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Building Business Customer Satisfaction through Electronic Customer Relationship Management and Service Quality: Evidence from Automotive Spare Parts Distribution at PT Capella Patria Utama

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ABSTRACT

This research aims to analyze the influence of Electronic Customer Relationship Management (E-CRM) and service quality on retail store customer satisfaction at PT Capella Patria Utama. Employing a quantitative framework, the study involved 111 respondents chosen via purposive sampling. Data were gathered through structured questionnaires and evaluated utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS software. Bootstrapping outcomes indicate that E-CRM does not exert a statistically significant effect on customer satisfaction ($\beta = 0.014$; $p = 0.925$), meaning the hypothesis regarding E-CRM is not supported. Conversely, service quality demonstrates a positive and significant impact on customer satisfaction ($\beta = 0.960$; $p < 0.001$), thereby supporting the service quality hypothesis. Combined, E-CRM and service quality account for 94.7% of the variance observed in customer satisfaction ($R^2 = 0.947$). Within the tested model, the E-CRM path remains insignificant while the service quality path is positive and statistically significant. Nevertheless, discriminant validity constraints that fail to meet standard benchmarks restrict the definitive interpretation of both paths. Further model refinement is essential before utilizing these empirical insights as a foundation for managerial recommendations.

Keywords: Electronic Customer Relationship Management, Service Quality, Customer Satisfaction, Customer Relationship, Digital Communication.

INTRODUCTION

Digital evolution has thoroughly altered how B2B distributors administer long-run client relationships. Within the automotive replacement parts sector, clients look beyond mere product availability, demanding real-time data, prompt communication, and seamless digital service integration. Adopting Electronic Customer Relationship Management (E-CRM) has emerged as a vital tactic to elevate interaction quality, accelerate information flow, and foster superior client experiences. In business-to-business settings, client satisfaction serves as a primary marker of an enterprise's capacity to fulfill buyer expectations. According to Kotler et al. (2021), satisfaction materializes when received product or service performance aligns with initial expectations.

Rising buyer expectations compel automotive spare parts distributors to provide frictionless information access, prompt correspondence, and unwavering service reliability. Business clients increasingly depend on digital tools for data retrieval, order placement, and corporate communication. Consequently, firms must transcend basic

product quality by optimizing both E-CRM frameworks and service excellence to preserve long-term commercial ties.

Table 1.

Retail Store Customer Volume, Complaint Volume, Repeat Order Percentage

Year	Store Customer Volume	Complaint Volume	Repeat Order Customers
2021	121	5	92%
2022	129	6	94%
2023	137	9	90%
2024	145	12	84%
2025	153	15	86%

As outlined in Table 1, complaints originating from PT Capella Patria Utama's clientele display an upward trajectory, though they remain relatively modest relative to active customer volume. This trend underscores the necessity for rigorous relationship management and service excellence to prevent minor grievances from eroding loyalty or repeat transactions. Ferreira et al. (2023) note that user-centered CRM architectures enhance interaction quality and customer experiences. Similarly, Tedja et al. (2024) discovered that service quality and perceived value significantly influence satisfaction and relationship longevity. Hence, merging E-CRM mechanisms with superior service standards is crucial for optimizing communication, data delivery, and grievance resolution.

Chaffey & Ellis-Chadwick (2022) state that E-CRM leverages digital technology to administer interaction channels and customer relationships efficiently, elevating satisfaction and strengthening durable associations. Cahyaningrum et al. (2023) highlight that E-CRM exerts a positive influence on service quality and customer satisfaction. Beyond technology, service quality plays an instrumental role in shaping satisfaction levels. Tjiptono (2020) elaborates that service quality is reflected in a firm's capacity to satisfy customer needs through speed, accuracy, effective solutions, and professional conduct. (Izzah et al., 2023) documented a positive and significant relationship between service quality and satisfaction, aligning with Dunan & Saputra (2024) regarding the effects of CRM and service quality on consumer satisfaction, as well as Taufik Lukman et al. (2021).

Repeat order percentages are derived by comparing the number of returning customers within a given year with the number of active retail customers in the same period. Repeat customers are defined as accounts that make multiple purchases within one year.

