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THE RELATIONSHIP OF CUSTOMER EXPERIENCE, CUSTOMER ENGAGEMENT, CUSTOMER SATISFACTION, AND CUSTOMER LOYALTY IN SHOPEE E-COMMERCE

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A R T I C L E   I N F O

Abstract. *The current rapid pace of information technology has changed people's way of shopping. People no longer need to leave the house to buy various necessities. One of the most popular e-commerce in Indonesia is Shopee. This research aims to find out the effect of customer experience on customer engagement and satisfaction in order to increase customer loyalty in Shopee e-commerce. This research was conducted quantitatively by distributing questionnaires to 257 respondents. The sampling technique uses a purposive sampling method with the criteria of making a purchase at Shopee at least once a month and being over 17 years old. Research data were analyzed using Structural Equation Modeling-Partial Linear Squares (SEM-PLS). Of the five proposed hypotheses, four were accepted, while one, namely H3, asserting that 'involvement positively affects customer satisfaction,' was rejected. To achieve customer loyalty, companies must be able to provide satisfaction to their customers through involvement in interacting with the company and providing an impressive experience while using the company's services and products.*

Abstrak. Pesatnya perkembangan teknologi informasi saat ini telah mengubah cara masyarakat dalam berbelanja. Masyarakat tidak perlu lagi keluar rumah untuk membeli berbagai kebutuhan. Salah satu e-commerce terpopuler di Indonesia adalah Shopee. Penelitian ini bertujuan untuk mengetahui pengaruh pengalaman pelanggan terhadap keterlibatan dan kepuasan pelanggan guna meningkatkan loyalitas pelanggan pada e-commerce Shopee. Penelitian ini dilakukan secara kuantitatif dengan menyebarkan kuesioner kepada 257 responden. Teknik pengambilan sampel menggunakan metode purposive sampling dengan kriteria melakukan pembelian di Shopee minimal sebulan sekali dan berusia di atas 17 tahun. Data penelitian dianalisis menggunakan Structural Equation Modeling-Partial Linear Squares (SEM-PLS). Dari lima hipotesis yang diajukan, empat hipotesis diterima, sedangkan satu hipotesis yaitu H3 yang menyatakan bahwa 'keterlibatan berpengaruh positif terhadap kepuasan pelanggan' ditolak. Untuk mencapai loyalitas pelanggan, perusahaan harus mampu memberikan kepuasan kepada pelanggannya melalui keterlibatan dalam berinteraksi dengan perusahaan dan memberikan pengalaman yang mengesankan selama menggunakan jasa dan produk perusahaan.

INTRODUCTION

Currently, almost every aspect of life is greatly affected by the rapid pace of globalization. Technology is advancing swiftly in Industry 4.0, especially in the field of information technology and telecommunications, which is crucial for the daily lives of everyone (Danuri, 2019). According to data from the Association of Indonesian Internet Service Providers (APPJI), there are 215,626,156 internet users in Indonesia in 2023, accounting for 78.19 percent of the total population of 275,773,901. Through online markets, commonly known as e-commerce, the internet can now be utilized as a tool for conducting business, in addition to being a source of information (Achsa & Dewi, 2021).

Wibowo (2014) states that electronic commerce, also known as e-commerce, is the process of buying, offering for sale, or exchanging goods, services, and information over a computer network, usually the internet. E-commerce is a component of the broader e-business that also involves collaboration with business partners, providing customer services, posting job vacancies, and engaging in other activities. Technologies like the World Wide Web (WWW), databases or database technologies, email, and other types of technology are required for electronic commerce, as well as shipping systems and non-computerized payment methods. E-commerce has the potential to drive domestic economic growth by opening up domestic services and accelerating connections to international industrial activities.

The significant increase in internet users undoubtedly has a major impact on the use of digital platforms in Indonesia, such as social media and e-commerce. According to Statista, e-commerce customers in Indonesia are expected to grow in the coming years (Sari & Ratnanto, 2021). According to Jayani (2019), Indonesia had 139 million e-commerce users in 2017, a number that increased to 154.1 million in 2020, reflecting a growth of 10.8%. This year, it is likely to reach 168.3 million users, and by 2023, there is a possibility of having 212.2 million users. The fashion industry is predicted to have the largest revenue in e-commerce in 2023, totaling US$11.7 billion.

