

CHAPTER II

LITERATURE REVIEW

2.1. Previous Research

As material to complete the references in this study, the authors describe some of the results of previous studies, including the following:

1. Research conducted by Effectiveness of Customer Relationship Management (CRM) and Customer Satisfaction on Shopee Customer Loyalty. (Basworo Dibyo, Effectiveness of Customer Relationship Management (CRM) and Customer Satisfaction on Shopee Customer Loyalty, 2021) The research purpose is to determine the effect of Customer Relationship Management (CRM) and customer satisfaction on customer loyalty. The sampling technique used is a non-probability sampling method through distributing questionnaires. This research used 108 student respondents using Shopee users at the Muhammadiyah University of Surakarta. Data analysis in this research used SPSS software with normality test, multico linearity test, and heteroskedasticity test, multiple linear regression analysis, F test, t test and R² test. The results indicates that the variable Customer Relationship Management (CRM) and customer satisfaction on customer loyalty. The results of the F test analysis can be concluded that there is a simultaneous influence between Customer Relationship Management (CRM) and customer satisfaction on customer loyalty variables. So, with an increase in Customer Relationship Management (CRM) it is very effective to support customers to make loyal purchases through Shopee.

2. Research conducted by Investigating the effects of E-CRM's Functions on customer's E-satisfaction and E-loyalty (Case Study: Digikala Online Store), (Hashem Aghazade, 2019). This research aims to investigate the relationship between performance and characteristic of online stores – Digi-Kala in this particular case, as a perfect example of an electronic customer relationship system, and customer's electronic loyalty and

satisfaction. Questionnaires were distributed among customers of Digikala. The sample size was determined using the Cochran's formula for an unlimited population of 384 people. The data was analyzed via Structural -equations method and with also the use of three software like Amos, EQS and LISREL. The results reveals that satisfaction of E-CRM's functions affected electronic loyalty and satisfaction. Also, satisfaction of during-purchase and after-purchase functions affected electronic satisfaction. However, the, effect of satisfaction in before-purchase functions in the electronic relation system has not been proven on satisfaction electronic customers. Furthermore, the effect of satisfaction in system's functions in the whole stages has been proven on loyalty electronic.

3. Research conducted by The Impact of Online Shopping Attributes on Customer Satisfaction and Loyalty: Moderating Effects of E-Commerce Experience (Mofokeng, 2021). The research seeks to measure the factors affecting customer satisfaction in e-retail such as information quality, perceived security, and privacy concerns. The survey questionnaire, written in English, contained the filtering questions and a covering letter outlining the purpose of the study. The 287 respondents completed two sections; Section A collected data on demographic factors such as age, gender, monthly spending in Rands, the websites preferred for purchases, the length of their e-commerce experience, and the kinds of products purchased. The seven-factor model in the study was tested in AMOS version 27 for Microsoft Windows using structural equation modelling. The results indicates that the customer satisfaction of online shoppers is influenced by product delivery, perceived security, information quality, and product variety. Customer satisfaction and information quality determine customers' loyalty towards web stores.

4. Research conducted by Impact of Customer Perceived Value on Loyalty: In Context Crm. (Yolanda Masnita, 2019). This study aims: 1) to know whether the Customer Perceived Value affects Customer Relationship Management 2) to know whether the Customer Relationship Management affects Loyalty and 3) to know whether the Customer Perceived Value affects Loyalty mediated by CRM. The population studied were 120 customers who were already members of Abbott Family Club loyalty as well who contacted

via customer service on Pediasure Vanilla 850gr dairy products. The data analysis used in this research is (SEM) with Lisrel 8.80. The study results indicates that if the Customer Perceived Value and happy, and assuming that the Pediasure Vanilla 850gr and services received by the customer is measurable and offer competitive value, the customer will then remain loyal to purchase Pediasure Vanilla 850gr through customer service for the long term. In conclusion it is important for Abbott to focus on the development of customer loyalty programs because strong loyalty will lead to profitability and competitive advantage in CRM system. This will enable them to sustain their business in the present competitive environment.

5. Research conducted by Analysis of Indonesian Marketplace Based on Customer Satisfaction, Trust and Loyalty, (Verry, 2019)). The research purpose is to determine the satisfaction, trust and Loyalty factors of Marketplaces in Indonesia. This study consisted of 34 lists of statements representing each variable with the number of respondents 100 using the AMOS version 21 application. The results obtained from instrument quality testing with validity and reliability of CFA with AMOS version 21. This study uses the Structural Equation Modeling (SEM) model to examine 12 hypotheses in the study. The results of the study show that all of these hypotheses are accepted.

6. Research conducted by Analysis of the Impact of E-CRM in Increasing Customer Satisfaction and Loyalty to the Indonesian Marketplace (Miftahul Husna Hutapea, 2021) This research aims to analyze Tokopedia's data on the level of how often customers make transactions and also Tokopedia customer satisfaction level data to determine the level of loyalty and customer satisfaction on the official application and website of the Tokopedia company. The authors give questionnaires to customers who make transactions many times or people who understand the Tokopedia.com website and Tokopedia online sales store. Where the results of the questionnaire to sellers and buyers of Tokopedia in Indonesia are in the form of respondents in this study. This research was carried out by analyzing the data obtained through the results of data collection that had previously been carried out by the author. Where in this data collection is carried out on an online businessman and also online

shoppers in the form of graphs and pie charts. By applying CRM to the company will be able to effect customer satisfaction and loyalty to a company. Based on the data that the authors have obtained shows that a high level of customer satisfaction will be able to affect the level of customer loyalty. By implementing customer relationship management in a company will have an influence in building a pretty good relationship from the company to the customer. For companies that have various market segments, customer relationship management is one strategy that can be applied by a company. With the implementation of customer relationship management, a company can find out the desires and needs of customers which can make the customer accustomed to conducting transactions in a long time

