

The Role of Customer Satisfaction as a Mediating Variable in the Influence of Electronic Service Quality and Customer Experience on Corporate Image: Empirical Evidence from Ferry Transportation Services

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Abstract

Corporate image constitutes a critical strategic asset that underpins customers' trust in transportation service providers. At PT ASDP Indonesia Ferry (Persero), persistent complaints pertaining to the Ferizy application and overall crossing service delivery signal that the company's image continues to confront challenges requiring sustained corrective efforts. Accordingly, this study was designed to examine the extent to which electronic service quality and customer experience are associated with corporate image, with customer satisfaction positioned as an intervening variable among Ferizy e-ticketing users of PT ASDP Indonesia Ferry (Persero). A quantitative research design was adopted, combining descriptive and explanatory approaches through a structured survey method. A total of 617 respondents were recruited by means of proportionate stratified random sampling, drawn from ferry passengers on the Merak–Bakauheni and Ketapang–Gilimanuk corridors. The collected data were subsequently analyzed employing Partial Least Squares Structural Equation Modeling (PLS-SEM). The empirical findings demonstrate that electronic service quality exerts a positive and statistically significant influence on both customer satisfaction and corporate image. Customer satisfaction similarly yields a meaningful positive effect on corporate image. Conversely, customer experience did not produce a significant impact on either customer satisfaction or corporate image. Regarding mediation, customer satisfaction was found to transmit the effect of electronic service quality onto corporate image; however, no such mediating pathway was established for customer experience. These results underscore the strategic necessity of aligning digital service enhancements with core service improvements as a pathway to fortifying corporate image within the ferry transportation sector.

Keywords: *Corporate Image, Customer Satisfaction, Electronic Service Quality, Customer Experience, Ferry Transportation Services.*

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INTRODUCTION

Ferry services occupy a strategically significant position in sustaining regional connectivity, enabling community mobility, facilitating logistical distribution, and propelling economic advancement across the Indonesian archipelago. Given Indonesia's geographic configuration as an island nation comprising thousands of islands, inter-island connectivity is fundamentally dependent on ferry operations linking territories divided by seas and straits. Within this landscape, PT ASDP Indonesia Ferry (Persero) functions as the principal operator of ferry transportation and harbour management, catering annually to millions of passengers. During 2024, the Merak-Bakauheni corridor accommodated approximately 17.55 million passengers and 4.69 million vehicles, whereas the Ketapang-Gilimanuk corridor handled around 6.19 million passengers and 2.00 million vehicles. The sheer magnitude of ridership underscores that service quality and corporate image are indispensable determinants for preserving public confidence and ensuring the long-term viability of ferry transport operations (Directorate General of Land Transportation, 2024; Nugraha et al., 2024).

Corporate image is widely regarded as a valuable intangible asset capable of shaping customers' trust, reinforcing loyalty, and guiding purchasing behaviour. Organisations endowed with a strong corporate image are better positioned to deepen customer relationships and sustain competitive advantages within increasingly contested markets. Keller (2013) conceptualises corporate image as the constellation of associations residing in customers' cognitive memory about a given organisation, cultivated through direct experience and subjective evaluation. In a complementary vein, Nguyen and Leblanc (2001) contend that corporate image is fundamentally a function of customers' perceptions concerning an organisation's reputation, credibility, and delivered service performance. Consequently, service-sector organisations must invest persistently in reinforcing corporate image to underpin their long-run commercial sustainability.

The accelerating pace of information technology development has compelled service enterprises to embrace digital transformation as a cornerstone of strategies aimed at elevating service quality and deepening customer engagement. Digitalisation affords organisations the capacity to deliver services that are swifter, more accessible, more transparent, and more cost-efficient. As a result, the quality of digital service offerings has emerged as a key determinant of both customer satisfaction and corporate image across diverse service industries (Rahi et al., 2021; Ali et al., 2023). Specifically in transportation, digital transformation not only streamlines operational processes but also enriches customer experiences by simplifying access to information and services.

As an integral component of its broader digital transformation agenda, PT ASDP Indonesia Ferry (Persero) launched Ferizy, an electronic ticketing platform that empowers customers to procure ferry tickets online, retrieve travel-related information, and execute digital payments. Ferizy was conceived with the objective of boosting service efficiency while

extending greater convenience to ferry travellers. Nonetheless, in the context of ferry transportation, digital platforms such as Ferizy are more accurately classified as ancillary rather than core services. They serve a complementary function, augmenting rather than replacing the primary ferry transportation experience. Customers ultimately assess the organisation's performance on the basis of core service delivery, encompassing departure punctuality, voyage safety, passenger comfort, operational dependability, and consistency of service (Boateng, 2023; Rispawati et al., 2023).