Shopee is one of the e-commerce platforms that is well-known to almost all internet users in Indonesia. This e-commerce platform was founded in 2015 in Singapore and has since expanded to include Malaysia, Thailand, Taiwan, Vietnam, the Philippines, Indonesia, Brazil, and the United States. It's understandable that Shopee's initial presence in Indonesia wasn't immediately embraced by the public because rivals like Tokopedia and Bukalapak had already established themselves in the country. However, Shopee maintained its composure in the face of challenges, allowing it to compete with rivals nationwide. Shopee used television advertisements and attractive promotions as part of its marketing strategy to pique public interest in adopting e-commerce (Alfrianto & Irwansyah, 2021).

In the dynamic landscape of e-commerce, understanding the intricate interplay between customer experience, customer engagement, customer satisfaction, and customer loyalty has become imperative for businesses striving to thrive in the digital marketplace. This research delves into the specific context of Shopee, a prominent player in the e-commerce domain, to unravel the nuanced relationships among these critical elements. As consumers increasingly navigate the digital realm for their shopping needs, comprehending how their experiences shape engagement, satisfaction, and ultimately, loyalty, is pivotal for e-commerce platforms. By focusing on Shopee, this study aims to provide valuable insights into the mechanisms that drive customer relationships in the digital marketplace, contributing to both the academic understanding of e-commerce dynamics and the practical strategies employed by businesses in fostering lasting customer connections.

LITERATURE REVIEW AND HYPOTHESES

Due to the fierce competition resulting from the rapid development of the modern retail industry, it is now easier for customers to choose stores that appeal to them and meet their needs. By focusing on customer happiness to foster greater customer loyalty, the retail business approach aims to win the hearts of customers.

The concept of customer loyalty refers to the ongoing relationship between customers and a company, along with its products (Zulganef et al., 2023). Loyalty represents a customer's resistance to external pressures, supported by positive emotions towards e-business, despite various marketing strategies from other companies. A customer will be more consistent with their preferences for a brand when their personal needs are met. Therefore, e-commerce has the opportunity to create a positive customer experience in the electronic environment, which may encourage customers to return to the shopping platform in the future, thereby capturing their loyalty.

Customer Experience

Customer experience is a multifaceted construct encompassing various touchpoints, both online and offline, that individuals encounter throughout their interactions with a brand or service (Meyer and Schwager, 2007). Customer experience, defined as the cumulative impact of all interactions a customer has with a brand, plays a pivotal role in influencing their level of engagement as well as satisfaction.

According to Cuesta-Valiño et al. (2023), positive experiences are more likely to foster a sense of attachment and affinity, thereby influencing the degree of engagement. The customer's overall experience is a crucial determinant of the level of engagement they exhibit. Personalized experiences contribute to a heightened sense of connection and engagement (Qalam et al., 2023).

Moreover, Made et al. (2019) stated that customer experience has a positive affect on customer satisfaction. Tailoring experiences to individual preferences significantly affects satisfaction levels. The integration of technology in customer experiences, especially in the era of omnichannel retailing, has profound implications for satisfaction (Verhoef et al., 2015).

H_1: Customer experience positively affects customer engagement.

H_2: Customer experience positively affects customer satisfaction.

Customer Engagement

Customer engagement is commonly understood as the depth and breadth of a customer's relationship with a brand, encompassing both emotional and behavioral aspects (Bowden, 2009). Engagement involves a two-way communication process, where customers actively participate in interactions with the brand (Van Doorn et al., 2010).

According to Cuesta-Valiño et al. (2023), actively engaged customers are more likely to express their preferences, thereby enhancing satisfaction. Social media, online communities, and interactive platforms play a crucial role in fostering engagement (Harrigan et al., 2017). Digital engagement positively correlates with customer satisfaction, as customers increasingly seek seamless and interactive experiences.

Engaged customers often exhibit higher levels of brand loyalty (Brodie et al., 2013). This loyalty is intricately connected to satisfaction; customers who feel emotionally connected and engaged with a brand are more likely to be satisfied with their overall experience. Kusumah et al. (2020) also affirm that when customers positively engage with a brand, they tend to have a higher intention to revisit and remain loyal to that brand.

H_3: Customer engagement positively affects customer satisfaction.

H_4: Customer engagement positively affects customer loyalty.

Customer Satisfaction

Satisfaction signifies an individual's cognitive-affective state based on their previous experiences. If a company provides products or services that exceed expectations, customers will feel satisfied.

Customer loyalty and customer satisfaction are strongly correlated (Hendra, 2017). A satisfying shopping experience for customers creates a competitive advantage that drives repeat business. To enhance loyalty, a company must prioritize customer satisfaction (Terblanche, 2018).

H$_5$: Customer Satisfaction positively affects customer loyalty.