7. Research conducted by Relationships Among Perceived Value, Satisfaction, and e-Trust: An e-CRM View of Online Restaurant Consumption, Consumption (Gang Zhang, 2020). The research aims to propose a new trend in research which integrates the online customer relationship management through the perspectives of perceived value, satisfaction, and e-trust regarding the online restaurant in Chinese e-CRM business backgrounds. 600 questionnaires were distributed and 542 valid questionnaires were returned. The data was analyzed using Structural equation model. The results were concluded that there is a series of connections among perceived value, satisfaction and e-trust, and most of them are important. First, the perceived value has an incentive effect on satisfaction, e-trust, and customers' commitment to a relationship. Second, satisfaction has a positive impact on e-trust and leads to the commitment to a relationship. Third, e-trust positively affects the consumer commitment to a relationship. In addition, production quality, service quality and price fairness have a significant impact on the perceived value

8. Research conducted by Analysis of Perceived Value and Trust of Satisfaction and its Impact on The Loyalty of Online Shopping Consumers in Tokopedia (Fitria Maesaroh, Analysis Of Perceived Value And Trust of Satisfaction and Its Impact on The Loyalty of Online Shopping Consumers of Tokopedia, 2021). The research purpose is to determine the impact of perceived value, trust and satisfaction on consumer loyalty. The research sample

was taken from 256 respondents who were taken from the Tokopedia application using Google Docs in the form of a questionnaire survey. The data was analyzed via SEM (Structural Equation Modeling). From the results of this study, consumer loyalty is very hampered by the Perceived Value, trust and satisfaction as a mediation.

9. Research conducted by Customer Perceived Value and Online Repurchase Intention

on Shopee E-Commerce Users (Kharisma Putri Pratiwi, 2021) The research purpose is to find out the relationship between customer perceived value and online repurchase intention of Shopee users. The population in this research were all Shopee users who have been disappointed when shopping at Shopee. The sample consists of 350 Shopee users were taken by convenience sampling technique. Data was collected using customer perceived value scale with a reliability coefficient 0.923 from 37 items and online repurchase intention scale with a reliability coefficient 0.909 from 25 items. The analytical method used in this research is pearson product moment correlation technique. The results of the correlation test between online repurchase intention and customer perceived value show that the value of $r=0.729$; p

10. Research conducted by Online consumer Shopee purchase decisions and their Influence Factors (Rohmah, 2021). The purpose of this study is to determine the effect of trust, convenience and quality of information on Shopee consumers' online purchasing decisions. The research sample is students in Yogyakarta who are consumers of the Shopee online buying and selling site. The data analysis tool uses Multiple Linear Regression Analysis. The results of the analysis reveals that trust, convenience and quality of information simultaneously have a significant effect on Online Purchase Decisions on the Shopee Online Buying Site

Table 1. International Previous Researches

NO.	Research Title and Reference	Research Purposes	Unit of analysis	Variables and data analysis	Research result
1	<p>The Impact of Online Shopping Attributes on Customer Satisfaction and Loyalty: Moderating Effects of E-Commerce Experience</p> <p>Cogent Business & Management</p> <p>ISSN:1859850-2004807</p> <p>2021</p>	<p>Seeks to measure the factors affecting customer satisfaction in e-retail such as information quality, perceived security, and privacy concerns</p>	<p>The survey questionnaire, written in English, contained the filtering questions and a covering letter outlining the purpose of the study. The 287 respondents completed two sections; Section A collected data on demographic factors such as age, gender, monthly spending in Rands, the websites preferred for purchases, the length of their e-commerce experience, and the kinds of products purchased</p>	<p>X1: Online shopping attributes</p> <p>Y: Customer Satisfaction and Loyalty</p> <p>Z: E-commerce Experience</p> <p>The seven-factor model in the study was tested in AMOS version 27 for Microsoft Windows using structural equation modelling</p>	<p>The results indicate that the customer satisfaction of online shoppers is influenced by product delivery, perceived security, information quality, and product variety. Customer satisfaction and information quality determine customers' loyalty towards web stores.</p>
2	Shopping	To examine	A total of 270	X1: Shopping	The study

	<p>Convenience: A Case of Online Retailing</p> <p>Review of Professional Management</p> <p>ISSN: 2445-0647</p> <p>2019</p>	<p>the relative effects of dimensions of shopping convenience on customer satisfaction in Indian online retail context.</p>	<p>questionnaires were distributed among the respondents. 240 filled questionnaires from the respondents were received. In the data preparation stage, 13 questionnaires were found incomplete. Incomplete questionnaires were removed and final data of 227 were taken for data analysis.</p>	<p>Convenience</p> <p>Y: Online Retailing</p> <p>To test the structural relationships among the study constructs, Structural Equation Modeling (SEM) with AMOS 21.0 (Covariance based SEM) with Maximum Likelihood Estimation (MLE) was used.</p>	<p>results confirmed the access convenience ($\beta = 0.441$, $p = 0.002$) as most important shopping convenience dimension to ascertain customer satisfaction followed by search ($\beta = 0.424$, $p < 0.000$), transaction ($\beta = 0.379$, $p = 0.007$) and possession ($\beta = 0.279$, $p = 0.023$). Whereas evaluation convenience ($\beta = 0.217$, $p = 0.034$) proved to be least important shopping convenience dimension in order to ascertain</p>
--	--	---	--	--	--