Notwithstanding the deployment of Ferizy, PT ASDP Indonesia Ferry (Persero) continues to grapple with obstacles in cultivating a robust corporate image. Documented user complaints concerning the application include difficulties with account registration, problems encountered during ticket booking, recurring transaction failures, insufficient information availability, and inadequate resolution of service grievances. In parallel, customer feedback aggregated on digital platforms reveals considerable scope for improvement in the company's electronic service quality. In digital service contexts, such complaints and online reviews hold particular significance, as they have the capacity to influence prospective customers' perceptions of service quality and consequently affect corporate image (Ali et al., 2023; Rahi et al., 2021).

These observable phenomena indicate that improving corporate image necessitates a deeper comprehension of the variables shaping customer perceptions. In this regard, electronic service quality, customer experience, and customer satisfaction are identified as salient drivers of corporate image. Electronic service quality denotes the degree to which customers evaluate the effectiveness, dependability, security, and responsiveness of electronic service platforms (Parasuraman et al., 2005). A substantial body of empirical research confirms that superior electronic service quality augments customer satisfaction and bolsters corporate image, as customers associate organisations delivering dependable digital services with greater professionalism and trustworthiness (Blut et al., 2022; Li & Suomi, 2022).

Customer experience constitutes another pivotal construct within the service marketing domain. It encompasses the totality of customers' cognitive, affective, behavioural, and sensory responses arising from their engagements with an organisation across the entire customer journey (Lemon & Verhoef, 2016). Positive customer experiences are generally linked to elevated customer satisfaction and more favourable corporate image perceptions. However, within ferry transportation, the determinants of customer experience extend well beyond digital touchpoints provided by Ferizy. Customers also evaluate their journey based on boarding and alighting procedures, port infrastructure quality, schedule adherence, in-voyage comfort, and reliability of operations. Accordingly, the magnitude of customer experience's influence on customer satisfaction and corporate image may differ markedly depending on the particular service sector under examination (Boateng, 2023).

Customer satisfaction refers to the evaluative judgement customers make regarding whether a service's delivered performance fulfils or surpasses their initial expectations. Customers who report satisfaction are characteristically more inclined to repeat their patronage, to advocate the service within their social networks, and to hold more positive views of the organisation (Oliver, 2014; Kotler et al., 2021). In the present investigation, customer satisfaction is treated as an intervening variable, mediating the pathways through which electronic service quality and customer experience exert their influence on corporate image. This conceptualisation positions customer satisfaction not merely as an output of service assessment but as the mechanism through which perceptual signals regarding quality and experience are eventually channelled into the formation of corporate image.

Prior scholarly enquiries into electronic service quality, customer experience, customer satisfaction, and corporate image have been concentrated predominantly within the banking, retailing, hospitality, and e-commerce domains. Although these studies broadly document positive interrelationships among the constructs, inconsistencies persist, particularly with respect to the role of customer experience in shaping customer satisfaction and corporate image. Moreover, empirical investigations that integrate these variables within the specific context of ferry transportation remain scarce. This gap furnishes an opportunity to extend the existing literature by elucidating how electronic service quality and customer experience affect corporate image through the mediating mechanism of customer satisfaction in ferry transportation services.

Most previous studies implicitly assume that the digital platform represents the primary service encounter. This assumption may not hold in ferry transportation because the e-ticketing platform functions only as an ancillary service, while customers ultimately evaluate the organization through operational performance such as safety, punctuality, boarding efficiency, and travel comfort. Consequently, the mechanisms through which electronic service quality and customer experience influence corporate image may differ from those observed in fully digital service industries

In light of these considerations, this study aims to investigate the effects of electronic service quality and customer experience on corporate image, with customer satisfaction functioning as an intervening variable, among users of the Ferizy e-ticketing system operated by PT ASDP Indonesia Ferry (Persero). The outcomes of this investigation are anticipated to enrich the service marketing literature, particularly within the ferry transportation domain, and to yield actionable insights for organisations striving to fortify their corporate image through enhancements in both digital and core service quality.

Beyond testing the proposed relationships, this study seeks to contribute theoretically by explaining how the distinction between ancillary digital services and core transportation services influences the formation of customer satisfaction and corporate image. The findings are expected to extend service marketing literature by demonstrating that

customer experience may operate differently in service settings where digital interaction represents only one component of a broader service journey.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Electronic Service Quality

Electronic Service Quality (ESQ) refers to customers' appraisal of the degree to which electronic services are effective and efficient in supporting the processes of shopping, purchasing, and service delivery. According to Parasuraman, Zeithaml, and Malhotra (2005), ESQ can be understood as the capacity of a digital platform or website to support efficient and effective service interactions, encompassing the provision of information, the processing of transactions, and the delivery of post-purchase support. In digital environments, service quality assessments by customers are predominantly anchored to dimensions such as efficiency, system dependability, transactional security, responsiveness, and navigational ease. Organisations that attain high levels of electronic service quality are therefore more favourably positioned to generate customer satisfaction and to cultivate a positive corporate image.