Methods

This research is conducted quantitatively using a questionnaire as the data collection tool. The population for this study consists of Shopee customers, and the sampling method applied is purposive sampling. The criteria involve individuals who are Shopee customers, aged at least 17, and who make a monthly purchase on the Shopee platform. 257 respondents were selected for data analysis. The research data was analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). Table 1 shows measurement items for each variables used in the questionnaires.

Table 1. Measurement Items

Variable	Indicator	Source
Customer Experience	Shopee gives a strong impression on my visual senses. Shopee's appearance is appealing to look at. I have an affective feeling toward the Shopee app. I have emotional interest in the Shopee app. I engage in physical actions and behaviors when using Shopee. When using the Shopee app, I make physical movements (such as when playing Shopee Games). I engage in a lot of thinking when using Shopee. Shopee stimulates curiosity and problem-solving.	Brakus, J. J et al. (2009)
Customer Engagement	I pay a lot of attention to the Shopee app. Anything related to Shopee catches my attention. I enjoy spending time on Shopee. I try to adjust my use of the Shopee app to my schedule. I enjoy shopping on Shopee more when I'm with others.	Cuesta-Valiño et al. (2023)
Customer Satisfaction	I am satisfied with the Shopee app. Shopee is a successful e-commerce app. Shopee has met my expectations. Shopee provides the best customer service. Shopee excels in terms of timing, quality, quantity, and location. There is a wide variety of products available on Shopee.	Cuesta-Valiño et al. (2023)
Customer Loyalty	I make repeated purchases on Shopee. I provide positive reviews for the Shopee app. I consistently use Shopee. I am interested in making repeat purchases on Shopee. I am willing to recommend Shopee to others. I refuse to use any other e-commerce besides Shopee	Cuesta-Valiño et al. (2023)

Table 2. Respondents' Profile

Category	Total	Percentage
Gender:		
Male	113	44%
Female	144	56%
Usia:		
16-19 years	106	41,2%
20-39 years	146	56,8%
40-54 years	4	1,6%
55-64 years	1	0,4%
Highest Education Level:		
Elementary School (SD/SMP)	26	10,1%
High School (SMA/SMK)	108	42%
Diploma (D1)	8	3,1%
Bachelor's Degree (S1)	110	42,8%
Master's Degree (S2)	5	2%
Purchase Frequency:		
1-5 times per month	84	32,7%
5-10 times per month	121	47,1%
>10 times per month	52	20,2%

RESULTS AND DISCUSSION

The respondents used in this study are Shopee customers who make a minimum of one purchase per month and are aged over 16 years. The profile of the respondents under study is showed in Table 2. Table 3 shows the result of validity and reliability test, where data indicates that all four variables used in this research are valid and reliable as they have AVE values > 0.5 and Cronbach's alpha values >0.7.

Table 3. Vadility and Reliability Test

Variables	AVE	Cronbach's Alpha
Satisfaction	0.578	0.811
Engagement	0.674	0.879
Loyalty	0.513	0.813
Experience	0.567	0.888

Table 4 shows the result of R-Square and Q-Square test. These findings suggest that the research constructs significantly impact their respective dependent variables, with external factors also playing a role to some extent, and that distributive fairness towards Y has predictive relevance (Q2>0).

Table 4. R^2 and Q^2 Test

Variables	R^2	Q^2
Customer Satisfaction	0.628	0.341
Engagement	0.706	0.473
Customer Loyalty	0.685	0.327

The result of hypothesis testing is showed in Table 5, with the criteria for acceptance if p-values <0.05. Based on the result, H3 is not supported, which indicates that engagement does not affect customer satisfaction.

Table 5. Hypothesis Testing

	Hypothesis	Original Sample	T statistics	P values	Conclusion
H1	Experience → Engagement	0.840	25.432	0.000	Supported
H2	Experience → Customer Satisfaction	0.722	6.427	0.000	Supported
H3	Engagement → Customer Satisfaction	0.082	0.697	0.486	Not Supported
H4	Engagement → Customer Loyalty	0.429	5.090	0.000	Supported
H5	Customer Satisfaction → Customer Loyalty	0.471	5.318	0.000	Supported

Discussion

Based on the data analysis results, Hypothesis 1 which states, "Customer experience positively influences customer engagement," is accepted. According to the research by Cuesta-Valiño et al. (2023), customer experience has a positive influence on customer engagement, and the findings of this study indicate that a good customer experience can enhance customer engagement in the purchase process and increase customer satisfaction and loyalty. Qalam et al. (2023) also explain that customer experience has a significant and beneficial impact on customer engagement, supporting the hypothesis that customer experience positively influences customer engagement.