Fluctuations in repeat order percentages further reveal challenges at PT Capella Patria Utama. Based on Table 1, repeat purchases reached 90% in 2023, declined to 84% in 2024, and recovered slightly to 86% in 2025. This pattern indicates that customer base expansion has not consistently translated into higher repeat purchasing. Nuseir et al. (2024) illustrate that digital relationship frameworks positively affect satisfaction and retention through enhanced interaction quality. Prasetyo et al. (2023) find that digital service quality integrated with CRM improves satisfaction and enduring relationships. Maduku (2024) explains that responsive digital CRM affects customer retention and repurchase intention. Furthermore, Lundin & Kindström, (2024) emphasize that within B2B environments, digital communication quality, trust, and service commitment are important for business customer satisfaction. Although active retail accounts continue to grow, fluctuations in repeat order percentages indicate that relationship sustainability remains incomplete, reinforcing the importance of strengthening business customer satisfaction.

Table 2.

Customer Pre-Survey Evaluation

Variable	Statement	Agree	Disagree
E-CRM	Product and stock details are easily retrieved via digital media.	12 (60%)	8 (40%)
E-CRM	The enterprise replies to client inquiries promptly.	11 (55%)	9 (45%)
Service Quality	Orders are processed and dispatched within promised schedules.	13 (65%)	7 (35%)
Service Quality	Customer grievances are resolved swiftly and accurately.	10 (50%)	10 (50%)
Satisfaction	Company service closely aligns with our store's expectations.	12 (60%)	8 (40%)
Satisfaction	Overall, our store is content with the ongoing business ties.	14 (70%)	6 (30%)

Pre-survey insights from PT Capella Patria Utama's store clients reveal suboptimal evaluations regarding E-CRM and service quality, specifically concerning digital information access, response speed, and complaint management. These findings identify underlying service and relationship issues requiring deeper scholarly examination.

The research gap stems from limited scholarly focus on E-CRM and service quality within B2B automotive spare parts distributors. Prior studies predominantly investigate B2C environments or test variables independently, whereas B2B environments entail recurring transactions, extended relationships, negotiations, and complex decision-making processes. Consequently, this study evaluates the influence of E-CRM and service quality on retail customer satisfaction at PT Capella Patria Utama.

Theoretically, this study adopts a Relationship Marketing perspective by positioning E-CRM and Service Quality as antecedents of Business Customer Satisfaction in a B2B environment. Empirically, it tests these constructs among business clients in automotive distribution, while practically addressing operational complaints and fluctuations in repeat orders through digital relationship management and service quality improvements.

Table 3.

Research Gap Matrix

No.	Researcher	Object of Study	Key Findings	Identified Research Gap
1	Cahyaningrum et al. (2023)	Service sector clients	E-CRM positively influences service quality and customer satisfaction.	Fails to explore E-CRM within B2B automotive distributor settings.
2	(Izzah et al., 2023)	PT Kereta Commuter Indonesia	CRM and service quality positively affect customer satisfaction.	Employs traditional CRM and a transportation context instead of B2B spare parts.

3	Dunan & Saputra (2024)	Karunia Jaya Gold Store	CRM and service quality drive consumer satisfaction.	Omits E-CRM and digital relationship integration aspects.
4	Taufik Lukman et al. (2021)	Djody Motor Workshop	Service quality positively drives customer satisfaction.	Focuses solely on service quality within a non-distributor automotive framework.
5	Kumar et al., 2022)	Digital-based corporations	E-CRM elevates customer experience and satisfaction.	Findings lack generalizability to spare parts distribution and B2B relationships.
6	Al-Gasawneh et al., (2022)	E-commerce sector	Electronic service quality influences satisfaction and loyalty.	Centered on B2C e-commerce, bypassing B2B automotive distributors.
7	Current Study (2026)	PT Capella Patria Utama Medan	Tests E-CRM and service quality impacts on retail store satisfaction.	Fills the gap by simultaneously testing E-CRM and service quality among B2B automotive clients using SmartPLS.

As shown in Table 3, prior literature provides evidence concerning the relationships between E-CRM, service quality, and customer satisfaction. Nevertheless, empirical evidence testing both variables concurrently among automotive parts business clients in Indonesia remains limited. This study addresses this gap by assessing E-CRM and service quality in relation to Business Customer Satisfaction at PT Capella Patria Utama.

