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Analysis Of Customer Experience And Customer Engagement In Online Shopping At Shopee Which Impact Customer Satisfaction And Loyalty

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Abstract

This study aims to analyze and examine the influence of customer experience and employee engagement on consumer satisfaction and loyalty. This study specifically examines the phenomenon of customer engagement and experience on Shopee E-Commerce. This study uses a quantitative approach using a questionnaire and obtained 260 research respondents. This study uses statistical analysis using the Structural Equation Modeling (SEM) method with Partial Least Square (PLS). The findings of this study indicate that 1) customer experience has a positive and significant effect on customer engagement, satisfaction, and loyalty, 2) Customer engagement has a positive and significant effect on customer satisfaction and loyalty, and 3) Customer satisfaction has a positive and significant effect on customer loyalty. The results of this study indicate that customer experience and employee engagement significantly affect consumer satisfaction and loyalty at Shopee E-Commerce, with customer engagement and satisfaction as key factors in increasing loyalty.

Keywords: ***Customer experience, customer engagement, customer satisfaction, customer loyalty, Shopee E-Commerce.***

INTRODUCTION

In the midst of the progress of the e-commerce industry in Indonesia, retail companies continue to survive even though they have to compete with online stores (Rizan et al., 2020). Offline retail can survive because many consumers prefer to come

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to the store and see the product before making a purchase. However, e-returning has enabled consumers to purchase retail products quickly and easily over the Internet. Currently, the shopping style of Indonesian people is starting to change, compared to face-to-face transactions, people now prefer to shop via online platforms (Pandey et al., 2020).

In fact, many consumers experience failure when shopping through online retailers, due to the lack of honesty of e-retailers in providing information about products (Azemi et al., 2019), which has an impact on consumers' careful behavior in choosing e-retailers. The products received often do not match the information provided, causing disappointment and a decision not to continue purchasing (Kaur, 2018). However, there are also many consumers who successfully shop online and are reluctant to switch to other e-tailers (Pandey et al., 2020). If the first purchase is successful, consumers are likely to make repeat purchases, indicating that a successful purchasing experience has an impact on repeat purchases (Japutra et al., 2020). Positive customer experience is considered satisfaction (McLean and Wilson, 2019), which impacts customer satisfaction and loyalty through multiple successful purchases, thus causing reluctance to switch to other online retailers and leading to long-term satisfaction and loyalty (Jaiswal and Singh, 2020).

Customer satisfaction and loyalty will last a long time as long as repeat purchase failures do not occur (Nguyen et al., 2020), with many studies showing that customer experience has a positive and significant effect on satisfaction and loyalty. A better customer experience increases satisfaction and loyalty, so that a positive customer experience is an absolute requirement for e-retailers (Japutra et al., 2020). Positive experiences also have a positive and significant impact on customer engagement (Roy, Gruner, and Guo, 2020), which is considered important because engagement can influence customer experience and involve consumers in e-retailer marketing. Customer engagement, through recommendations, interactions, reviews, and other activities, has a positive and significant effect on customer satisfaction (Marino & Presti, 2018) as well as customer commitment (Zhang et al., 2020), indicating that there is a reciprocal relationship between customer experience and participation. customers can influence satisfaction and loyalty.

Head of the Central Statistics Agency (BPS) Suhariyanto acknowledged that online shopping is increasingly widespread in Indonesia, driven by the rapid growth of e-

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commerce with hundreds of online shopping sites offering various products such as electronics, clothing, health and travel. Popular platforms include Tokopedia, Bukalapak, Lazada, Shopee, and Traveloka, with Shopee as a site and mobile application founded by Forrest Li in 2009 and headquartered in Singapore. Research by dailysocial on 1,240 participants shows that service quality and brand reputation are consumers' main considerations when shopping online. Setiyaningrum and Hidayat (2016) found that the empathy dimension in service quality influences customer satisfaction, while Hasan (2013) explained that brands, which include names, signs, symbols, or designs, influence consumers by differentiating products from competitors. Brand image, as consumers' thoughts and preferences about a brand, consists of performance and imaginary associations related to brand attributes (Rivaldo et al., 2021). This is in line with research by Wibowo et al. (2017), which shows that brand reputation influences consumer purchasing interest.

