

RESEARCH

Performance Evaluation of Transformative Consumer-Based Digital Services: Online Shopping Experience in Indonesia

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ABSTRACT

PURPOSE: This study examines the performance evaluation of consumer-based Click&Collect (C&C) services in Indonesia by exploring the influence of market and entrepreneurial orientation on consumer behaviour.

DESIGN/METHODOLOGY/APPROACH: This quantitative approach with a cross-sectional design uses Ordinary Least Squares (OLS) regression on 323 C&C service users in Indonesia.

FINDINGS: Market and entrepreneurial orientations positively and significantly influence C&C service performance evaluations. Consumers aged 26-41 years gave higher ratings. High-income consumers also showed more positive evaluations.

ORIGINALITY/VALUE: This study contributes by integrating market and entrepreneurial orientation frameworks in the context of hybrid services in emerging markets.

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RESEARCH LIMITATIONS: The study was conducted only in Indonesia and used cross-sectional data; therefore, the generalisability of the findings and analysis of consumer behaviour dynamics are still limited.

PRACTICAL IMPLICATIONS: C&C service providers must strengthen their market orientation and entrepreneurship through service innovation and responsibility to consumer needs to improve service performance.

KEYWORDS: *Business Performance; Click&Collect; Consumer Based; Digital Services; Entrepreneurship Orientation; Market Orientation*

INTRODUCTION

The transformation of traditional retail through digital services is a significant shift in global consumer behaviour (Isharyani *et al.*, 2024). Online shopping has become a well-accepted habit for customers to purchase a wide variety of products and services. It was initially designed for consumers to make purchases online and have their ordered products delivered by courier to their home (Wang *et al.*, 2023). This situation has changed with the emergence of C&C services (Fathia and Halim, 2025; Hasan *et al.*, 2025; Odoyi and Olatunji, 2025).

C&C services emerged as an innovation in omnichannel retail strategies through innovative efforts to combine the convenience of online shopping with the convenience of direct pickup in stores (Gielens *et al.*, 2021). This service saves consumers time when shopping, eliminating the need to queue. Customers can choose a relevant local store to pick up their items, with a customisable pickup date and time (Milioti *et al.*, 2020). Additionally, in-store pickup simplifies and expedites the complaints process in the event of a discrepancy between the ordered and received items. Another convenience offered is the availability of various payment methods (Lee *et al.*, 2020).

The advantages of the C&C shopping service method means this service will become the shopping method of the future. The study by Le *et al.* (2019) showed that service quality influences purchasing decisions for this service, mediated by customer emotions. Gielens *et al.* (2021) found that demand for C&C services is influenced by the way the service is organised, with each model offering different levels of convenience and appealing to households with different buyer characteristics (Pongajow *et al.*, 2025). Shifts in online consumer spending were also found to differ significantly across order fulfilment types, including their impact on total spending. Total consumer spending depends on individual consumer characteristics, highlighting the need to examine how consumers evaluate C&C services. In this context, understanding consumer assessments of market orientation and entrepreneurial orientation implemented by C&C service providers becomes essential for evaluating overall C&C service performance.



C&C Services in Indonesia

Indonesia's Internet penetration, which reaches 79.5% of the population, has driven significant growth in digital services (Lubis and Hayu, 2025), including C&C. However, Indonesia's unique market characteristics, such as geographic fragmentation, varying logistics infrastructure, and diverse payment preferences, present both challenges and opportunities for implementing C&C services. A pioneer of C&C in Indonesia is UNIQLO, who offer a trial service before purchasing (Prakasa and Wandebori, 2024). Gramedia, Indonesia's largest bookstore, has implemented this service to avoid long checkout lines. Several outlets, such as Indomaret and Alfamart, also offer this service. IKEA even offers a C&C option at no additional cost for certain orders. This service can make shopping easier for customers (Zhang and Zhang, 2025). However, the success of C&C implementation depends on various factors, including the retailer's choice of model and operational capabilities (Vyt *et al.*, 2022).