It is important to distinguish Electronic Service Quality from the broader concept of Customer Experience. In this study, Electronic Service Quality refers exclusively to customers' evaluation of the Ferizy digital platform, including the efficiency of ticket booking, system availability, information accuracy, payment security, and responsiveness during online service interactions. Accordingly, Electronic Service Quality captures customers' perceptions of the digital service interface rather than their overall ferry travel experience. This distinction is particularly relevant in ferry transportation, where the digital platform functions as an ancillary service that supports, but does not replace, the core transportation service.

Within the context of ferry transportation, electronic service quality is manifested through the Ferizy application's ability to deliver timely and accurate travel information, to facilitate seamless ticket reservations, to safeguard payment security, and to ensure consistent system uptime. An extensive body of empirical evidence affirms that electronic service quality exerts a positive influence on customer satisfaction, as customers associate high-quality digital platforms with enhanced convenience, reliability, and trustworthiness (Blut et al., 2022; Li & Suomi, 2022). Furthermore, organisations that provide superior electronic services tend to project a more favourable corporate image by conveying a sense of professional competence and innovation orientation (Wu et al., 2022; Rahi et al., 2021). On this basis, the following hypotheses are advanced: H₁: Electronic Service Quality exerts a positive influence on Customer Satisfaction.

H₃: Electronic Service Quality exerts a positive influence on Corporate Image.

Customer Experience

Customer Experience refers to the multidimensional set of cognitive, emotional, behavioural, and sensory responses generated in customers as a consequence of their engagements with an organisation across various stages of the consumption journey. Lemon and Verhoef (2016) describe customer experience as encompassing all interactions a customer undergoes prior to, during, and after consumption, spanning multiple service touchpoints. Building on this, De Keyser et al. (2020) emphasise that the formation of customer experience is shaped not exclusively by direct organisational interactions but also by contextual and situational variables that modulate customers' interpretations of those interactions.

In ferry transportation, customer experience is generated through a combination of digital and physical service encounters. While customers engage digitally with Ferizy during the ticketing phase, their holistic experience is also shaped by the quality of boarding procedures, port infrastructure, schedule adherence, comfort during the voyage, and operational dependability. It follows that customer experience is hypothesised to influence both customer satisfaction and corporate image. Prior research has documented positive associations between customer experience and both satisfaction and corporate image across diverse service contexts (Ali et al., 2023; Becker & Jaakkola, 2020). These considerations give rise to the following hypotheses:

Unlike Electronic Service Quality, Customer Experience is conceptualized as customers' holistic evaluation of the entire ferry service journey. In addition to digital interactions through the Ferizy application, this construct encompasses customers' experiences during boarding procedures, waiting areas, vessel facilities, interactions with service personnel, voyage comfort, schedule adherence, and arrival processes. Therefore, Electronic Service Quality represents only one service touchpoint within the broader customer journey measured by Customer Experience. Maintaining this conceptual distinction allows both constructs to be examined as separate antecedents of Customer Satisfaction and Corporate Image, while minimizing conceptual overlap between digital service evaluation and overall service experience.

H₂: Customer Experience exerts a positive influence on Customer Satisfaction.

H₄: Customer Experience exerts a positive influence on Corporate Image.

Customer Satisfaction

Customer Satisfaction is conceptualised as the evaluative outcome arising from customers' comparison of service performance against their pre-existing expectations. Oliver (2014) posits that satisfaction is experienced when customers perceive service delivery to be commensurate with or superior to their anticipated standard. Customers who achieve a state of satisfaction exhibit a greater propensity to maintain their service patronage, to engage in positive word-of-mouth communication, and to develop supportive attitudinal orientations

towards the organisation. Kotler, Kartajaya, and Setiawan (2021) similarly affirm that satisfaction constitutes a cornerstone of sustained relational bonds between organisations and their clientele.

Although customer satisfaction is fundamentally conceptualized as an evaluative judgment comparing perceived performance with prior expectations (Oliver, 2014), its expression is often reflected through favourable behavioural intentions. Customers who are satisfied tend to demonstrate stronger intentions to continue using the service, recommend it to others, remain loyal, express fewer complaints, and resist switching to alternative providers. In this study, these behavioural intentions are interpreted as reflective manifestations of customers' satisfaction evaluations, consistent with the measurement approach adopted from Kotler, Kartajaya, and Setiawan (2021). They are used to capture customers' overall evaluative response rather than actual post-purchase behaviour.