Technology and information are increasingly rapid in the digital era, shown by the surge in internet users in Indonesia from various circles, making online media an unlimited source of information and changing people's shopping paradigm (Schrum and Levin, 2013; Zairina, 2021). The digital era has brought a new preference for online shopping, where people choose to buy goods directly online rather than visiting physical stores. This trend has encouraged the emergence of various marketplaces in Indonesia, such as Shopee, Lazada, Tokopedia, Bukalapak, and Blibli (Teofilus et al., 2020). Shopee, one of the most popular, is a digital marketplace that facilitates the sale of goods through internet-connected applications. Abinowi (2020) noted that the number of Shopee visitors in the first quarter of 2021 reached 127.4 million, down from 129.3 million in the previous quarter. This decline was caused by problems in Shopee's service quality, such as difficulty accessing the application, product mismatch with images, and slow response to feedback and chats (Sutedjo and Sari, 2023), which made retaining customers a challenge.

Efforts to encourage repurchase intentions involve attention to service performance (Sunardi et al., 2022), with repurchase intentions influenced by good service and satisfaction (Wahyuni et al., 2022). A satisfactory purchase indicates high interest in purchasing the product again, especially if the product is of high quality and meets expectations. Marketplaces such as Shopee, Lazada, and Tokopedia replace physical shopping habits, with Shopee using a Customer Relationship Management (CRM)

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program to increase customer satisfaction (Ibrahim et al., 2017). CRM collects customer information and maintains two-way relationships to increase satisfaction, which is the company's main goal (Costanzo in Setyaleksana et al., 2017). Superior product quality influences satisfaction, while dissatisfaction can harm the company's reputation (Lestari and Suwitho, 2018). Customer loyalty is achieved through learning and consistent purchasing, which increases company revenue and finances, with satisfaction as an indicator of customer commitment (Wijayanti, 2018).

LITERATURE REVIEW

Customer Experience

Schmitt (in Fauziyah, 2011: 11) defines experience as a personal event that is triggered by various stimuli, is important in every aspect of life and must be created by marketers according to customer desires. The experience, which is not planned in advance, is intended to be persuasive and psychological. Experiential Marketing, a new method in marketing that differs from traditional approaches, focuses on customer experience rather than just product function (Kottler and Keller, 2006). Customer experience management, according to Becker and Jaakkola (2020), manages the quality of customer experience from contact with the company, which can increase sales and brand awareness. Customer experience is a subjective evaluation of an interaction that can influence perceptions and motivation (Tyrväinen et al., 2020; Becker and Jaakkola, 2020), as well as have an emotional and intellectual impact on consumers (Godovykh and Tasci, 2020). It involves various components, including cognitive, emotional, physical, sensory, and social, and in e-retailing includes emotional and cognitive experiences, as well as service, website, product, delivery, and brand aspects (De Keyser et al., 2015; Tyrväinen et al., 2020; Godovykh and Tasci, 2020).

Research shows a complex relationship between customer experience and customer engagement, with positive customer experiences having a significant impact on their interactions, especially on e-commerce platforms such as Shopee (Iqbal, 2020). A satisfying experience through a user-friendly interface, attractive promotions and secure transactions on Shopee can increase customer engagement and encourage loyalty. Research by Akram and Kortam (2020) confirms that a pleasant shopping experience not only increases satisfaction but also active participation in platform activities. Roy et al. (2020) added that customer engagement depends on the quality of the experience, with

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product personalization, responsive service, and interactive features such as live shopping on Shopee playing a role in increasing customer engagement and loyalty.

H1: Customer experience has a positive effect on customer engagement.

In e-commerce, customer experience significantly influences satisfaction and loyalty. Consumers who experience positive service, such as ease of navigation and speed of service, tend to be more satisfied (Butarbutar et al., 2020). At Shopee, this experience can be optimized through a user-friendly interface, attractive promotions, and a secure payment system. Research by Quach et al. (2020) show that good interactions and service increase customer satisfaction, with responsive service, fair returns policies and on-time delivery on Shopee playing an important role. Bhattacharya et al. (2019) also found that personalization of experiences, such as product recommendations and special offers, increases customer satisfaction. Therefore, a customized experience on Shopee has the potential to significantly increase customer satisfaction.

H2: Customer experience has a positive effect on customer satisfaction.