LITERATURE REVIEW

Customer Satisfaction

Customer satisfaction remains pivotal for firm longevity due to its relationship with long-term commercial relationships. Kotler et al. (2021) state that satisfaction emerges from comparing expectations with perceived performance, whereas Tjiptono (2020) views it as an overall evaluation of product or service experiences.

This study utilizes Expectation-Disconfirmation Theory (EDT) introduced by Oliver (1980), which posits that satisfaction develops through comparison between expectations and actual performance. Performance that meets or exceeds expectations produces positive disconfirmation and satisfaction, whereas underperformance produces negative disconfirmation and dissatisfaction. In the context of PT Capella Patria Utama, customer satisfaction encompasses product availability, communication, service speed, order accuracy, and fulfillment of business needs.

Prior studies indicate that CRM and service quality are associated with customer satisfaction (Dunan & Saputra, 2024;Izzah et al., 2023; Taufik Lukman et al.,2021), meanwhile Pratama et al. (2021) highlight the role of product and service quality. CRM systems can also support long-term partnerships (Al-Gasawneh et al., 2022), while E-CRM can enhance customer experience (Kumar et al., 2022). Rapid digital services may further contribute to customer satisfaction (Demirel, 2022). Within B2B environments, digital touchpoints influence customer journeys (Lundin & Kindström, 2024), digital

marketing supports customer engagement and satisfaction (Salonen et al., 2024), while digital technology enhances customer centricity and customer value (Wünderlich et al., 2025). While digital capabilities, trust, and commitment can reinforce business relationship value (Ritter & Pedersen, 2020; Badrinarayanan & Ramachandran, 2024).

Accordingly, customer satisfaction is conceptualized as a store customer's evaluation of how well company performance in products, service, communication, and relationship management meets expectations (Oliver, 1980). Following Kotler et al. (2021), satisfaction is measured through the following indicators:

1. Alignment with expectations.
2. Repurchase intentions.
3. Willingness to provide referrals.

In this study, these indicators capture service alignment with store needs, intentions to continue transactions, and willingness to recommend the firm to business partners.

Electronic Customer Relationship Management (E-CRM)

Electronic Customer Relationship Management (E-CRM) represents an enterprise strategy for managing customer interactions through digital technologies to enhance communication, service delivery, and customer satisfaction. This concept builds upon Relationship Marketing Theory proposed by Berry et al. (1983), which emphasizes building and maintaining enduring relationships, as well as Commitment-Trust Theory proposed by Morgan & Hunt (1994). Chaffey & Ellis-Chadwick (2022) define E-CRM as the use of internet and digital channels to manage customer relationships effectively, whereas Francis (2024) describes CRM as an approach to acquiring, retaining, and developing valuable customer relationships.

At PT Capella Patria Utama, which operates as a B2B automotive spare parts distributor, E-CRM facilitates product information delivery, price updates, promotional information, ordering, and fulfillment of customer needs. Digital tools also enable communication speed, information accuracy, data security, and personalized service. Previous studies indicate that E-CRM is associated with service quality, satisfaction, and loyalty (Cahyaningrum et al., 2023; Hadi & Haris, 2024), and facilitates transactional interactions and data administration (Shendy et al., 2023).

In B2B settings, social media and digital channels can support customer knowledge and sales performance (Maduku, 2024; Høgevold et al., 2024). Digital education, knowledge transfer, trust, and digital transformation may further support sustainable B2B relationships (Sutherland et al., 2025; Lavan et al. 2025; Kyrdoda et al., 2025)

Grounded in Chaffey & Ellis-Chadwick (2022) and related empirical research, the E-CRM indicators used in this study encompass:

1. Information.
2. Ease of use.
3. Responsiveness.
4. Security.
5. Personalization.

Service Quality

Service quality refers to an enterprise's capability to fulfill customer requirements through superior and consistent service delivery. Tjiptono (2020) explains that service quality relates to the company's ability to meet customer expectations, while Kotler et al. (2021)

emphasize the ability to meet or exceed customer expectations.

For PT Capella Patria Utama, service quality encompasses product availability, service speed, information accuracy, delivery accuracy, complaint handling, and attention to store customers. Parasuraman et al., (1988) evaluate service quality through five SERVQUAL dimensions: tangibles, reliability, responsiveness, assurance, and empathy.