					customer satisfaction.
3	<p>An Empirical Study of Customers' Satisfaction and Repurchase Intention on Online Shopping in Vietnam</p> <p>Journal of Asian Finance, Economics and Business</p> <p>Print ISSN: 2288-4637 / Online ISSN 2288-4645</p> <p>2019</p>	<p>This study aims to examine the factors that affect customer satisfaction and repurchase intention of online shoppers in Vietnam</p>	<p>We used the anklet method to collect information by sending the online questionnaire to Vietnamese people via social media like Facebook, Zalo, and instructed participants to fill out the survey. This study collected data randomly from 597 Vietnamese individuals who have experienced online shopping.</p>	<p>X1: Customer Satisfaction</p> <p>X2: Repurchase Intention</p> <p>Y: Online Shopping</p> <p>RStudio and SPSS, which we used to analyze data.</p>	<p>The findings suggested that the six mentioned factors (responsiveness, trust, convenience, delivery, information quality and perceived website usability) have different levels of impacts on customer satisfaction and repurchase intention; moreover, the demographic factors also affect satisfaction and intention to repurchase</p>
4	<p>The Relationship between Online Convenience, Online Customer</p>	<p>Aims to explore, measure, and analyze the</p>	<p>Distributed 300 surveyed questionnaires, and the author</p>	<p>X1: Online Convenience</p> <p>X2: Customer</p>	<p>The results showed that online convenience,</p>

	<p>Satisfaction, Buying Intention and Electronic Word-of-mouth</p> <p>INDEPENDENT JOURNAL OF MANAGEMENT & PRODUCTION (IJM&P)</p> <p>ISSN: 2236-269X</p> <p>2020</p>	<p>relationship between online convenience, online customer satisfaction, buying intention, and electronic word-of-mouth (E-WOM) of the customers</p>	<p>collected 285 valid respondents.</p>	<p>Satisfaction</p> <p>X3: Buying Intention</p> <p>Y: E-commerce Consumers</p> <p>Exploratory Factor Analysis (EFA) and three model regression.</p>	<p>which has seven dimensions about convenience, includes access, search, evaluation, attentiveness, transaction, possession, post-possession convenience affect online customer satisfaction. Furthermore, as a result, online customer satisfaction influences online buying intention and electronic word-of-mouth.</p>
5	<p>Investigating the effects of E-CRM's Functions on customer's E-satisfaction and E-loyalty (Case Study: Digikala Online Store)</p>	<p>To investigate the relationship between performance and characteristic of online stores – Digi-</p>	<p>Questionnaires were distributed among customers of Digikala. The sample size was determined</p>	<p>X1: CRM</p> <p>Y: E-satisfaction</p> <p>Y2: E-loyalty</p> <p>Structural - equations</p>	<p>Satisfaction of E-CRM's functions affected electronic loyalty and satisfaction. Also, satisfaction of</p>

	<p>Journal of Information Technology Management</p> <p>ISSN: 2423-5059</p> <p>2019</p>	<p>Kala in this particular case, as a perfect example of an electronic customer relationship system, and customer's electronic loyalty and satisfaction.</p>	<p>using the Cochran's formula for an unlimited population of 384 people.</p>	<p>method and with also the use of three software like Amos, EQS and LISREL</p>	<p>during-purchase and after-purchase functions affected electronic satisfaction. However, the, effect of satisfaction in before-purchase functions in the electronic relation system has not been proven on satisfaction electronic customers. Furthermore, the effect of satisfaction in system's functions in the whole stages has been proven on loyalty electronic.</p>
--	--	--	---	---	--

6	<p>Creating Superior Customer Value in the Now Economy</p> <p>Journal of Creating Value</p> <p>eISSN: 2454213X ISSN: 23949643</p> <p>2020</p>	<p>To explain how to create and manage customer value in changing global markets. Key business sectors and growth prospects in the Now Economy are described</p>	<p>This research is introducing strategy and therefore, they are not using sampling, however the targeted exploration in this research is millennial generation.</p>	<p>X1: Customer Centric Strategy</p> <p>X2: Speed</p> <p>X3: Time</p> <p>X4: Segmentation</p> <p>X5: Product strategy</p> <p>X6: Pricing</p> <p>X7: New technologies</p> <p>Y: Customer Value</p> <p>Descriptive qualitative method</p>	<p>Shows that customer experience leaders substantially outperform their rivals. Managing customer value is critical to service, technology and information companies in the Now Economy. Management must create an organizational culture that is obsessed with customer value. Distinctive business models and value propositions built upon market</p>

					differentiation or industry disruption will win in changing, digital and global markets.
7	<p>Relationships Among Perceived Value, Satisfaction, and e-Trust: An e-CRM View of Online Restaurant Consumption</p> <p>Journal of Systems Science and Information</p> <p>ISSN 1478-9906, eISSN 2512-6660</p> <p>2019</p>	<p>Aims to propose a new trend in research which integrates the online customer relationship management through the perspectives of perceived value, satisfaction, and e-trust regarding the online restaurant in Chinese e-CRM business backgrounds</p>	<p>600 questionnaires were distributed and 542 valid questionnaires were returned</p>	<p>X1: Perceived Value</p> <p>X2: Satisfaction</p> <p>X3: e-Trust</p> <p>Z: e-CRM</p> <p>Y: Online Restaurant Consumption</p> <p>Structural equation model</p>	<p>There is a series of connections among perceived value, satisfaction and e-trust, and most of them are important. First, the perceived value has an incentive effect on satisfaction, e-trust, and customers' commitment to a relationship. Second, satisfaction has a positive impact on e-trust and leads to the commitment to a relationship. Third, e-trust</p>