Customer experience, in addition to price, is an important factor in building long-term customer commitment and loyalty. Nirawati et al. (2020) revealed that positive experiences on e-commerce such as Shopee create strong emotional bonds that drive loyalty, with elements such as easy navigation, attractive promotions and responsive customer service playing an important role. Juliono et al. (2022) show that consistent and quality experiences strengthen long-term loyalty, so Shopee needs to ensure a satisfying shopping process from search to delivery. Silviana and Puspaningrum (2022) added that personalization of experiences, through product recommendations and special offers, can increase customer loyalty. By adapting the shopping experience to individual preferences, Shopee can effectively increase customer loyalty.

H3: Customer experience has a positive effect on customer loyalty.

Customer Engagement

Customer engagement, which has been widely researched in the marketing literature (Prentice et al., 2019) and discussed in the context of its conceptualization and implementation (Pansari and Kumar, 2017), is a key concept in modern marketing that involves deep interactions between customers and brands (Lim et al. al., 2022). This includes emotional, cognitive, and behavioral interactions that build strong and sustainable relationships, encourage loyalty, as well as active customer participation,

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such as providing feedback and being a brand advocate (Kumar et al., 2019). In social commerce, customer interaction with the site, both emotional and cognitive, is important for purchase satisfaction (Molinilli et al., 2019). Customer involvement is also realized through communication with producers both directly and via social media, which has an impact on increasing consumption and demand (Gupta et al., 2018; Chen et al., 2020; Islam et al., 2020). The positive relationships established from this engagement encourage long-term loyalty and commitment, making customers continue to utilize the company's services (Gupta et al., 2018; Islam et al., 2020).

Customer participation plays an important role in increasing their satisfaction and commitment on e-commerce platforms like Shopee. Hapsari et al. (2020) show that high engagement makes customers feel valued and connected, increasing their satisfaction, which can be achieved through participation in flash sales, product reviews, or interactions with app features. Zhang et al. (2020) added that intensive involvement improves the shopping experience, increasing satisfaction, especially through loyalty programs or special events. Thakur (2019) also emphasized that active engagement provides more meaningful and personalized experiences, such as live chat, games with prizes, and personalized product recommendations. By offering multiple ways to interact, Shopee can significantly increase customer satisfaction.

H4: Customer engagement has a positive effect on customer satisfaction.

Customer engagement is a key factor in building loyalty on e-commerce platforms like Shopee. Ting et al. (2021) revealed that active interaction with content, participation in loyalty programs, and providing reviews increase customer loyalty. On Shopee, interactive features and attractive promotions can drive engagement, leading to increased loyalty. Li et al. (2020) added that consistent engagement strengthens emotional bonds with brands, so customers feel more connected and valued, encouraging repeat purchases. Molinilo et al. (2020) also found that intensive engagement creates a personal and satisfying experience, which is implemented through product recommendations, direct interactions, and responsive service, building long-term relationships and increasing customer loyalty on Shopee.

H5: Customer engagement has a positive effect on customer loyalty

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Customer Satisfaction

Customer satisfaction is a major focus in marketing because of its ability to retain and attract new customers (Deyalage and Kulathunga, 2019; Ke et al., 2020). This is measured by the comparison between expectations and actual perceptions after purchase (Vasić et al., 2020), as well as the number of positive reviews about services and product variety in e-retailing (Pandey et al., 2020). Satisfaction is obtained when a company effectively meets customer expectations (Soegoto, 2013), and is defined as the consumer's perception of the product after use, which includes product quality and value (Budiyono et al., 2021). High satisfaction encourages interest in repurchasing and increases loyalty (Anderson et al., 2020). According to Giese and Cote (2000) quoted by Tjiptono and Chandra (2011:292), customer satisfaction includes active responses to products within a certain time, focusing on aspects of product consumption. In the context of e-retailing, satisfaction is also influenced by the experience of interaction with online retailers (Giovanis, 2014) and the suitability of purchase results with consumer expectations through online applications (Alalwan, 2020).

In e-retailing, customer satisfaction has a significant relationship with continued loyalty. Nguyen et al. (2020) show that customers who are satisfied with their shopping experience are more likely to make repeat purchases and show higher loyalty, which can be achieved on Shopee through responsive customer service, on-time delivery, and attractive promotions. Pandey et al. (2020) added that high customer satisfaction is directly proportional to the level of loyalty and the possibility of recommendations to others, so maintaining product quality, competitive prices and fair return policies is very important. Azizan and Yusr (2019) also emphasize that satisfaction is a strong predictor of loyalty, with emotional bonds formed through personalization of shopping experiences such as product recommendations and special offers, ensuring customers remain loyal to platforms such as Shopee.

H6: Customer satisfaction has a positive impact on customer loyalty.