In B2B environments, service quality is reflected in accurate product information, efficient order processing, timely delivery, effective complaint resolution, and operational consistency. Terpoorten et al. (2024) emphasize digital service consistency across customer touchpoints, while Raddats et al. (2024) highlight its role in developing customer relationships. Wang (2024) links digital service quality with customer satisfaction, while Soellner et al. (2024) emphasize value creation for commercial buyers.

Studies by (Sapira et al., 2026; Rezeki et al., 2020; Alfando et al., 2023 dan Taufik Lukman et al., 2021) report positive relationships between service quality and customer satisfaction. Al-Gasawneh et al. (2022) demonstrate relationships between CRM-driven service quality and long-term relationships, while Demirel (2022) emphasizes response speed, system reliability, and consistency.

Grounded in SERVQUAL and previous literature, service quality is defined as customer perceptions of PT Capella Patria Utama's ability to provide reliable, fast, responsive, assured, and empathetic service throughout the customer process, from information inquiries and ordering to delivery, complaint handling, and ongoing interactions.

Following Parasuraman et al., (1988), service quality indicators comprise:

1. Tangibles.
2. Reliability.
3. Responsiveness.
4. Assurance.
5. Empathy.

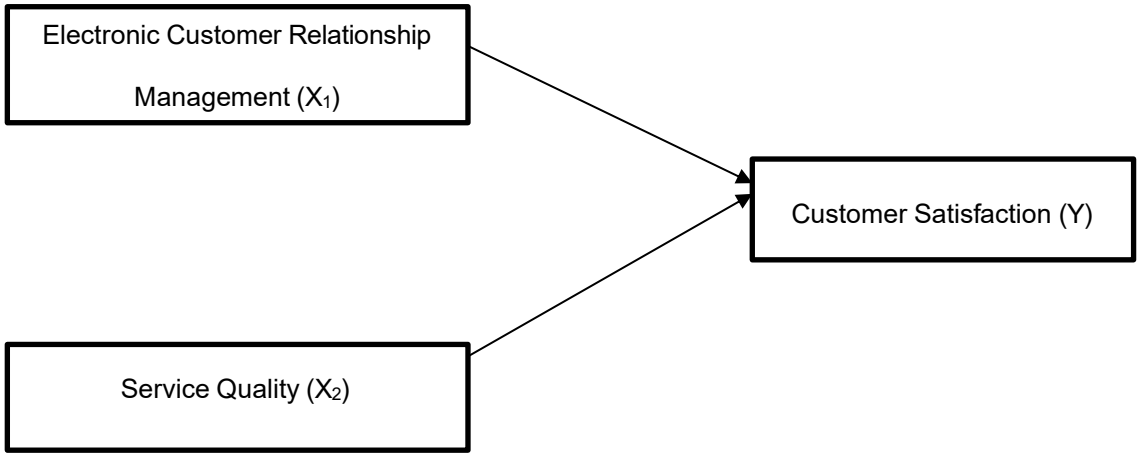


Figure 1. Theoretical Framework

Hypotheses:

- H_1: Electronic Customer Relationship Management positively influences Business Customer Satisfaction.
- H_2: Service Quality positively influences Business Customer Satisfaction.

RESEARCH METHOD

This research was conducted at PT Capella Patria Utama, focusing on retail store customers purchasing automotive spare parts between July and August 2026. A quantitative approach was employed using structured questionnaires for data collection. The collected data were analyzed using SmartPLS to examine the relationships between E-CRM, service quality, and customer satisfaction.

The target population consisted of 153 active retail store customers in Medan City. This study employed a non-probability purposive sampling technique to select respondents who met specific criteria relevant to the research objectives. A total of 111 eligible respondents participated in the main study. Respondents were required to: (1) have previously purchased spare parts from PT Capella Patria Utama; (2) have completed at least two transactions; (3) have interacted with the company through digital communication channels, such as WhatsApp or email; and (4) have agreed to participate in the survey. These criteria ensured that respondents had relevant experience to evaluate the company's E-CRM practices, service quality, and customer satisfaction.