Drive-in, drive-out, and in-store pickup models each have their strengths and weaknesses, and retailers should carefully consider their specific needs and resources when selecting the most appropriate approach (Jara *et al.*, 2018). Retailers should also invest in technological infrastructure, logistics, and staff training to ensure efficient operations (Sunil Kumar and Agrawal, 2024). In addition, retailers must balance online and in-store customer demands to avoid conflicts and delays. As the retail landscape continues to evolve, C&C is likely to play an increasingly important role (Purcărea *et al.*, 2025). This study's contribution lies in integrating a range of market and entrepreneurial orientations within the context of hybrid service evaluation, an area under-explored in the digital retail literature. Therefore, by understanding the key factors influencing its success, retailers can leverage this innovative model to enhance customer experience and drive sales.

Entrepreneurial Orientation, Market Orientation, and Business Performance

Entrepreneurial orientation (EO) is the attitude or behaviour of an individual who is driven to start or manage an innovative business and create value for society by exploiting market opportunities (Ruiz-Ortega *et al.*, 2025). In the context of digital services, such as C&C, EO reflects an organisation's ability to proactively identify consumer needs, develop innovative solutions, and take risks in implementing new technologies. Previous research has shown that EO has a positive effect on marketing performance and customer satisfaction (Cuevas-Vargas *et al.*, 2019). However, in the context of C&C services, there is limited research exploring how EO dimensions, particularly innovation and proactivity, are perceived by consumers and how these perceptions influence their evaluations of service quality.

Market orientation (MO) is a business concept that places customers at the centre of business activities (Osugwu, 2020). MO can be conceptualised as a one-dimensional construct with three components: customer orientation, competitor orientation, and inter-functional coordination (Harrison-Walker, 2001). By understanding the factors that influence consumer decision-making, businesses can develop effective strategies to attract and retain customers (Nezhyva and Mysiuk, 2022). MO can also

improve market position and build solid relationships with clients (Butkouskaya *et al.*, 2024). In the context of C&C services, MO is reflected in how companies design user interfaces, optimise ordering and pickup processes, and provide various payment options that suit local consumer preferences (Stecula *et al.*, 2024). Previous research also shows that companies with a strong MO tend to be more responsive to changing customer needs and adapt their services more quickly (Osuagwu, 2020).

Consumer-driven service performance is a business's success determined by consumer behaviour (Wang *et al.*, 2023). Therefore, understanding the factors that influence consumer decisions is crucial, as businesses can tailor their offerings to meet consumer needs and preferences. Behavioural intentions, as drivers of behaviour, are crucial to consider, especially to enable businesses to anticipate and respond to market trends. This study develops a conceptual research framework that integrates MO and entrepreneurial organisation as antecedents for evaluating consumer-driven C&C service performance. However, previous research generally focuses on the operational and functional aspects of C&C services, such as order fulfilment efficiency and logistical convenience (Baldi *et al.*, 2024; Vyt *et al.*, 2022), the choice of order fulfilment model and its impact on consumer spending (Gielens *et al.*, 2021; Nguyen *et al.*, 2018), and service quality and customer satisfaction (Fida *et al.*, 2020). Other studies have also focused on technology adoption and C&C service usage intentions, with an emphasis on perceived ease of use and system usability (Stecula *et al.*, 2024). C&C studies in developing countries such as Indonesia are also limited, despite the market's distinct consumer characteristics and digital infrastructure compared to developed markets. Consequently, the mechanisms by which a company's strategic orientation is perceived by consumers and how these perceptions influence evaluations of C&C service performance remain poorly understood. Therefore, this study aims to complement this by providing empirical evidence from the Indonesian market and developing a more comprehensive understanding of the factors influencing consumer evaluations of C&C services.

METHODS

Research Design

This study adopted a cross-sectional survey design to collect data from C&C service users in Indonesia and employed a quantitative approach with multivariate analysis methods. This quantitative approach was chosen because it aligns with the research objective of identifying and measuring causal relationships between the variables studied. Descriptive analysis is also presented to map the factors influencing consumer-based C&C service performance evaluation scores based on respondent profiles.