Customer Loyalty

Customer loyalty is the key to successful business strategy and is measured in e-retailing through purchasing consistency and positive recommendations (Otsetova, 2017; Pandey et al., 2020). This loyalty involves a commitment to consistently repurchase a product or service, regardless of situational factors or marketing efforts that may influence

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switching behavior, and includes emotional involvement and trust in the brand (Jones and Kim, 2021). Consistent service quality and positive experiences from the company also influence customer loyalty (Smith et al., 2020). Customer commitment supports loyalty by encouraging repeat purchases and recommendations to others, as well as increasing customer satisfaction (Yuliana, 2018). This satisfaction, which results from good service and positive relationships through CRM, is directly related to loyalty and shared love for the product (Dewa and Setyohadi, 2017).

RESEARCH FRAMEWORK

Based on the description and explanation of theoretical investigations and hypotheses, a research model can be created which is used in this research. This research model is shown in the following figure:

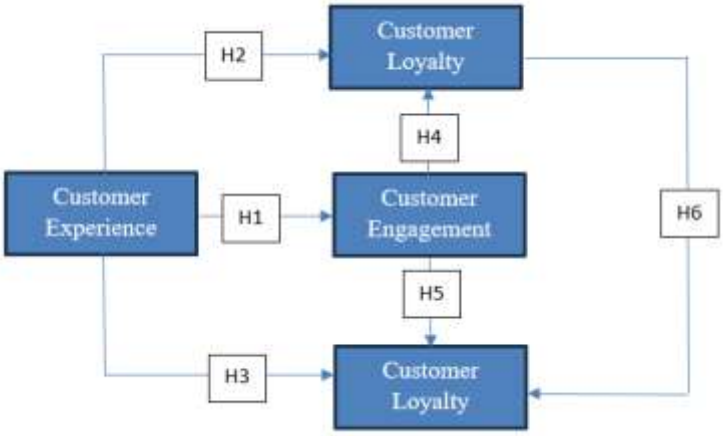


Figure 1. Research Framework

RESEARCH METHODS

This research uses a quantitative approach with statistical methods to collect and analyze data regarding customer experience and engagement which has an impact on customer satisfaction and loyalty on the Shopee e-commerce platform. The research was conducted in Indonesia with a population of Shopee users. Samples were taken using non-probability sampling techniques, especially convenience sampling, with a minimum number of respondents of 260 and a maximum of 520, according to sample size calculations for Structural Equation Modeling (SEM). Data was collected using an online

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questionnaire via Google Form, and analyzed using the Partial Least Square (PLS) method in SEM to test the hypothesis and validity of the model. A pilot test with 40 respondents was carried out to test the validity and reliability of the instrument before main data collection.

RESULTS

From the results of the questionnaires distributed, 260 respondents were obtained. From a number of respondents, data analysis was then carried out using model evaluation. The evaluation of the measurement model was tested using several indicators, including:

Statistics Analysis

Validity and Reliability Testing

Validity Testing Result

Table 1. Fornell Larcker Criterion Results

Variable	Customer Satisfaction	Customer Engagement	Customer Loyalty	Customer Engagement
Customer Satisfaction	**0.857**			
Customer Engagement	0.274	**0.843**		
Customer Loyalty	0.210	0.173	**0.909**	
Customer Experience	0.325	0.353	0.015	**0.802**

Based on table 1, the cross loading value for each item has a value > 0.70, and also each item has the greatest value when connected to the latent variable compared to when connected to other latent variables. This shows that each variable in this research has correctly explained the latent variable and proves that the discriminant validity of all items is valid.

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Reliability Testing Result

Tabel 2. Reliability Testing Results

Variable	Cronbach's Alpha	Composite Reliability
Customer Satisfaction	0.883	0.917
Customer Engagement	0.932	0.945
Customer Loyalty	0.958	0.966
Customer Experience	0.910	0.927

For decision making in the reliability test, if the Cronbach's Alpha value is > 0.60, then the question items in the questionnaire are considered reliable and the results are considered reliable. Conversely, if the Cronbach's Alpha value is <0.60, then the question items in the questionnaire are considered unreliable and the results are considered unreliable (Ghozali, 2016).

Outer Model Testing (Measurement Model)

Convergent Validity Testing

An indicator is said to be valid if the loading factor of an indicator is positive and greater than 0.7 and the AVE value is more than 0.5. The loading factor value shows the weight of each indicator/item as a measure of each variable. An indicator with a large loading factor indicates that the indicator is the strongest (dominant) measure of the variable.