Data analysis employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS. This method was selected to examine the relationships among the research constructs and assess the predictive capability of the proposed model. The analytical process consisted of outer-model and inner-model assessments. The outer model was evaluated using outer loadings, Average Variance Extracted (AVE), Composite Reliability, Cronbach's Alpha, and the Heterotrait-Monotrait Ratio (HTMT). The inner model was assessed using the coefficient of determination (R^2), predictive relevance (Q^2), Standardized Root Mean Square Residual (SRMR), and path coefficients. Hypothesis testing was conducted using bootstrapping based on t-statistics and p-values.

RESULTS

A pilot test involving 30 respondents was conducted to evaluate the initial instrument. Subsequently, the refined instrument was administered to 111 respondents in the main study. Data distribution checks identified similar response patterns across several indicator pairs: X_1.S3 and X_2.S10, X_1.S9 and X_2.S5, and X_1.S11 and X_2.S7. Examination of the response sheets indicated that these overlaps resulted from respondent response patterns rather than intentional data manipulation. Therefore, the raw data were retained.

During measurement-model testing using the primary dataset, indicators X_1.S6 and X_1.S10 recorded outer loadings of 0.022 and −0.046, respectively. Following coding verification, both indicators were removed because they failed to meet the convergent validity criterion.

Table 4.
Indicator Removal Rationale

Indicator	Evaluation Result	Removal Rationale
X_1.S6	Outer loading = 0.022	Far below the ≥ 0.70 threshold; fails convergent validity.
X_1.S10	Outer loading = −0.046	Negative value and below the ≥ 0.70 threshold; fails convergent validity.

The retained indicators exhibited outer loadings above 0.70. Cronbach's Alpha, rho_A, Composite Reliability, and AVE values indicated adequate internal consistency and convergent validity.

Table 5.
Reliability and Convergent Validity

Construct	Cronbach's Alpha (α)	rho_A (ρ_a)	Composite Reliability (ρc)	AVE
CS	0.942	0.945	0.951	0.685
E-CRM	0.958	0.962	0.963	0.670
SQ	0.966	0.967	0.970	0.682

Cronbach's Alpha (α) values ranged from 0.942 to 0.966, Composite Reliability (ρc) values ranged from 0.951 to 0.970, and AVE values ranged from 0.670 to 0.685. These results support internal consistency and convergent validity because the values exceeded commonly applied thresholds. However, discriminant validity required further assessment.