In service-oriented industries, customer satisfaction has consistently been identified as a principal determinant of corporate image, given that satisfied customers are more inclined to trust organisations and to hold constructive perceptions of their reputational standing and service credibility. The weight of prior empirical research confirms this positive association between satisfaction and corporate image (Nguyen & Leblanc, 2001; Rahi et al., 2021; Sofian & Utami, 2023).

Accordingly, the following hypothesis is proposed:

H₅: Customer Satisfaction exerts a positive influence on Corporate Image.

The Mediating Role of Customer Satisfaction

Beyond its status as a service evaluation outcome, customer satisfaction also operates as a transformative mechanism translating customers' qualitative perceptions of service into concrete attitudinal orientations towards the organisation. Oliver (2014) characterises satisfaction as an evaluative process linking experiential inputs to attitudinal and behavioural dispositions. In a related vein, Zeithaml, Bitner, and Gremler (2020) observe that customers who derive satisfaction from service quality encounters tend to develop more affirmative perceptions of the organisations concerned.

In this study, customer satisfaction is proposed to mediate the paths through which Electronic Service Quality and Customer Experience influence Corporate Image. When digital service provision attains high quality standards, the resulting customer satisfaction may subsequently translate into enhanced corporate image. Likewise, favourable customer experiences are anticipated to elevate satisfaction levels, which in turn may produce improvements in corporate image. It must be acknowledged, however, that within the ferry transportation context, customer experience may be subject to situational contingencies including adverse weather, congestion at port facilities, and unforeseen operational disruptions that could moderate the intermediary function of customer satisfaction.

In light of these considerations, the following hypotheses are put forward:

H₆: Customer Satisfaction mediates the effect of Electronic Service Quality on Corporate Image.

H₇: Customer Satisfaction mediates the effect of Customer Experience on Corporate Image.

METHOD

Research Design

This investigation was conducted employing a quantitative approach with both descriptive and explanatory characteristics, implemented through a structured survey design. The descriptive dimension served to characterise respondents' perceptions across the four research variables Electronic Service Quality, Customer Experience, Customer Satisfaction, and Corporate Image while the explanatory dimension was directed at scrutinising the hypothesised causal relationships among those variables. Creswell and Creswell (2023) describe the purpose of quantitative research as theory testing through the systematic examination of variable relationships, operationalised via research instruments and evaluated through statistical analysis procedures. This design is therefore judged to be appropriate for investigating the underlying relationship through which Electronic Service Quality and Customer Experience are associated with corporate image, with Customer Satisfaction serving as the intervening construct.

Population, Sample, and Sampling Technique

The study population comprised all customers who purchased ferry tickets through the Ferizy application and travelled on the Merak–Bakauheni and Ketapang–Gilimanuk ferry corridors during the data collection period. To ensure that both operational corridors were adequately represented, the population was stratified according to ferry route. A total of 617 respondents were selected based on proportional allocation across the two strata, with the number of respondents from each corridor determined according to its relative share of Ferizy users during the study period. Within each stratum, respondents meeting the study criteria were invited to participate in accordance with the predetermined proportional allocation. This sampling approach was adopted to improve the representativeness of the sample while ensuring adequate coverage of both ferry corridors (Sekaran & Bougie, 2023).

Respondents were included in the study if they had personally purchased ferry tickets through the Ferizy application, had completed the ferry journey on either the Merak–Bakauheni or Ketapang–Gilimanuk corridor, and were able to evaluate both the digital ticketing process and the overall ferry service experience. This criterion ensured that respondents possessed direct experience with both the electronic service platform and the core transportation service evaluated in the proposed research model.

Data Collection and Research Instrument

Primary data were gathered through a structured questionnaire administered to individuals who had utilised both the Ferizy application and the physical ferry transportation services of PT ASDP Indonesia Ferry (Persero). Questionnaire items were constructed on the foundation of established theoretical frameworks and precedent empirical studies, then contextualised for relevance to ferry transportation. Responses were recorded on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Likert scale is extensively employed in marketing and behavioural science research owing to its capacity to elicit respondents' perceptions in a standardised and systematic manner (Hair et al., 2021).