Population and Sample

The population of this study was C&C service users in Indonesia who had used the service at least once in the last 12 months. The sampling technique used was purposive sampling with the

following criteria: (1) minimum age of 17 years and (2) having used C&C services in Indonesia at least once. The sample size was determined based on statistical calculations considering the number of independent variables in the regression model. Following the standard of at least 30 observations per predictor variable, with 7 main independent variables, the minimum sample size was 210 respondents. This study successfully collected data from 323 respondents, meeting the minimum requirements and providing adequate statistical power for the analysis.

Instruments and Data Collection

Data were collected through an online survey distributed through social media platforms and email during January-February 2024. The survey targeted users of C&C services across various platforms and product categories in Indonesia. All participants provided informed consent before participating in the study. Data were collected using a structured questionnaire comprising three main sections (Table 1):

Table 1: Research Variables and Measurement Scales

No	Questionnaire Section	Variable	Dimension/Indicator	Measurement Scale
1	Demographic Profile	Respondent Characteristics	Age, gender, education level, occupation, and income	Nominal/Ordinal/
2	Independent Variables	Market Orientation	Social influence, trust benefits, hedonic motivation, and purchase intention	Likert 1-5
		Entrepreneurial Orientation	Performance expectations, effort expectations, price value, and trust	Likert 1-5
3	Dependent Variable	Consumer-Based C&C Service Performance Evaluation	Behavioural intentions and usage behaviour	Likert 1-5

Source: Constructed by authors

Data Analysis

Data analysis was performed using the Ordinary Least Squares (OLS) regression method with the aid of SPSS statistical software. This method was chosen because it is suitable for analysing linear relationships between one continuous dependent variable and multiple independent variables. Before conducting the regression analysis, classical assumption tests were performed, including normality, multicollinearity, and heteroscedasticity tests. The following is the regression model:

$$Sk_SPE_i = \beta_0 + \beta_1 Sk_EO + \beta_2 Sk_MO + \beta_3 Age_i + \beta_4 Gender_i + \beta_5 Education_i + \beta_6 Occupation_i + \beta_7 Income_i + \varepsilon$$

In this research model, β_0 is a constant and β_1 - β_7 are parameter coefficients. The dependent variable is the Consumer-Based C&C Service Performance Evaluation Score (Sk_EKC) measured

on a Likert scale of 1-5. The main independent variables include the Market Orientation Score (Sk_MO) and the Entrepreneurship Orientation Score (Sk_EO); these were also measured on a Likert scale of 1-5. This model controls for respondent characteristics, namely, age, gender, education, occupation, and income, represented in the form of dummy variables. The model error value is expressed by ε .

RESULTS AND DISCUSSIONS

Respondent Characteristics

The demographic profile of respondents shows that C&C service users in this study are dominated by the age group 17-25 years, with a high level of education (Bachelor's Degree/Bachelor of Applied Science). The dominance of the food/beverage product category (71.2%) shows that C&C services are mostly used for transactions with high frequency and relatively low transaction values (the majority of which are IDR 100,001-IDR 500,000). Table 1 shows there were 189 female respondents (58.5%) and 134 male respondents (41.5%), with the majority having a Bachelor's Degree/Bachelor of Applied Science (47.6%) (Table 2). The last purchase time was within <3 months (65%). The e-wallet most frequently used was Shopee Pay (50%), followed by OVO (25.7%) and Go-Pay (25.4%) (Table 2).

Table 2: Summary Statistics of Qualitative Variables

<i>Qualitative Variables</i>	<i>Frequency</i>	<i>%</i>
Gender		
Male	134	41.5
Female	189	58.5
Education		
Senior High School	116	35.9
Associate Degree	16	5
Bachelor's Degree/Bachelor of Applied Science	154	47.6
Postgraduate	37	11.5
Age		
17-25 years	173	53.6
26-41 years	150	46.4
Occupation		
Student/College Student	151	46.7
Civil Servant/State-Owned Enterprise Employee	17	5.3
Private Employee	79	24.5
Entrepreneur	41	12.7
Others	35	10.8