Figure 2. PLS Algorithm Results

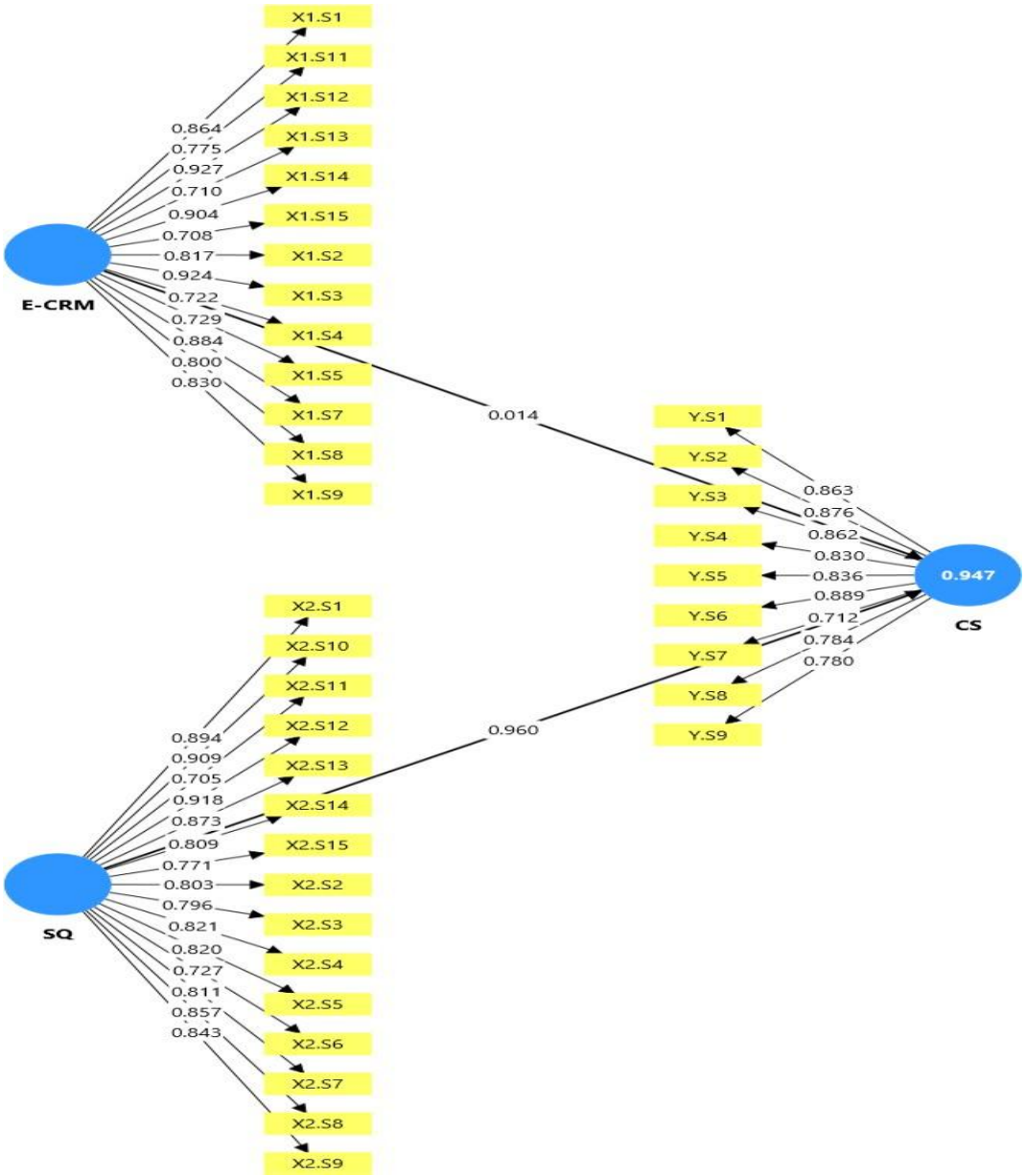


Table 6.
Fornell–Larcker Criterion

Construct	E-CRM	SQ	CS
E-CRM	0.819	0.976	0.950
SQ	0.976	0.826	0.973
CS	0.950	0.973	0.827

Table 7.
Heterotrait–Monotrait Ratio (HTMT)

Construct Pair	HTMT
E-CRM – SQ	1.010
E-CRM – CS	0.998
SQ – CS	1.019

Discriminant validity testing in the final model indicated that the Fornell–Larcker criterion was not satisfied. The square roots of AVE (√AVE) for E-CRM, SQ, and CS were 0.819, 0.826, and 0.827, respectively, whereas the inter-construct correlations exceeded these values. For example, the correlation between E-CRM and SQ was 0.976. HTMT values were also elevated at 1.010 for E-CRM–SQ, 0.998 for E-CRM–CS, and 1.019 for SQ–CS. These results indicate insufficient empirical separation among the constructs in the final model.

Indicator collinearity testing identified extreme VIF values for several E-CRM indicators. The VIF for X_1.S12 reached 367.313, X_1.S3 reached 348.577, X_1.S13 reached 55.310, and X_1.S1 reached 18.697. These values indicate substantial collinearity and warrant further examination of indicator wording and response patterns. The indicators were nevertheless retained to preserve theoretical alignment and because deletion solely to reduce VIF could alter the intended measurement model.

Customer Satisfaction produced $R^2 = 0.947$ and Adjusted $R^2 = 0.946$, indicating that E-CRM and Service Quality jointly explain 94.7% of the variance in Customer Satisfaction within the sample. However, this result should be interpreted cautiously because of the discriminant validity and collinearity limitations identified in the measurement model.

Effect size analysis showed $f^2 = 0.000$ for E-CRM → CS and $f^2 = 0.836$ for SQ → CS, indicating a negligible distinct effect of E-CRM and a large distinct effect of Service Quality within the tested model. Because discriminant validity was not adequately established, these effect-size results should also be interpreted cautiously.

Model fit evaluation produced an SRMR = 0.119, which exceeds commonly used thresholds. This indicates that the model's overall fit remains suboptimal.