The measurement of Electronic Service Quality drew on seven dimensions adapted from Parasuraman, Zeithaml, and Malhotra (2005): efficiency, fulfilment, system availability, privacy, responsiveness, compensation, and contact. Customer Experience was operationalised through five dimensions proposed by Lemon and Verhoef (2016): the customer journey, multi-touchpoint engagement, individual and situational context, emotion and cognition, and customer engagement and brand relationship. Customer Satisfaction was measured using five reflective indicators adapted from Kotler, Kartajaya, and Setiawan (2021), namely repurchase intention, customer loyalty, willingness to recommend, complaint reduction, and switching intention. Although these indicators are frequently discussed in the marketing literature as behavioural intentions following service evaluation, this study adopts the perspective that such intentions represent customers' evaluative responses to their overall satisfaction with the service received. In the context of ferry transportation, satisfied customers are expected to express their favourable evaluation through intentions to reuse the service, recommend it to others, remain loyal, reduce complaints, and avoid switching to competing operators. Accordingly, these indicators were employed as reflective manifestations of customer satisfaction rather than as observations of actual post-purchase behaviour. Corporate Image was assessed using seven dimensions developed by Schwaiger et al. (2023): emotional appeal, social responsibility, relationship quality, managerial competence, financial performance, product and innovation quality, and market competitiveness.

To maintain conceptual clarity, the measurement of Electronic Service Quality was limited to respondents' evaluations of the Ferizy application as the company's digital ticketing platform. In contrast, Customer Experience was measured as respondents' overall evaluation of the ferry service journey, incorporating both digital interactions and physical service encounters throughout the travel process. Accordingly, although both constructs involve customer perceptions, they represent different service touchpoints and were operationalized as distinct latent variables in the proposed research model.

Data Analysis Technique

Data analysis was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS software. The analytical process proceeded in two sequential stages. In the first stage, the measurement model was assessed through outer loading coefficients, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE), to establish the validity and reliability properties of the research constructs. In the second stage, the structural model was evaluated on the basis of the coefficient of determination (R^2), model fit indices, and path coefficients to be related to empirical support for the proposed hypotheses. Hair et al. (2021) and Sarstedt et al. (2022) affirm that PLS-SEM constitutes a methodologically suitable technique for probing causal interrelationships among latent constructs and for testing predictive research frameworks.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure implemented in SmartPLS with [insert the actual number] bootstrap subsamples. The structural model was evaluated based on standardized path coefficients (β), bootstrapped confidence intervals, t-statistics, p-values, and effect sizes (f^2). A relationship was considered statistically significant when the t-statistic exceeded 1.96 and the corresponding p-value was below 0.05 at the 5% significance level (Hair et al., 2021). Both direct and indirect effects were examined to assess the proposed structural relationships and mediation effects.

RESULTS AND DISCUSSION

Respondents' Profile

The study sample comprised 617 registered users of the Ferizy e-ticketing application on the Merak–Bakauheni and Ketapang–Gilimanuk ferry corridors. In terms of gender distribution, male respondents constituted the majority at 66.45%, with female respondents accounting for the remaining 33.55%. The predominant age cohort was 31–40 years, representing 56.24% of the sample, followed by the 21–30 year bracket at 35.17%. Respondents aged 41–50 years comprised 7.78% of the sample, while those in the 51–60 year range constituted a minor proportion of 0.81%. These demographic characteristics indicate that ferry e-ticketing services are predominantly accessed by individuals within economically active age groups who tend to possess a reasonable degree of digital literacy and familiarity with electronic service platforms.

Descriptive Statistics

Table 1 presents the descriptive statistics for each research variable.

Table 1. Descriptive Statistics of Research Variables

Variable	Mean	Category
Electronic Service Quality	3.88	Good
Customer Experience	3.85	High
Customer Satisfaction	3.88	High
Corporate Image	3.86	Good

Source: Authors' Calculation (2026)

The descriptive findings indicate that all constructs were evaluated favourably by respondents. Electronic Service Quality and Customer Satisfaction both attained the highest mean values at 3.88, implying that respondents viewed the Ferizy application as dependable and expressed general contentment with the services rendered. Customer Experience registered a mean of 3.85, suggesting that respondents perceived their interactions with the company and their use of ferry transportation as broadly satisfactory. Corporate Image obtained a mean score of 3.86, indicating that respondents held positive views of PT ASDP Indonesia Ferry (Persero) in terms of reputation, service delivery, and operational reliability.

Measurement Model Evaluation

The assessment of the measurement model encompassed convergent validity and internal consistency reliability. The outcomes are reported in Table 2.

Table 2. Results of Measurement Model Evaluation

Variable	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Electronic Service Quality	0.777–0.879	0.925	0.940	0.691
Customer Experience	0.911–0.952	0.959	0.968	0.859
Customer Satisfaction	0.927–0.964	0.972	0.978	0.900
Corporate Image	0.952–0.978	0.987	0.989	0.925

Source: Authors' Calculation (2026).