Hypothesis 2 which states, "Customer experience positively influences customer satisfaction," is accepted. According to Cuesta-Valiño et al. (2023), customer experience has a positive influence on customer engagement, and the results of this study show that a good customer experience can increase customer engagement in the purchase process and enhance customer satisfaction and loyalty. Made et al. (2019) also confirm that online shopping experience has a positive and significant effect on customer satisfaction. This means that the better the online shopping experience a customer has, the higher their level of satisfaction, supporting the hypothesis that customer experience positively influences customer satisfaction.

Hypothesis 3 which states, "Customer engagement positively influences customer satisfaction," is not accepted. The results of this study do not align with the research by Cuesta-Valiño et al. (2023), which explains that customer experience positively influences customer engagement. However, the findings are consistent with the research by Hargyatni et al. (2022), which suggests that customer engagement doesn't necessarily lead to customer satisfaction. This could occur due to a lack of trust and strong commitment in the long-term relationship between the company and the customer. The absence of customer support from customer service can result in unsatisfactory customer experiences. Customer engagement doesn't directly influence customer satisfaction; it must be accompanied by good service. Other research by Nugroho & Suprapti (2022) also explains that satisfied customers tend to have prolonged interactions with service organizations, resulting in more engaged customers. Furthermore, once customers realize that a company can meet their needs, they experience increased pride and confidence in the brand, believing in its integrity and becoming enthusiastic about it. Such feelings are psychological aspects of customer engagement. Customer engagement is formed from customer satisfaction and customer emotions. Thus, there is a positive and significant influence of customer satisfaction on customer engagement, concluding that high customer engagement doesn't necessarily affect customer satisfaction because factors like psychology and influence from friends/family can

impact engagement. Conversely, customer satisfaction can positively influence customer engagement with the company.

Hypothesis 4 which states, "Customer engagement positively influences customer loyalty," is accepted. According to Cuesta-Valiño et al. (2023), a good customer experience positively influences customer engagement, and the findings of this study show that the higher the customer engagement, the higher the level of customer loyalty to the product or service offered. High customer engagement can enhance customer loyalty and strengthen the relationship between customers and the company. Kusumah et al. (2020) also affirm that when customers positively engage with a brand, they tend to have a higher intention to revisit and remain loyal to that brand, supporting the hypothesis that customer engagement positively influences customer loyalty.

Hypothesis 5 which states, "Customer satisfaction positively influences customer loyalty," is accepted. According to Cuesta-Valiño et al. (2023), the higher the level of customer satisfaction with the product or service offered, the higher the level of customer loyalty to the company. Customer satisfaction can enhance customer loyalty and strengthen the relationship between customers and the company. Supertini et al. (2020) also confirm that when customers are satisfied with the product or service they receive, they are more likely to use the same product or service in the future. This can increase the level of customer loyalty to a specific brand or company, supporting the hypothesis that customer satisfaction positively influences customer loyalty. Customer loyalty and customer satisfaction have a strong correlation (Hendra, 2017). A satisfying purchase experience for customers creates a competitive advantage that drives repeat business. To enhance loyalty, a company must prioritize customer satisfaction (Terblanche, 2018).

CONCLUSION

The results of this study indicate that 4 hypotheses are accepted, while 1 hypothesis is rejected. Customer experience significantly enhances customer satisfaction and engagement. It is important to note that customer engagement does not directly influence customer satisfaction. To achieve a high level of customer satisfaction, good service must be supported by customer engagement. Additionally, the research findings show that customer loyalty is greatly influenced positively by customer engagement. Stronger customer loyalty to a company's products or services is the result of a high level of customer engagement. Finally, customer loyalty is significantly and positively influenced by customer satisfaction. The higher the level of customer satisfaction with the product or service, the higher the level of customer loyalty to the company.

In conclusion, this research highlights the importance of customer experience management in enhancing customer engagement, satisfaction, and ultimately customer loyalty. The strong relationship between businesses and customers is influenced by various other elements, such as good service. To drive growth and customer loyalty, businesses must prioritize providing a positive customer experience.

Companies can develop comprehensive loyalty programs in an effort to enhance the experience, engagement, and satisfaction of Shopee customers, which will subsequently influence customer loyalty. In this program, customers who actively engage with the platform will receive loyalty points. Customers can earn these points in various ways, such as writing product reviews, participating in online forums, or recommending something to friends.

However, point accrual is just one aspect of this loyalty scheme. Shopee can also organize unique online events that focus on participants or customers who are active in this program. These events may involve online meetings with celebrities or face-to-face meetings with company executives. These efforts aim to enhance customer engagement and provide exceptional experiences. Furthermore, users can redeem their loyalty points for various benefits, including exclusive discounts or other perks. Customer satisfaction will be assured because their perception is that they receive added value in every transaction.

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