					positively affects the consumer commitment to a relationship. In addition, production quality, service quality and price fairness have a significant impact on the perceived value
8	<p>Exploring E-Commerce Big Data and Customer-Perceived Value: An Empirical Study on Chinese Online Customers</p> <p>Sustainability Journal</p> <p>ISSN: 2071-1050</p> <p>2020</p>	<p>Is to make good use of the massive amount of online user comment data to explore and analyze the dimensions of customer-perceived value and the importance of each dimension, given the background of China's huge e-</p>	<p>Compiled a web crawler program to collect online comment data from online reviews that included 2,922,355 online comments</p>	<p>X1: E-commerce big data</p> <p>X2: Customer Perceived Value</p> <p>Y: Customer Behavior</p> <p>Descriptive qualitative method with FGD and in - depth interview</p>	<p>The empirical research results reveal that all four dimensions of customer-perceived value play an important role in customer-perceived value and that the patterns and degrees of the role of each dimension are rather different. Further, only certain parts of the dimensions</p>

		commerce market			of customer-perceived value have an impact on customer loyalty, and the degree of the impact differs substantially.
9	<p>Impact of Customer Perceived Value on Loyalty: In Context Crm</p> <p>Journal of Research in Business and Management</p> <p>ISSN: 2347 - 3002</p>	<p>This study aims: 1) to know whether the Customer Perceived Value affects Customer Relationship Management</p> <p>2) to know whether the Customer Relationship Management affects Loyalty and</p> <p>3) to know</p>	<p>The population studied were 120 customers who were already members of Abbott Family Club loyalty as well who contacted via customer service on Pediasure Vanilla 850gr dairy products.</p>	<p>X1: Perceived Value</p> <p>Y: Loyalty</p> <p>Z: CRM (SEM) with Lisrel 8.80</p>	<p>This study indicates that if the Customer Perceived Value and happy, and assuming that the Pediasure Vanilla 850gr and services received by the customer is measurable and offer competitive value, the customer will then remain</p>

		<p>whether the Customer Perceived Value affects Loyalty mediated by CRM</p>			<p>loyal to purchase Pediasure Vanilla 850gr through customer service for the long term. In conclusion it is important for Abbott to focus on the development of customer loyalty programs because strong loyalty will lead to profitability and competitive advantage in CRM system. This will enable them to sustain their business in the present competitive environment.</p>
--	--	---	--	--	---



10	<p>Antecedents of Chinese Consumer' Online Shopping Behavior</p> <p>Asian Journal of Business Research</p> <p>ISSN 2463-4522 e-ISSN 1778-8933 2020</p>	<p>To explore the antecedents of Chinese consumer behaviors towards online shopping</p>	<p>A convenience sampling technique was used for selecting the participants for the Study. They used a sample size of 208 because Boomsma (1985) previously suggested a sample size of 100 or 200 as the minimum for SEMs</p>	<p>X1: Online shopping experience</p> <p>X2: Social Influence</p> <p>X3: Sentiment</p> <p>X4: Price Motion</p> <p>X5: Perceived Usefulness</p> <p>X6: Perceived Convenience</p> <p>Y: Attitude</p> <p>Y2: Shopping Behavior</p> <p>Structural Equation Model (SEM) with Amos 23.</p>	<p>The paper concludes that attitude is the sole predictor of online shopping behavior. The results of the study further show that online shopping experience and social influence relate positively and significantly with the sentiment but price motion was not significant. Also, convenience has a positive significant relationship with attitude whiles perceived usefulness, but the ease of use was not</p>
----	--	---	---	--	--

					<p>significant.</p> <p>Finally, the results reveal that sentiment is not directly related to online shopping behavior but indirectly related through attitude. Based on these findings, we provide important managerial implications and offer guidance to ecommerce platforms and online retailers</p>
--	--	--	--	--	---