Table 3. Convergent Validity Testing Results

Variable	Item	Loading Factor	AVE	Results
Customer Experience	PP1	0.830	**0.703**	**Valid**
	PP2	0.864		**Valid**
	PP3	0.839		**Valid**
	PP4	0.786		**Valid**
	PP5	0.884		**Valid**

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	PP6	0.841		**Valid**
	PP7	0.821		**Valid**
Customer Satisfaction	KP1	0.905	**0.751**	**Valid**
	KP2	0.804		**Valid**
	KP3	0.874		**Valid**
	KP4	0.879		**Valid**
Customer Engagement	KT1	0.835	**0.679**	**Valid**
	KT2	0.785		**Valid**
	KT3	0.758		**Valid**
	KT4	0.852		**Valid**
	KT5	0.870		**Valid**
	KT6	0.846		**Valid**
	KT7	0.817		**Valid**
Customer Loyalty	LP1	0.908	**0.790**	**Valid**
	LP2	0.886		**Valid**
	LP3	0.891		**Valid**
	LP4	0.864		**Valid**
	LP5	0.899		**Valid**
	LP6	0.886		**Valid**

Based on table 3, it is known that the loading factor value produced by each indicator is more than 0.7 and the AVE value is more than 0.5. Thus, these indicators are declared valid as a measure of the latent variables.

Discriminant Validity Testing

Discriminant validity measures the validity of the model by examining the cross loading value and the Fornell-Larcker criterion, which shows the correlation between the construct and its indicators compared to other constructs. Discriminant validity is considered good if the square root value of the Average Variance Extracted (AVE) of each construct is higher than the correlation between the construct and other constructs in the model.

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Table 4. Fornell Larcker Criterion

Variable	Customer Satisfaction	Customer Engagement	Customer Loyalty	Customer Experience
Customer Satisfaction	**0.866**			
Customer Engagement	0.214	**0.824**		
Customer Loyalty	0.308	0.226	**0.889**	
Customer Experience	0.175	0.201	0.222	**0.838**

Table 5. Cross Loading Results

Item	Customer Satisfaction	Customer Engagement	Customer Loyalty	Customer Experience
CS1	**0.905**	0.203	0.291	0.196
CS2	**0.804**	0.168	0.275	0.167
CS3	**0.874**	0.179	0.245	0.122
CS4	**0.879**	0.188	0.249	0.110
CE1	0.146	**0.835**	0.142	0.105
CE2	0.180	**0.785**	0.178	0.109
CE3	0.095	**0.758**	0.183	0.180
CE4	0.181	**0.852**	0.207	0.182
CE5	0.225	**0.870**	0.169	0.155
CE6	0.189	**0.846**	0.162	0.177
CE7	0.195	**0.817**	0.239	0.218
CL1	0.299	0.222	**0.908**	0.196
CL2	0.231	0.177	**0.886**	0.229
CL3	0.232	0.168	**0.891**	0.199
CL4	0.325	0.230	**0.864**	0.180
CL5	0.285	0.193	**0.899**	0.211
CL6	0.251	0.205	**0.886**	0.171

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CEX1	0.099	0.114	0.124	**0.830**
CEX2	0.187	0.200	0.187	**0.864**
CEX3	0.080	0.173	0.159	**0.839**
CEX4	0.168	0.147	0.195	**0.786**
CEX5	0.204	0.212	0.256	**0.884**
CEX6	0.118	0.162	0.162	**0.841**
CEX7	0.115	0.129	0.170	**0.821**

Based on tables 4 and 5, the cross loading value on each item has a value > 0.70, and also each item has the largest value when connected to its latent variable compared to when connected to other latent variables. This shows that each variable in this study has correctly explained its latent variable and proves that the discriminant validity of all items is valid.

Reliability Testing

Table 6. Reliability Testing Results

Variable	Cronbach's Alpha	Composite Reliability
Customer Satisfaction	0.889	0.923
Customer Engagement	0.921	0.937
Customer Loyalty	0.947	0.958
Customer Experience	0.930	0.943

Based on table 6, it can be seen that the composite reliability value of all research variables is > 0.7 and Cronbach Alpha > 0.7. These results indicate that each variable has met the composite reliability and Cronbach alpha so that it can be concluded that all variables have a high level of reliability. So that further analysis can be carried out by examining the goodness of fit model by evaluating the inner model.