<i>Qualitative Variables</i>	<i>Frequency</i>	<i>%</i>
Income		
<IDR 1,000,000	114	35.3
IDR 1,000,001-IDR 2,000,000	52	16.1
IDR 2,000,001-IDR 3,000,000	50	15.5
IDR 3,000,001-IDR 4,000,000	29	9
IDR 4,000,001-IDR 5,000,000	30	9.2
>IDR 5,000,000	48	14.9
Average Spending with C&C Services		
<IDR 100,000	65	20.1
IDR 100,001-IDR 500,000	174	53.9
IDR 500,001-IDR 1,000,000	53	16.4
IDR 1,000,001-IDR 1,500,000	15	4.6
IDR 1,500,001-IDR 2,000,000	8	2.5
>IDR 2,000,000	8	2.5
Last Product Purchased Through C&C Service		
Food/Beverages	230	71.2
Clothing/Textiles	60	18.6
Furniture	18	5.6
Others	15	4.6
Last Time Used C&C Service		
<3 Months	210	65
3-6 Months	80	24.8
7-12 Months	33	10.2
Type of E-Wallet		
OVO	83	25.7
Go-Pay	82	25.4
Shopee pay	158	48.9

Source: Constructed by authors

Regression Analysis

Descriptive statistics show that respondents generally gave positive assessments to all measured variables (mean >4 on a scale of 1-5). The EO score had the highest mean (4.415), indicating that respondents perceived C&C service providers as innovative and proactive. The relatively small standard deviation values (<0.6) for all variables indicate consistency of perception among respondents (Table 3).

Table 3: Summary Statistics of Variables

<i>Variable</i>	<i>Frequency</i>
Entrepreneurial Orientation Score (Scale 1-5)	
Mean	4.415
Standard Deviation	0.457
Frequency	323
Market Orientation Score (Scale 1-5)	
Mean	4.024
Standard Deviation	0.489
Frequency	323
Consumer-Based C&C Service Performance Evaluation Score (Scale 1-5)	
Mean	4.169
Standard Deviation	0.587
Frequency	323

Source: Constructed by authors

Table 4 presents five regression models developed stepwise to identify the optimal combination of variables to explain consumer-based C&C service performance evaluations. The five models were formed by the stepwise inclusion of several independent variables. The first and last models differed in terms of independent variables, with Model 5 having the largest number of independent variables in the regression model. Model 1 included only EO, MO, and age as independent variables. Model 2 added gender. Model 3 added education. Model 4 added employment. Model 5 was the complete model, including all variables, including income. The R-square values of the five models range from 0.5 to 0.6, with Model 5 achieving the highest value of 0.593, indicating that the independent variables can explain 59.3% of the variance in consumer-based C&C service performance evaluation scores; this is considered good for consumer behaviour research.

Table 4: Regression Modelling

<i>Variable Independent</i>	<i>Variable Dependent (Consumer-Based C&C Service Performance Evaluation Score)</i>				
	<i>Model 1</i>	<i>Model 2</i>	<i>Model 3</i>	<i>Model 4</i>	<i>Model 5</i>
Entrepreneurial Orientation Score	0.41** (0.069)	0.408** (0.069)	0.414** (0.068)	0.424** (0.069)	0.414** (0.68)
Market Orientation Score	0.536** (0.064)	0.534** (0.065)	0.528** (0.064)	0.539** (0.065)	0.543** (0.065)
Age (<i>base</i> = 17-25 Years)	0.134** (0.045)	0.13** (0.045)	0.175** (0.052)	0.202** (0.054)	0.278** (0.06)
26-41 Years		-0.037 (0.045)	-0.037 (0.045)	-0.042 (0.045)	-0.075 (0.46)
Gender (<i>base</i> = Male)			0.233* (0.107)	0.234* (0.107)	0.195 (0.107)

