way for companies to continue to make changes in line with changing market needs. The power of service innovation through online instruments provides an acceleration of the identification of consumer needs by companies, so it is very important to use online service innovations in implementing market orientation strategies.

The market orientation to web design quality has a direct influence of 0.916 with a p-value

smaller than the significance level of $p \leq 0.05$. Then web design quality has an indirect influence of 0.105 with a p-value of 0.737. This means that there is no indirect influence of web design quality on consumer satisfaction, or it can be concluded that market orientation cannot affect consumer satisfaction through web design quality mediation. These results contrast with Albalushi et al. (2022), who said that no matter how good the quality of a website is, if it is not accompanied by the ability of the audience to operate the features in it (user-friendly), it will not provide benefits for consumers in accordance with the purpose of the website, so that it actually gives dissatisfaction.

As for testing the role of the variable strength of service innovation and web design quality on the decision to take credit, the researcher conducted a test using the Sobel Test. The following is a calculation of the Sobel test regarding the role of service innovation and web design quality as mediators.

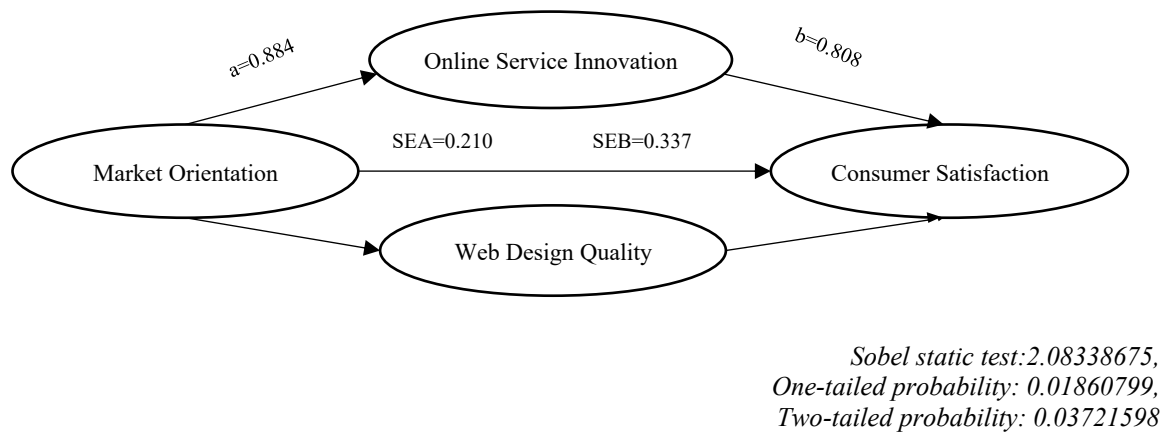


Figure 3. Results of the Sobel Test: Calculation of the Role of Online Service Innovation in Mediating Market Orientation to Consumer Satisfaction

Mediation testing using the Sobel Test, with a result of testing 2.08338675 with a significance value of 0.03721598. The Sobel test has a criterion that the test result of the Z value must be above 1.90 and below the cutoff value of 0.05. Therefore, it can be stated that H_6 is accepted where the variable of online service innovation has an effect in mediating the relationship between market orientation variables and the creation of consumer satisfaction. These results reveal that online service innovation acts as a crucial mediator in the relationship between market orientation and customer satisfaction.

This statement is supported by Kohli & Jaworski (1990) and Hult et al. (2004), who said that market orientation, which focuses on understanding and responding to customer needs, encourages organizations to develop relevant and responsive digital service innovations. Also supported by Parasuraman et al. (2005), Zhou et al. (2005), and Lin & Hsieh (2011), who said that innovations such as mobile applications and omnichannel systems can improve the accessibility and efficiency of customer interactions, which in turn significantly contribute to increased customer satisfaction.