Table 2. National Previous Researches

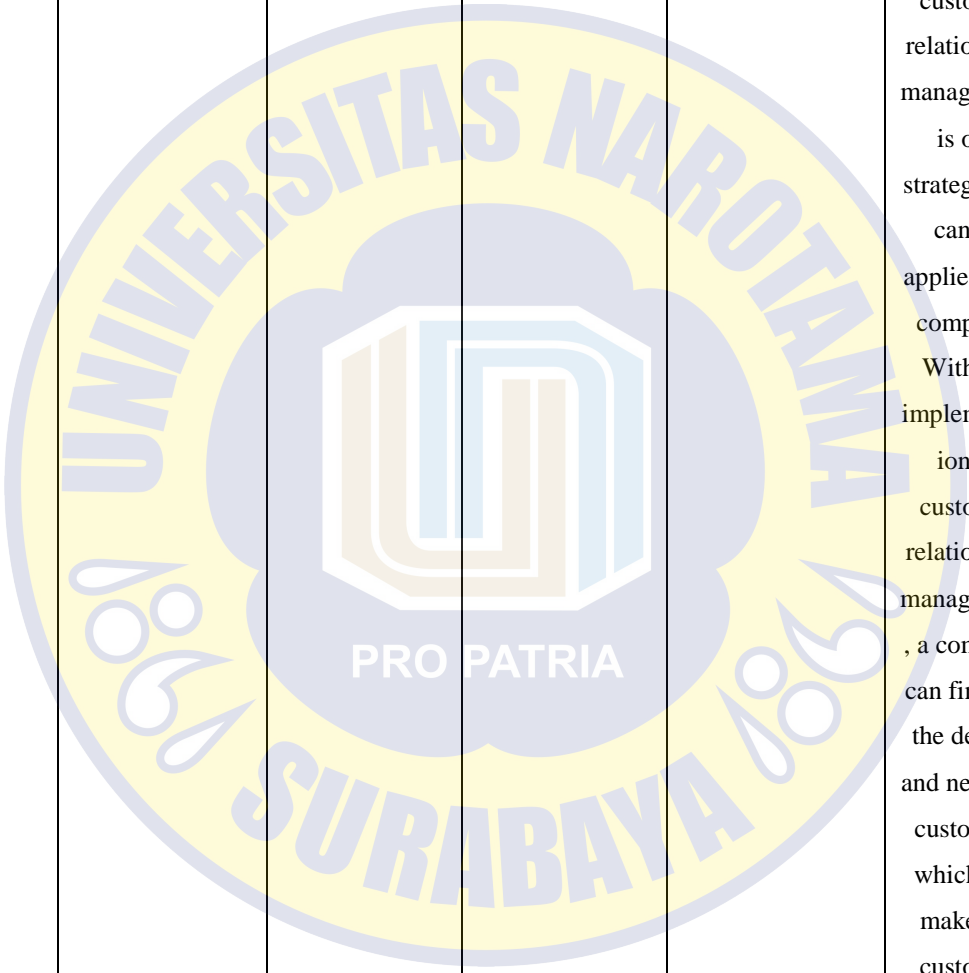
	Research Title and Reference	Research Purposes	Unit of Analysis	Variables and Data Analysis	Research Result
1	Effectiveness of Customer Relationship Management (CRM) and Customer Satisfaction on Shopee Customer Loyalty Issues on Inclusive Growth in Developing Countries, published by ISEI Surakarta E-ISSN 2721-4400 P-ISSN 2721-4419 2021	Determine the effect of Customer Relationship Management (CRM) and customer satisfaction on customer loyalty	The sampling technique used is a non-probability sampling method through distributing questionnaires. This research used 108 student respondents using Shopee users at the Muhammadiyah University of Surakarta	X1: Customer Relationship Management X2: Customer Satisfaction Y: Shopee Customer Loyalty Data analysis in this research using SPSS software with normality test, multico linearity test, and heteroskedasticity test, multiple linear regression analysis, F test, t test and R2 test.	Indicates that the variable Customer Relationship Management (CRM) and customer satisfaction on customer loyalty. The results of the F test analysis can be concluded that there is a simultaneous influence between Customer Relationship Management (CRM) and customer satisfaction on customer loyalty variables. So, with an increase in Customer

					Relationship Management (CRM) it is very effective to support customers to make loyal purchases through Shopee.
2	<p>Study of Perceived Online Convenience and Customer Satisfaction toward Behavioral Intention in Online Shopping</p> <p>International Journal of Economics, Business and Accounting Research (IJEBAR)</p> <p>E-ISSN: 2614-</p>	<p>To examine and determine the dimensions of online convenience that have the most important effect on behavioral intentions through consumer satisfaction of a customer in Indonesia when shopping online</p>	<p>The population in this study was 18-35 years consumers have ever bought at least 5 times in all e-commerce to support their online shopping activities within the past year.</p> <p>The sample in this study was 234 respondents consisting of 57 men and 177 women age 18-23 years (48.7%). Half of the respondents are students (53.9%) and</p>	<p>X1: Perceived Online Convenience</p> <p>X2: Customer Satisfaction</p> <p>Y: Behavioral Intention in Online Shopping</p> <p>The data obtained in this research was analyzed using statistical software AMOS version 24.0. Second-Order confirmatory factor analysis (CFA) with</p>	<p>The results showed that there is an indirect relationship between perceived online convenience and behavioral intention and there is a direct relationship between online customer satisfaction and behavioral intention.</p>

	1280 P-ISSN 2622- 4771 2021		almost half of the sample had bought online have been more than 10 times a year about 47.9%. The sampling technique of this research used nonprobability sampling technique with purposive sampling method	maximum likelihood discrepancy estimation method was used to assess the measurement model and AMOS structural equation modeling (SEM) used to test the hypothesized relations in the model	Based on the research results, it can be proven that all sub-construct dimensions such as access, search, evaluation, attentiveness, transaction, possession, and post possession can represent the main constructs of consumer perceived online convenience, especially in Indonesia.
3	Analysis of the Impact of E-CRM in Increasing Customer Satisfaction and	To analyze Tokopedia's data on the level of how often customers	the authors give questionnaires to customers who make transactions many times or	X1: Customer Satisfaction X2: Customer Loyalty	By applying CRM to the company will be able to effect customer

	<p>Loyalty to the Indonesian Marketplace</p> <p>Ekonomi Bisnis Manajemen dan Akuntansi (EBMA)</p> <p>eISSN: 2746-2137 pISSN: 2746-5330 2021</p>	<p>make transactions and also Tokopedia customer satisfaction level data to determine the level of loyalty and customer satisfaction on the official application and website of the Tokopedia company</p>	<p>people who understand the Tokopedia.com website and Tokopedia online sales store. Where the results of the questionnaire to sellers and buyers of Tokopedia in Indonesia are in the form of respondents in this study.</p>	<p>Y: CRM</p> <p>This research was carried out by analyzing the data obtained through the results of data collection that had previously been carried out by the author. Where in this data collection is carried out on an online businessman and also online shoppers in the form of graphs and pie charts.</p>	<p>satisfaction and loyalty to a company. And from the data that the authors have obtained, it shows that a high level of customer satisfaction will be able to affect the level of customer loyalty. By implementing customer relationship management in a company will have an influence in building a pretty good relationship from the company to the customer.</p>
--	---	---	---	--	---