Variable Independent	Variable Dependent (Consumer-Based C&C Service Performance Evaluation Score)				
	Model 1	Model 2	Model 3	Model 4	Model 5
Bachelor's Degree/Bachelor of Applied Science			0.233* (0.107)	0.032 (0.054)	-0.012 (0.055)
Postgraduate			0.147 (0.083)	0.14 (0.084)	0.73 (0.085)
Occupation (base = Student) Civil Servant/State-owned Enterprise Employee				0.129 (0.103)	0.115 (0.104)
Private Employee				0.036 (0.057)	0.023 (0.056)
Entrepreneur				0.046 (0.071)	0.022 (0.071)
Other Occupation				0.149 (0.078)	0.165* (0.079)
Income (base = <IDR 1.000.000) IDR 1.000.001-IDR 2.000.000					0.012 (0.068)
IDR 2.000.001-IDR 3.000.000					0.157* (0.076)
IDR 3.000.001-IDR 4.000.000					0.172* (0.089)
IDR 4.000.001-IDR 5.000.000					0.165 (0.093)
>IDR 5.000.000					0.234** (0.081)
Constant	0.129 (0.217)	0.163 (0.221)	0.095 (0.229)	-0.042 (0.238)	-0.097 (0.239)
Observations	323	323	323	323	323
R2	0.562	0.563	0.572	0.578	0.593

Note: *p<0,05; **p<0.01

The number in parentheses describes the SE value

Source: Constructed by authors

DISCUSSION

The regression test results in Table 3 show a significant relationship between service providers' EO scores and consumer-based C&C service performance evaluation scores, with a positive relationship. In other words, the higher the EO score, the higher the consumer-based C&C service performance evaluation score. More specifically, the fifth model shows that an increase in one EO score will increase the consumer-based C&C service performance evaluation score by 0.414 times, with a 99% significance

level ($p < 0.01$). These findings align with earlier research by Zahara *et al.* (2023) who found that entrepreneurship positively impacts marketing performance. In the context of C&C services, a high EO is manifested in user interface innovation, proactivity in addressing logistical issues (Stecula *et al.*, 2024), and the courage to adopt new payment technologies (Lindblom *et al.*, 2026). Indonesian consumers, particularly the younger age group who constitute the majority of C&C users, value innovation and service providers' responsibility to their dynamic needs. The relatively stable coefficients across all models (ranging from 0.401 to 0.424) demonstrate the significant influence of EO, which is independent of the inclusion of demographic control variables. This indicates that the influence of EO is universal across various consumer segments.

The next variable of interest is the MO score, encompassing social influence, trust benefits, hedonic motivation, and purchase intention. Based on the regression results, MO also significantly correlates with a 99% percentage ($p < 0.01$). Similar to the previous variable, the MO score also has a positive relationship with the consumer-based C&C service performance evaluation score. In general, a one-point increase in the MO score will be followed by an increase in the consumer-based C&C service performance evaluation score of more than 0.5 in all regression models. The coefficient of MO (0.543) is greater than that of EO (0.414), indicating that MO has a stronger influence on service performance evaluations. This is consistent with the nature of C&C services that rely heavily on understanding customer needs and responding to their preferences (Shih, 2018). In the Indonesian context, MO, reflected in the provision of various payment methods (e-wallet, cash on pickup), convenient pickup times, and strategic pickup locations, are critical factors appreciated by consumers (Yang *et al.*, 2021). The consistently high coefficient values across all models (0.528-0.543) indicate that MO is a fundamental driver of positive consumer evaluations of C&C services, regardless of consumer demographic characteristics.

In each model, the age variable also has a significant relationship with the consumer-based C&C service performance evaluation score. All models show a significant relationship between age and consumer-based C&C service performance evaluation score at the 99% level, with a coefficient parameter range of 0.1-0.3. Therefore, it can be concluded that consumer age plays an important role in the results of the C&C service performance evaluation. This is likely due to several factors:

1. older consumers have more realistic expectations of digital services (Imani and Prastyanti, 2025);
2. they have more experience in using various retail services and are therefore more able to appreciate the advantages of C&C; and
3. they tend to have higher purchasing power and therefore focus more on convenience than price (Saputra *et al.*, 2025).

This finding contrasts with the common assumption that younger generations are more receptive to digital technology. In the context of C&C, consumer maturity and experience are more important than digital nativity in forming positive evaluations of services (Nuralam *et al.*, 2024; Pérez-Campdesuñer *et al.*, 2025).