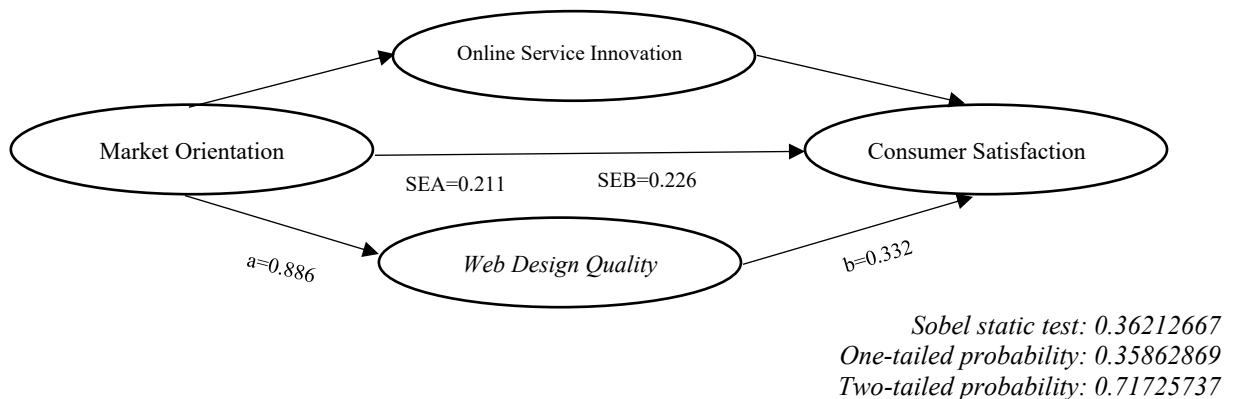


Figure 4. The Results of the Sobel Test on the Role of Web Design Quality in Mediating Market Orientation to Consumer Satisfaction

To prove the influence of web design quality as a mediation variable, a mediation test was carried out using the Sobel Test, with a result of a test of 0.36212667 with a significance value of 0.71725737. The Sobel test has a criterion that the test result of the Z value must be above 1.90 and below the cut-off value of 0.05. Therefore, it can be stated that H_7 is rejected where the web design quality variable has no effect in mediating the relationship between market orientation variables and the creation of consumer satisfaction. These results reveal that market orientation as an organization's strategy in understanding and meeting customer needs through continuous market intelligence is able to increase customer satisfaction indirectly through the role of web design quality mediator.

This statement is supported by Martínez-González & Álvarez-Albelo (2021) and Herhausen et al. (2020), who said that market orientation plays a role in driving investment in design elements such as personalization, usability, and digital presence that meet user expectations. Also supported by Buhalis et al. (2020), who said that market orientation, which further enriches the user experience, builds trust and ultimately improves customer satisfaction through two main mechanisms, namely reducing interaction friction and improving the perception of service value.

CONCLUSION & SUGGESTION

Based on the results of the analysis and discussion that have been carried out, it can be concluded as follows:

In this study, there are 5 hypotheses, each of which has a different influence. The results of the hypothesis show that market orientation has a positive and significant effect on the mediation variables, namely online service innovation and web design quality. Online service innovation also has a positive and significant effect on customer satisfaction. The hypothesis results also

show that market orientation and web design quality do not have a significant effect on customer satisfaction. Then, there are direct relationship testing results that show that market orientation has a direct influence on customer satisfaction through online service innovation. Meanwhile, market orientation does not have a direct influence on customer satisfaction through web design quality.

There are 2 alternative pathways (Sobel Test) that can be used to increase the influence of market orientation on customer satisfaction. The first alternative path is, through the mediation variable of online service innovation, market orientation can increase customer satisfaction through innovation in online service applications, where service to customers will be more effective, efficient, and cut costs that must be incurred by customers. The second path, through the mediation variable of web design quality, market orientation cannot increase customer satisfaction through improving the quality of the website display, where the information displayed is less updated, monotonous, and less interactive.

This research is expected to make a scientific contribution, especially in improving services, especially health services, in the digital era, and advances in information technology are supported by the development of public knowledge about the advantages of using smartphones. This certainly gives the view that in service activities, service companies can start relying on media or devices that can help the company in providing more satisfactory 24-hour service to customers through time and cost efficiency, and wider market coverage. Some experts, such as Parasuraman, Zhou, and other colleagues, began to suggest that companies start innovating by harnessing the power of information technology in winning the competition, creating customer satisfaction, and expanding market share.

For health service companies, especially Prodia Clinic, this research is expected to provide an overview of the importance of innovation activities, especially in online service applications, where the improvement of service services must be adjusted to the latest market and service needs. The integration of non-online and online services must continue to be developed so that it can cut queues, waiting times, and costs that customers have to incur. Although the results of the study show that web design quality does not affect on customer satisfaction, the management of Prodia Clinic still has to develop a more attractive and interactive website appearance because website media is a promotional medium that can be used by the company to reach new customers and expand market share.

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