					<p>For companies that have various market segments, customer relationship management is one strategy that can be applied by a company. With the implementation of customer relationship management, a company can find out the desires and needs of customers which can make the customer accustomed to conducting transactions in a long</p>
--	--	--	--	--	---



					time
4	<p>Analysis of Indonesian Marketplace Based on Customer Satisfaction, Trust and Loyalty</p> <p>International Journal of Engineering Research and Advanced Technology (IJERAT)</p> <p>E-ISSN: 2454-6135</p> <p>2019</p>	<p>To determine the satisfaction, trust and Loyalty factors of Marketplaces in Indonesia.</p>	<p>In this study consisted of 34 lists of statements representing each variable with the number of respondents 100 using the AMOS version 21 application. The results obtained from instrument quality testing with validity and reliability of CFA with AMOS version 21</p>	<p>X1: Customer Satisfaction</p> <p>X2: Customer Trust</p> <p>X3: Customer Loyalty</p> <p>Y: 9 Indicators of Indonesian Marketplace</p> <p>This study uses the Structural Equation Modeling (SEM) model to examine 12 hypotheses in the study</p>	<p>The results of the study show that all of these hypotheses are accepted.</p>
5	<p>Analysis of Perceived Value and Trust of Satisfaction and its Impact on the</p>	<p>To determine the impact of perceived value, trust and satisfaction on</p>	<p>The research sample was taken from 256 respondents who were taken</p>	<p>X1: Perceived Value</p> <p>X2: Consumer Trust</p>	<p>From the results of this study, consumer loyalty is</p>

	<p>Loyalty of Online Shopping Consumers in Tokopedia</p> <p>Dinasti International Journal of Management Science</p> <p>E-ISSN: 2686-522X, P-ISSN: 2686-5211</p> <p>2021</p>	<p>consumer loyalty</p>	<p>from the Tokopedia application using Google Docs in the form of a questionnaire survey.</p>	<p>X3: Consumer Satisfaction</p> <p>Y: Consumer Loyalty</p> <p>SEM (Structural Equation Modeling)</p>	<p>very hampered by the Perceived Value, trust and satisfaction as a mediation.</p>
6	<p>Brand Image, Perceived Quality, Ease of Use, Trust,</p>	<p>The purpose of this study is to analyze whether ease</p>	<p>The type of probability sampling used is the simple</p>	<p>X1: Brand Image</p> <p>X2: Perceived Quality</p>	<p>Perceived quality has a significant effect on</p>

<p>Price, Service Quality on Customer Satisfaction And Purchase Intention of Blibli Website with Digital Technology as Dummy Variable In the Use of Eviews</p> <p>JOURNAL OF CRITICAL REVIEWS</p> <p>ISSN- 2394-5125</p> <p>2020</p>	<p>of use has a significant effect on customer satisfaction, to analyze whether trust has a significant effect on customer satisfaction, to analyze whether service quality has a significant effect on customer satisfaction, to analyze whether brand image has a significant effect on purchase intention, to analyze whether price has a significant effect on purchase</p>	<p>random sampling method. It is said random because every element in the population has the same opportunity to be chosen as a subject to become a research sample of 100 respondents</p>	<p>X3: Ease of Use</p> <p>X4: Customer Trust</p> <p>X5: Service Quality</p> <p>Y: Customer Satisfaction and Purchase Intention</p> <p>Data analysis using Eviews 10 produces using digital technology as a dummy variable</p>	<p>purchase intention, Brand image has a significant effect on purchase intention, Price has no significant effect on purchase intention, Digital technology has no significant effect on purchase intention, Simultaneously Perceived quality, brand image, price and digital technology have a significant effect on purchase intention,</p>
--	---	--	---	--

		<p>intention, to analyze perceived quality has a significant effect on purchase intention, to analyze the simultaneous relationship of purchase intention and customer satisfaction, to analyze digital technology as a dummy variable that has a positive effect on purchase intention, to analyze digital technology as a dummy variable</p> <p>positive effect on customer satisfaction, presents and understands how to</p>			<p>Ease of Use has a significant effect on customer satisfaction, Service quality has a significant effect on customer satisfaction, Trust has no significant effect on customer satisfaction, Digital technology has no significant effect on customers satisfaction, simultaneously ease of use, service quality, trust, digital technology have a significant effect on</p>
--	--	---	--	--	--

		estimate the number of Blibli transactions using the ARIMA method. D			customer satisfaction
7	<p>The Effect of Convenience and Trust on Online Purchasing Decision (on Blibli Platform)</p> <p>Journal of Business and Management Review</p> <p>ISSN: 2723-1097</p> <p>2021</p>	. To analyze and discuss the effect of convenience and trust on online purchasing decision on Blibli platform.	<p>This research used quantitative research approach with a target respondent from the age of 17-27 years old. The number of samples in the present research was 100 samples and 30 respondents were used to test the validity and reliability</p>	<p>X1: Convenience</p> <p>X2: Customer Trust</p> <p>Y: Online Purchasing Decision</p> <p>The analytical method used in this research was the multiple linear regression analysis method.</p>	<p>The results of this study indicated that convenience did not have significant effect on purchasing decision on Blibli website and trust has a significant and positive effect on purchasing decision on Blibli website.</p>
8	Customer Perceived Value and Online Repurchase Intention	To find out the relationship between customer perceived	The population in this research were all Shopee users who have been	<p>X1: Customer Perceived Value</p> <p>Y: Online</p>	The results of the correlation test between online repurchase intention and customer