Based on the regression results of Models 2-5, the direction of the relationship formed between the gender dummy variable and consumer-based C&C service performance evaluation scores is negative. In other words, female respondents tend to have lower consumer-based C&C service performance evaluation scores than male respondents. However, no models show a significant relationship, even at the 95% significance level; it can therefore be emphasised that gender does not play a significant role in performance evaluations given by consumers. The insignificant gender difference indicates that C&C services have universal appeal among both male and female consumers. This finding is positive from the perspective of service providers, as it suggests that they do not need to segment by gender in their C&C marketing strategies (Nuralam *et al.*, 2024). Similarly, education shows inconsistent and generally insignificant results, indicating that formal education level is not an important determinant in C&C service evaluations. This indicates that C&C services in Indonesia have been designed to be user-friendly enough for consumers with various education levels. The occupation factors analysed in Models 4 and 5 also show that the type of occupation does not significantly influence how consumers activate C&C services. This contrasts with previous studies that found significant occupation effects on e-commerce, possibly because C&C's hybrid nature (requiring physical pickup) neutralises occupation-based lifestyle differences (Wang *et al.*, 2025).

The final variable analysed was income. Of the five income ranges analysed by regression, three were significantly related, and one was even 99% ($p < 0.01$). The significant effect of income on service evaluation performance indicates that consumers with higher purchasing power tend to provide more positive evaluations. Several possible explanations exist:

1. consumers value the time-saving aspect of C&C more and are willing to pay a premium for convenience;
2. they have higher expectations but are also more sophisticated in listening to service value propositions; and
3. they tend to use C&C for products with higher transaction values and thus perceive the service benefits more.

These findings have implications that C&C service providers should consider segmentation strategies based on income, perhaps offering different value propositions to different income segments.

This study makes a significant contribution to the digital retail and consumer behaviour literature by integrating MO and EO perspectives in the context of C&C service evaluation. Key findings indicate that these two orientation strategies influence business performance from an organisational perspective (Arabeche *et al.*, 2022; Khalili *et al.*, 2013; Kusa *et al.*, 2024), and are also perceived and evaluated by consumers as indicators of service quality. Theoretically, this study extends the UTAUT2 (Unified Theory of Acceptance and Use of Technology 2) model by incorporating the organisational strategic orientation dimension as an antecedent of service evaluation. While the

traditional UTAUT2 model focuses on individual consumer perceptions, this study demonstrates that consumers also perceive and deploy service provider strategies through their interaction experiences with C&C systems.

Research Limitations

This study acknowledges several limitations, including the possibility that the research may not be generalisable to other countries with different market characteristics and digital infrastructure. Furthermore, cross-sectional data collected at a single point in time may not capture the dynamics of changing consumer behaviour and the evolution of C&C services over time. In addition, this study did not explore mediator or moderator variables that might influence the relationship between orientation strategy and evaluation performance, such as the quality of the technology system, staff competence, or situational factors, which could be the focus of future research. However, the universal conceptual framework and empirical findings remain relevant as a starting point and have practical and theoretical value for the development of C&C services in markets with comparable characteristics.

CONCLUSIONS

Through an OLS regression analysis of 323 respondents who used C&C services, this study found that MO had a stronger influence ($\beta=0.543$) than EO ($\beta=0.414$) and indicated that customer-centricity is a key factor in shaping consumers' positive evaluations of C&C services. Age and income also showed a significant influence on service performance evaluations. Consumers aged 26-41 years gave 0.278 units higher evaluations than those aged 17-25 years. Similarly, consumers with higher incomes, especially those earning >IDR 5,000,000 ($\beta=0.234$, $p<0.01$), gave more positive evaluations. Overall, this study provides empirical evidence that company orientation, specifically MO and EO, not only influences business performance from an organisational perspective but is also perceived and evaluated by consumers as an indicator of service quality. These findings contribute to the digital retail literature by integrating a strategic orientation perspective into a consumer-based service evaluation model.

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