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Inner Model (Structural Model)

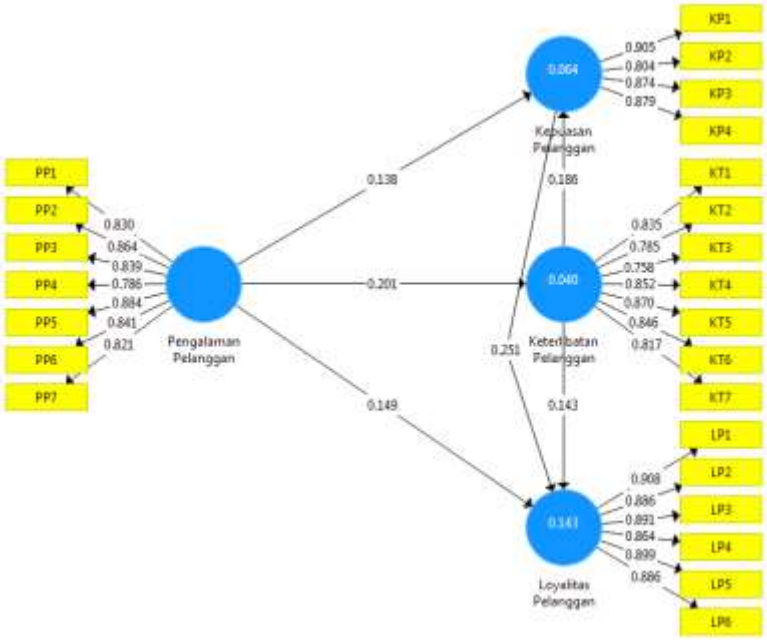


Figure 2. Structural Model

The evaluation of the PLS structural model begins by looking at the R-square of each dependent latent variable. Table 7 is the result of the R-square estimate using PLS.

R-Square (R^2)

Table 7. R-Square Testing Results

Variable	R-	R-*Square*
Customer Satisfaction	0.06	0.057
Customer Engagement	0.04	0.037
Customer Loyalty	0.14	0.133

Based on Table 7, the R-Square value for the Customer Satisfaction variable is 0.064, indicating that 6.4% of its variability can be explained by the independent variables in this study, while 93.6% is explained by other factors. For the Customer Engagement

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variable, the R-Square value of 0.040 means that 4.0% of its variability is explained by the existing independent variables, and 96.0% is explained by other factors. While the Customer Loyalty variable has an R-Square value of 0.143, indicating that 14.3% of its variability is explained by the independent variables, and 85.7% by other factors not included in this study.

Predictive Relevance (Q-Square)

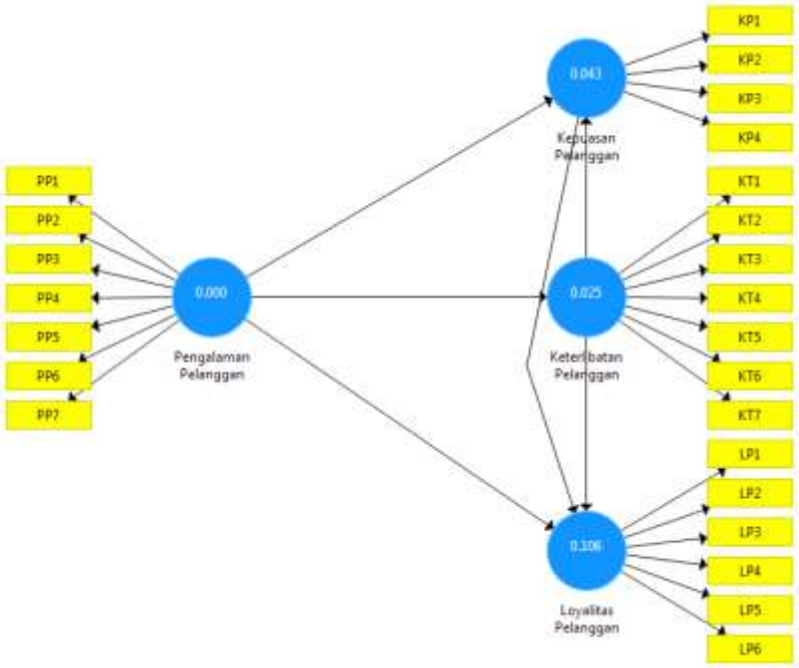


Figure 3. Predictive Relevance

Table 8. Predictive Relevance

Variable	Q²(=1SSE/SSO)	Results
Customer Satisfaction	0.043	Has a predictive relevance
Customer Engagement	0.025	Has a Predictive relevance
Customer Loyalty	0.106	Has a predictive relevance

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Based on the data presented in the table above, it can be seen that the Q square value on the dependent variable is > 0. By looking at this value, it can be concluded that this study has a good observation value because the Q square value is > 0 (zero).