The measurement model evaluation confirms that all constructs satisfy the recommended thresholds for convergent validity and internal consistency reliability. Outer loading values ranged from 0.777 to 0.978, all exceeding the recommended minimum value of 0.70. Cronbach's Alpha and Composite Reliability values were above 0.70, indicating strong internal consistency across all constructs, while AVE values exceeded the recommended threshold of 0.50, confirming adequate convergent validity (Hair et al., 2021). In addition, discriminant validity was assessed using the Heterotrait–Monotrait ratio (HTMT). All HTMT values were below the recommended threshold, demonstrating that Electronic Service Quality, Customer Experience, Customer Satisfaction, and Corporate Image are empirically distinct constructs. Collectively, these findings indicate that the measurement model satisfies the established validity and reliability criteria for subsequent structural model analysis.

The reliability coefficients obtained in this study, particularly for Customer Satisfaction and Corporate Image, are relatively high. While exceptionally high reliability values may sometimes indicate potential

redundancy among indicators, all measurement items were retained because they were developed from established theoretical frameworks and demonstrated satisfactory outer loadings, convergent validity, and discriminant validity. Therefore, the high reliability coefficients are interpreted as evidence of strong internal consistency rather than unnecessary duplication of measurement items.

Structural Model Evaluation

The structural model was evaluated using the coefficient of determination (R^2) together with model fit indices, as reported in Table 3.

Table 3. Results of Structural Model Evaluation

Criteria	Value	Interpretation
R^2 Customer Satisfaction	0.330	Moderate
R^2 Corporate Image	0.446	Moderate
SRMR	0.047	Good fit
d_ULS	0.675	Acceptable
d_G	0.631	Acceptable
NFI	0.897	Close to recommended value
Chi-square	2225.558	Acceptable

Source: Authors' Calculation (2026).

The structural model demonstrates satisfactory explanatory power and acceptable model fit. The model accounts for 33.0% of the variance in Customer Satisfaction and 44.6% of the variance in Corporate Image. The SRMR value of 0.047 falls below the accepted upper bound of 0.08, confirming an adequate model fit. The d_ULS and d_G values similarly conform to the prescribed benchmarks, while the NFI value of 0.897 approaches the conventional cut-off of 0.90. In aggregate, these indicators suggest that the proposed structural model sufficiently captures the relational dynamics among the research constructs.

Prior to evaluating the structural relationships, collinearity diagnostics were assessed using the Variance Inflation Factor (VIF). All predictor constructs exhibited VIF values below the recommended threshold of 5.0, indicating that multicollinearity was not a concern in the structural model (Hair et al., 2021). Therefore, the estimated path coefficients can be interpreted without substantial bias arising from collinearity among the predictor constructs.

Hypothesis Testing

Table 4 presents the results of hypothesis testing for the direct effects.

Table 4. Direct Effects and Hypothesis Testing

Hypothesis	Relationship	t-statistics	p-values	Decision
H1	ESQ $\rightarrow$ CS	10.899	0.000	Supported
H2	CE $\rightarrow$ CS	1.930	0.054	Not Supported
H3	ESQ $\rightarrow$ CI	13.214	0.000	Supported
H4	CE $\rightarrow$ CI	0.360	0.719	Not Supported
H5	CS $\rightarrow$ CI	2.195	0.028	Supported

Source: Authors' Calculation (2026).

The direct effect analysis confirms that Electronic Service Quality exerts a statistically significant influence on both Customer Satisfaction

and Corporate Image. Customer Satisfaction similarly demonstrates a significant positive effect on Corporate Image. By contrast, Customer Experience fails to register a significant impact on either Customer Satisfaction or Corporate Image.

The outcomes of the mediation analysis are presented in Table 5.

Table 5. Indirect Effects and Mediation Testing

Relationship	Original Sample	t-statistics	p-values
ESQ → CS → CI	0.052	2.100	0.036
CE → CS → CI	0.010	1.370	0.171

Source: Authors' Calculation (2026)

The mediation analysis reveals that Customer Satisfaction significantly channels the relationship between Electronic Service Quality and Corporate Image. However, no significant mediating pathway was identified for Customer Experience with respect to Corporate Image.

The Effect of Electronic Service Quality on Customer Satisfaction (H1)

The analysis confirms that Electronic Service Quality has a statistically significant and positive effect on Customer Satisfaction, indicating that customers express greater satisfaction when digital service interactions deliver the desired levels of convenience, dependability, transactional security, and operational efficiency. Specifically, within the Ferizy context, customers place considerable value on the intuitiveness of the booking interface, the precision of information provided, the security of digital payment channels, and the stability of the system platform. Each of these attributes contributes meaningfully to customers' overall evaluation of the services offered by PT ASDP Indonesia Ferry (Persero). This finding resonates with the foundational electronic service quality framework advanced by Parasuraman et al. (2005), which establishes that customers assess digital service quality primarily on the dimensions of efficiency, system availability, privacy protection, and responsiveness. The result further corroborates precedent studies reporting that high electronic service quality is a robust driver of customer satisfaction in digital service ecosystems (Blut et al., 2022; Li & Suomi, 2022). It therefore follows that sustained investment in the reliability and usability of digital platforms is a necessary condition for improving customer satisfaction in ferry transportation.