Table 8.
Bootstrapping Path Analysis Results

Inter-variable Relationship	β	t-statistic	p-value	2.5% CI	97.5% CI
E-CRM → CS	0.014	0.094	0.925	−0.294	0.295
SQ → CS	0.960	6.658	< 0.001	0.692	1.245

Bootstrapping results indicate that E-CRM does not have a statistically significant effect on Customer Satisfaction (β = 0.014; t = 0.094; p = 0.925). The 95% confidence interval (CI) ranges from −0.294 to 0.295, crossing zero. Therefore, H_1 is not supported. Conversely, Service Quality has a positive and statistically significant relationship with

Customer Satisfaction (β = 0.960; t = 6.658; p < 0.001). Its 95% CI ranges from 0.692 to 1.245, which does not include zero. Therefore, H_2 is supported.

DISCUSSION

The structural model evaluation reveals distinct outcomes regarding the drivers of business customer satisfaction at PT Capella Patria Utama. Hypothesis 1 (H_1) is not supported, whereas Hypothesis 2 (H_2) is supported. The path analysis shows that Electronic Customer Relationship Management (E-CRM) has a statistically insignificant direct relationship with customer satisfaction (β = 0.014, *p* = 0.925). From a theoretical perspective, this finding diverges from conventional digital engagement frameworks, which posit that automated and digital interaction systems directly elevate customer satisfaction. Several factors may explain this lack of significance in this specific B2B retail setting. Methodologically, the measurement model revealed extremely high inter-construct correlations, notably 0.950 between E-CRM and customer satisfaction and 0.976 between E-CRM and service quality. This severe overlap indicates that respondents perceived digital communication channels, such as WhatsApp and email, as an integral component of general service delivery rather than as an independent operational construct. Consequently, when service quality is included simultaneously in the structural model, the unique explanatory power of E-CRM becomes negligible. Practically, business customers purchasing automotive spare parts may prioritize core operational performance, such as delivery precision, order accuracy, and technical reliability, over digital platform features. When digital channels serve primarily as basic communication tools without providing distinct value-added customization, customers may not perceive E-CRM as an independent source of satisfaction.

In contrast, service quality demonstrates a strong, positive, and statistically significant relationship with customer satisfaction (β = 0.960, *p* < 0.001). This finding aligns with established service quality theories, including Parasuraman's framework, and empirical studies emphasizing core service execution as a determinant of customer satisfaction in industrial contexts. Theoretically, this outcome reinforces the premise that B2B transactional relationships remain heavily anchored in functional execution, where physical product availability, employee responsiveness, and error-free transactions may outweigh digital conveniences. Practically, PT Capella Patria Utama should continue evaluating its service precision, technical support, and logistical speed. While digital communication tools facilitate initial interactions, customer satisfaction also depends on whether service delivery meets or exceeds customer expectations. Nevertheless, because inadequate discriminant validity and high collinearity were identified in the model, these structural path estimates must be interpreted with caution. The relative magnitudes of the path coefficients may reflect statistical overlap among customer perceptions in the current sample rather than the absence of value in digital platforms. Future research should refine the measurement indicators to achieve clearer empirical separation between digital touchpoints and core service dimensions.

CONCLUSION

In the evaluated model, the E-CRM path to Customer Satisfaction was statistically insignificant (β = 0.014; p = 0.925), whereas the Service Quality path was positive and statistically significant (β = 0.960; p < 0.001). However, because the discriminant validity criteria were not adequately satisfied and substantial collinearity was identified, the individual path estimates should be interpreted cautiously. The R^2 = 0.947 indicates that E-CRM and Service Quality jointly explain 94.7% of the variance in Customer Satisfaction within the sample, but this high value should not be interpreted independently of the measurement-model limitations. Future research should refine the indicators and strengthen empirical separation among E-CRM, Service Quality, and Customer Satisfaction before retesting the structural relationships. Operationally, PT

Capella Patria Utama may continue monitoring digital response speed, delivery accuracy, and complaint handling through objective service records as part of ongoing service evaluation.

RECOMMENDATION

Grounded in empirical findings and model limitations, PT Capella Patria Utama is advised to continue monitoring E-CRM and service execution via periodic tracking of digital responsiveness, information accuracy, delivery precision, and complaint resolution. Future studies should deploy more granular indicators capable of distinct construct separation across diverse sample contexts.

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