Hypotesis Testing

Table 9. Hypotesis Testing Results

Variable	Original Sample (O)	T Statistics (| O/STDEV |)	P Values
Customer Satisfaction -> Customer Loyalty	0.251	3.631	0.000
Customer Engagement -> Customer Satisfaction	0.186	3.005	0.003
Customer Engagement -> Customer Loyalty	0.143	2.169	0.031
Customer Engagement -> Customer Satisfaction	0.138	2.016	0.044
Customer Experience -> Customer Engagement	0.201	3.139	0.002
Customer Experience -> Customer Loyalty	0.149	2.488	0.013

DISCUSSION

The results of the study show that customer experience significantly affects customer engagement when shopping online at Shopee. Research by Gao & Bai (2021) confirms that a pleasant experience can increase customer engagement, because they feel more connected to brands that provide positive experiences. Aspects such as ease of navigation, speed of response, and transaction security, identified by Kim & Kim (2022), play a role in increasing engagement. This high engagement, in turn, motivates customers to actively participate on the platform, such as providing reviews and recommending products to others.

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A positive customer experience is also closely related to customer satisfaction. According to Chen et al. (2023), a satisfying shopping experience increases customer satisfaction, which is seen from higher loyalty and purchase frequency. Wu et al. (2020) added that engagement driven by positive experiences strengthens customers' relationships with the platform, increases satisfaction, and intention to continue using the service. A good experience can create customer loyalty, as suggested by Luo et al. (2021) and Zhang et al. (2024), with customers more likely to recommend and remain loyal to the platform.

Customer engagement also plays a significant role in loyalty. Research by Li et al. (2021) shows that a satisfying shopping experience increases emotional attachment and customer loyalty. Active engagement, such as participating in loyalty programs, can strengthen brand value perceptions, as explained by Ghifari and Prabowo (2023) and Hollebeek et al. (2022). High engagement helps reduce churn rates, as found by Xu et al. (2023), and increases customer loyalty by ensuring they feel involved and valued on platforms like Shopee.

CONCLUSION

This study shows that positive customer experience significantly increases customer engagement, satisfaction, and loyalty on Shopee. High engagement contributes to greater satisfaction, which in turn drives customer loyalty. Satisfying interactions and features create a strong emotional connection between customers and the platform, strengthening customer loyalty in the form of repeat purchases and recommendations to others. By focusing on improving experience and engagement, Shopee can strengthen customer loyalty in the long term.

RESEARCH LIMITATIONS

This study has several limitations. First, it focuses only on customer experience on Shopee without considering cultural and geographic factors that may influence engagement, satisfaction, and loyalty. Second, this study does not explore how personalization of experiences, such as features tailored to individual preferences, affects customer engagement and satisfaction. Furthermore, this study does not consider emerging technologies such as artificial intelligence and augmented reality, which can significantly enhance customer experience. Future research needs to include these

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factors to provide more complete insights into how to improve customer engagement and loyalty.

RECOMMENDATION

Future research should explore how personalization, such as features that tailor the shopping experience based on customer preferences and history, can improve engagement, satisfaction, and loyalty. Additionally, further studies comparing different cultures and geographic regions could provide deeper insights into the influence of cultural context on the relationship between customer experience and loyalty. Also, a focus on the application of emerging technologies such as artificial intelligence and augmented reality could enrich the understanding of how these technologies can create more immersive customer experiences and increase engagement and loyalty.

MANAGERIAL IMPLICATIONS

The managerial implications of this study suggest that Shopee needs to focus on personalization and technological innovation to enhance customer engagement, satisfaction, and loyalty. Given that this study has not explored cultural and geographical differences, managers should tailor the customer experience to individual preferences and local contexts. The integration of new technologies such as artificial intelligence and augmented reality can also enrich the customer experience and enhance loyalty. Therefore, the development of adaptive and innovative features and further research to understand the impact of these factors across different cultural and regional contexts are needed.

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