The Effect of Customer Experience on Customer Satisfaction (H2)

The results reveal that Customer Experience does not exert a statistically significant effect on Customer Satisfaction a finding of considerable theoretical interest, given that customer experience was rated positively in the descriptive analysis yet failed to translate into measurably higher satisfaction. This outcome implies that customer satisfaction in ferry transportation is not determined predominantly by the quality of digital interactions with Ferizy. Rather, customers appear to assess their satisfaction through the lens of the overall service encounter, encompassing boarding and disembarkation procedures, port

facility standards, waiting time management, in-voyage comfort, schedule adherence, and operational consistency.

This finding differs from much of the customer experience literature, which generally identifies customer experience as an important antecedent of customer satisfaction (Lemon & Verhoef, 2016; De Keyser et al., 2020). One possible explanation is that respondents in the ferry transportation context may place greater emphasis on their evaluations of the Ferizy platform when assessing service quality, while their overall travel experiences are shaped by a broader set of operational interactions. Consequently, Customer Experience, as operationalized in this study, may not provide additional explanatory power beyond Electronic Service Quality in predicting Customer Satisfaction. Another possible explanation is that respondents reported relatively favourable evaluations across the Customer Experience indicators, thereby reducing response variability and limiting the statistical relationship with Customer Satisfaction. These interpretations should be regarded as plausible contextual explanations rather than direct conclusions derived from the empirical model.

This finding is consistent with Boateng's (2023) observation that in transportation contexts, customer satisfaction is closely tied to operational performance variables such as safety assurance, schedule punctuality, and service reliability. The absence of a significant effect of Customer Experience on Customer Satisfaction should therefore not be interpreted as a trivialisation of experience management. Rather, it signals that effective experience management must be coordinated with enhancements in core service delivery. This finding enriches the customer experience literature by providing contextual evidence that the satisfaction-generating potential of customer experience is not universal and is subject to meaningful variation across service sectors.

The Effect of Electronic Service Quality on Corporate Image (H3)

The findings demonstrate that Electronic Service Quality exerts a positive and statistically significant effect on Corporate Image, indicating that customers draw upon digital service quality as one basis for forming evaluative judgements regarding the organisation's reputation and credibility. A reliable and accessible electronic service platform generates positive cognitions about the organisation's professional standing and capacity for innovation. In line with Keller's (2013) conceptualisation, corporate image is constituted by the associations customers retain in memory concerning an organisation, accumulated through accumulated evaluative experiences. High-quality electronic services thus strengthen the valence of those associations and elevate corporate image perceptions. This finding aligns with the empirical contributions of Rahi et al. (2021), Wu et al. (2022), and Sofian and Utami (2023), each of which documents a positive relationship between electronic service quality on corporate image across a range of service industries.

The Effect of Customer Experience on Corporate Image (H4)

The results indicate that Customer Experience does not exert a statistically significant effect on Corporate Image. This suggests that, even when customers report generally positive service encounters in ferry transportation, those experiences are insufficient in isolation to produce enduring shifts in their long-term perceptions of the organisation's image. Corporate image is an accumulative construct that crystallises gradually through repeated episodes of consistent service delivery, sustained reputational performance, and the cumulatively weighted evaluations of customers over time (Keller, 2013).

One possible contextual explanation is that customers' evaluations of their overall ferry travel experience may be influenced by operational conditions beyond the scope of the service provider's direct control, such as weather conditions, port congestion, or schedule disruptions. Because these contextual factors were not explicitly measured in the present study, they should not be interpreted as empirically verified determinants of Corporate Image. An alternative interpretation is that respondents may not have fully differentiated their evaluations of the Ferizy platform from their broader travel experiences, thereby reducing the unique contribution of Customer Experience within the structural model. Future studies may examine this issue by incorporating operational service performance variables and refining the conceptual boundaries between digital service quality and overall customer experience.

The Effect of Customer Satisfaction on Corporate Image (H5)

The structural analysis confirms that Customer Satisfaction exerts a positive and statistically significant influence on Corporate Image. This implies that customers who attain satisfaction are more likely to harbour affirmative perceptions of the organisation's reputational standing, credibility, and service quality. Customer satisfaction functions as an evaluative conduit through which accumulated service encounters are converted into stable attitudinal orientations towards the organisation. Oliver (2014) characterises satisfaction as the outcome of customers' assessment of whether service performance is commensurate with or exceeds their prior expectations, a judgement that subsequently conditions their attitudes and behavioural predispositions. Nguyen and Leblanc (2001) similarly advance that customer satisfaction is a primary driver of corporate image formation, as satisfied customers are predisposed to express trust and favourable perceptions of organisational quality. These results are further corroborated by the findings of Rahi et al. (2021), Siregar and Rahmawati (2022), and Sofian and Utami (2023), all of whom report significant positive relationships between customer satisfaction and corporate image. Accordingly, the deliberate cultivation of customer satisfaction constitutes an indispensable strategic lever for advancing corporate image in ferry transportation.

The Mediating Role of Customer Satisfaction

The mediation analysis establishes that Customer Satisfaction significantly mediates the relationship between Electronic Service Quality and Corporate Image, whereas no significant mediation pathway is found for Customer Experience. This pattern of results indicates that improvements in electronic service quality strengthen corporate image not only through a direct pathway but also indirectly through heightened customer satisfaction. Conversely, customer experience does not produce a significant effect on corporate image through either a direct or indirect route via customer satisfaction. These findings suggest that within ferry transportation, customer satisfaction derives primarily from customers' assessments of electronic service quality rather than from the cumulative breadth of their service encounters. Consistent with Oliver's (2014) framework, satisfaction operates as an evaluative mechanism transmuting customers' quality-related perceptions into favourable organisational attitudes. It therefore follows that PT ASDP Indonesia Ferry (Persero) should maintain a sustained focus on improving the quality of digital service provision while simultaneously targeting improvements in core operational performance encompassing voyage safety, schedule punctuality, passenger comfort, and operational reliability as a strategy for building a durable and positive corporate image.

Although the structural model identifies statistically significant relationships among the investigated constructs, the findings should be interpreted with caution because the study employed a cross-sectional survey design. Such a design is appropriate for examining statistical associations but does not allow definitive conclusions regarding temporal or causal relationships. Accordingly, the reported findings should be interpreted as empirical evidence of associations among the constructs rather than proof of causal effects.

This study has several limitations that should be acknowledged. First, the research employed a cross-sectional survey design, which is suitable for examining statistical relationships among variables but does not permit definitive conclusions regarding temporal causality. Second, the study relied exclusively on self-reported questionnaire data, which may be subject to common-method bias and respondents' subjective perceptions. Third, the empirical investigation was limited to Ferizy users travelling on the Merak-Bakauheni and Ketapang Gilimanuk ferry corridors. The findings may not be directly generalizable to other ferry routes or transportation contexts with different operational characteristics. Future studies are encouraged to adopt longitudinal research designs, incorporate multiple sources of data, and extend the investigation to additional ferry corridors in order to strengthen causal inference and improve the generalizability of the findings.

CONCLUSION

This study examined the relationships among Electronic Service Quality, Customer Experience, Customer Satisfaction, and Corporate

Image in the context of ferry transportation services using the Ferizy e-ticketing platform of PT ASDP Indonesia Ferry (Persero). The descriptive findings indicate that respondents generally perceived Electronic Service Quality, Customer Experience, Customer Satisfaction, and Corporate Image positively, suggesting that both the digital service platform and the overall ferry service have been evaluated favourably by customers.

The structural model demonstrates that Electronic Service Quality is positively and significantly associated with both Customer Satisfaction and Corporate Image, highlighting the importance of reliable, secure, and user-friendly digital services in strengthening customers' evaluations of the organisation. Customer Satisfaction is also positively and significantly associated with Corporate Image, indicating that satisfied customers tend to develop more favourable perceptions of the company's reputation and service credibility. In contrast, Customer Experience was not found to be significantly associated with either Customer Satisfaction or Corporate Image within the proposed research model, suggesting that the role of Customer Experience in shaping these outcomes may differ in the ferry transportation context and warrants further investigation.

The mediation analysis confirms that Customer Satisfaction significantly mediates the relationship between Electronic Service Quality and Corporate Image, whereas no significant mediating effect was identified in the relationship between Customer Experience and Corporate Image. These findings suggest that improvements in digital service quality contribute to a more favourable corporate image both directly and indirectly through enhanced customer satisfaction. Overall, this study contributes to the service marketing literature by providing empirical evidence from the ferry transportation sector and highlighting the distinctive role of Electronic Service Quality in supporting customer satisfaction and corporate image within a service environment where digital platforms function as an important component of, but not the entirety of, the overall service experience.

The conclusions presented in this study should be interpreted within the context of the research design and sampling scope. While the findings provide empirical evidence regarding the relationships among Electronic Service Quality, Customer Experience, Customer Satisfaction, and Corporate Image, additional longitudinal and multi-context studies are required to strengthen causal inference and extend the generalizability of the proposed research model.

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