	<p>on Shopee E-Commerce Users</p> <p>Jurnal Psikologi Perseptual</p> <p>ISSN: 2528-1895 (Print) 2580-9520 (Online)</p> <p>2021</p>	<p>value and online repurchase intention of Shopee users.</p>	<p>disappointed when shopping at Shopee. The sample consists of 350 Shopee users were taken by convenience sampling technique. Data was collected using customer perceived value scale with a reliability coefficient 0.923 from 37 items and online repurchase intention scale with a reliability coefficient 0.909 from 25 items.</p>	<p>Repurchase Intention</p> <p>The analytical method used in this research is pearson product moment correlation technique.</p>	<p>perceived value show that the value of $r=0.729$; p</p>
9	<p>Analysis Perceive Value, Brand Packaging, and Brand Trust of Purchase Intention in Shopee Marketplace,</p>	<p>To determine the traits that are masculine and feminine, which might affect their decision making and purchase</p>	<p>The criteria of the population in this study are consumers of Shopee. The sampling technique used purposive sampling and</p>	<p>X1: Perceived Value</p> <p>X2: Brand Packaging</p> <p>X3: Brand Trust</p>	<p>All the main factors (perceived value – brand packaging-brand trust) are have a significant effect to purchase intention, meanwhile the differences of gender (male and female)</p>

	<p>Moderated by Gender Differences</p> <p>Jurnal Sekretaris dan Administrasi Bisnis</p> <p>E-ISSN: 2580-8095</p> <p>2021</p>	<p>intention. Understanding the difference between male and female regarding their purchase intention and behavior is growing. Accordingly, this paper outlines three main factors that may affect male and female purchase intention (perceived value – brand packaging – brand trust).</p>	<p>the method of collecting data through online questionnaires to 100 respondents who were in accordance with the criteria of the population</p>	<p>Z: Gender Differences</p> <p>Y: Purchase Intention</p> <p>Structural Equation Modeling (SEM) was used to test the hypotheses</p>	<p>don't show a moderating effect to purchase intention. So, there are the same perception of purchase intention between male and female customer</p>
10	<p>Online consumer Shopee purchase decisions and their Influence Factors</p> <p>Journal Competency of Business</p>	<p>The purpose of this study is to determine the effect of trust, convenience and quality of information on Shopee consumers' online</p>	<p>The research sample is students in Yogyakarta who are consumers of Shopee online buying and selling site.</p>	<p>X1: Convenience</p> <p>X2: Trust</p> <p>X3: Quality of Information</p> <p>Y: Online Consumer</p>	<p>The results of the analysis show that trust, convenience and quality of information simultaneously have a significant effect on Online Purchase Decisions on the Shopee Online Buying Site</p>

	ISSN: 2777-1156 2021	purchasing decisions.		Purchase Decision The data analysis tool uses Multiple Linear Regression Analysis.	
--	-----------------------------	-----------------------	--	---	--

Based on the previous research matrix, there are findings of research gaps or comparisons of similarities and differences between previous research and research conducted by current researchers as follows:

1. Effectiveness of **Customer Relationship Management (CRM)** and **Customer Satisfaction** on **Shopee Customer Loyalty** (Basworo Dibyo, Effectiveness of Customer Relationship Management (CRM) and Customer Satisfaction on Shopee Customer Loyalty, 2021) with:

X1: Customer Relationship Management, X2: Customer Satisfaction, Y: Shopee Customer Loyalty while in this research **X1: Customer Relationship Management, X2: Customer Value,**

X3: Perceived Online Convenience and X4: Customer Satisfaction, Y: Customer Loyalty

2. Investigating the effects of E-CRM's Functions on customer's E-satisfaction and E-loyalty (Case Study: Digikala Online Store) (Hashem Aghazade, 2019) with:

X1: CRM, Y: E-satisfaction, Y2: E-loyalty while in this research **X1: Customer Relationship Management, X2: Customer Value, X3: Perceived Online Convenience and X4: Customer Satisfaction,**

Y: Customer Loyalty

3. The Impact of Online Shopping Attributes on Customer Satisfaction and Loyalty: Moderating Effects of E-Commerce Experience (Mofokeng, 2021) with:

X1: Online shopping attributes, **Y: Customer Satisfaction and Loyalty** and Z: E-commerce Experience while in this research **X1: Customer Relationship Management, X2: Customer Value, X3: Perceived Online Convenience and X4: Customer Satisfaction and Y: Customer Loyalty**

4. Impact of Customer Perceived Value on Loyalty: In Context Crm (Yolanda Masnita, 2019) with:

X1: Perceived Value, Y: Loyalty and Z: CRM while in this research **X1: Customer Relationship Management, X2: Customer Value, X3: Perceived Online Convenience and X4: Customer Satisfaction and Y: Customer Loyalty**

5. Analysis of Indonesian Marketplace Based on Customer Satisfaction, Trust and Loyalty (Verry, 2019) with:

X1: Customer Satisfaction, X2: Customer Trust, X3: Customer Loyalty and Y: 9 Indicators of Indonesian Marketplace while in this research **X1: Customer Relationship Management, X2: Customer Value, X3: Perceived Online Convenience and X4: Customer Satisfaction and Y: Customer Loyalty**

6. Analysis of the Impact of E-CRM in Increasing Customer Satisfaction and Loyalty to the Indonesian Marketplace (Miftahul Husna Hutapea, 2021) with:

X1: Customer Satisfaction, X2: Customer Loyalty and Y: CRM while in this research **X1: Customer Relationship Management, X2: Customer Value, X3: Perceived Online Convenience and X4: Customer Satisfaction and Y: Customer Loyalty**

7. Relationships Among Perceived Value, Satisfaction, and e-Trust: An e-CRM View of Online Restaurant Consumption (Gang Zhang, 2020) with:

X1: Perceived Value, X2: Satisfaction, X3: e-Trust, Z: e-CRM and Y: Online Restaurant Consumption while in this research **X1: Customer Relationship Management, X2: Customer Value, X3: Perceived Online Convenience and X4: Customer Satisfaction and Y: Customer Loyalty**

8. Analysis of Perceived Value and Trust of Satisfaction and its Impact on The Loyalty of Online Shopping Consumers in Tokopedia (Fitria Maesaroh, Analysis Of Perceived Value And Trust Of Satisfaction And Its Impact On The Loyalty Of Online Shopping, 2021) with:

X1: Perceived Value, X2: Consumer Trust X3: Consumer Satisfaction and Y: Consumer Loyalty while in this research **X1: Customer Relationship Management, X2: Customer Value, X3: Perceived Online Convenience and X4: Customer Satisfaction and Y: Customer Loyalty**

9. Customer Perceived Value and Online Repurchase Intention on Shopee E-Commerce Users (Kharisma Putri Pratiwi, 2021) with:

X1: Customer Perceived Value and Y: Online Repurchase Intention while in this research **X1: Customer Relationship Management, X2: Customer Value, X3: Perceived Online Convenience and X4: Customer Satisfaction and Y: Customer Loyalty**

10. Online consumer Shopee purchase decisions and their Influence Factors (Rohmah, 2021)with:

X1: Convenience, X2: Trust, X3: Quality of Information and Y: Online Consumer Purchase Decision while in this research **X1: Customer Relationship Management, X2: Customer Value, X3: Perceived Online Convenience and X4: Customer Satisfaction and Y: Customer Loyalty**

Based on the findings of the GAP of the research above, the researcher proposes a research proposal entitled **EFFECTIVENESS OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM), CUSTOMER VALUE, PERCEIVED ONLINE CONVENIENCE AND CUSTOMER SATISFACTION ON SHOPEE CUSTOMER LOYALTY (A CASE STUDY IN SURABAYA, EAST JAVA, INDONESIA)**

2.2. Theoretical Framework

2.2.1. CRM

1. Definition

According to (Basworo Diby, Effectiveness of Customer Relationship Management (CRM) and Customer Satisfaction on Shopee Customer Loyalty, 2021). Customer Relationship Management (CRM) is a business strategy that intentions to establish good relationships between a company and its customers in order to make it easier to discover innovative opportunities.

a) Customer Relationship Management (CRM) can be defined as a web-based application or an industry in information technology for methodologies, strategies, software, or software used to assist a company in managing its customer relationships.

b) Customer Relationship Management (CRM) is a company's effort to retain customers by collecting all customer responses via social media, email, or any other form of marketing program.

c) Customer Relationship Management (CRM) is a business strategy that aims to assist a company in maintaining customers effectively and efficiently. Customer Relationship Management (CRM) is the process of gathering detailed and overall information about customer habits and needs in order to maximize customer loyalty.

2. CRM Levels

In its implementation, CRM also has levels, namely so that: more focused implementation. The Levels of CRM according to (Gang Zhang, 2020) consists of:

a. Strategic CRM

Strategic CRM is focused on developing business culture customer-centric. This culture is dedicated to winning hearts, there are four main abilities in strategic CRM, namely; People or people; related to skills, abilities and attitudes the person who set up the CRM

b. Any processes used by companies in accessing and interacting with customers in creating additional value and satisfaction

c. Technology or technology; related to supporting technology

d. Knowledge and insight or knowledge and understanding; related with the approach used by the company to increase value to consumers so that they acquire knowledge and understanding needed to deepen an intertwined relationship.

Based on (Vicente Guerola-Navarro, 2021), in the idea of Customer Relationship Management (CRM) there are several stages, these include:

I) Acquisition: This phase is an activity to offer a variety of various products that have been tailored to the needs or desires of consumers, offering products based on consumer practices and delivering the finest service in order to create customer satisfaction.

II) Enhancement: This phase consists of activities undertaken to increase product sales to current and prospective customers.

III) Retention: This phase assists in gathering information regarding customers and provide customer-oriented product offers.

3. The Role of Innovation and Customer Knowledge Management

Secondly, the role of Innovation and customer knowledge management is analyzed as well as its expected direct benefits, relating them to a customer-centered approach of modern business management theories and they are defined as follows: (Vicente Guerola-Navarro, 2021)

a) CRM Object and Scope

CRM is defined as a business management tool that began with the automation of the sales force and has evolved into a global concept of customer relationship management with the ultimate goal of increasing customer loyalty and thus improving the company's results. The CRM business management technology solution was initially made up of three modules: sales, marketing, and services, which are the three traditional elements of customer global business management. CRM was conceived, and has been maintained, with the generally accepted main objective of attracting and retaining economically valuable clients, identifying and setting aside the least profitable which makes CRM completely aligned with modern Customer-centered business management theory through its ability to analyze and plan sales, marketing and service strategies that lead the company to achieve and retain long-term partnerships. It is considered in the current dynamic and modern market that the customer-centered approach is the key to business success for which the deployment and use of CRM provides a basic component to improve customer knowledge management, and with this management achieve customer loyalty and attain their trust and loyalty (Hashem Aghazade, 2019)

CRM provides direct benefits in terms of economic performance and commercial activity in general, as well as global business profitability, due to its direct action on

management processes in the areas of sales, marketing, and services. Improvements in customer knowledge management result in a better customer experience and, as a result, higher customer satisfaction, which has a positive impact on the company's results and profitability, resulting in the following benefits: increased customer loyalty; a more effective marketing strategy; improved customer service and support; higher efficiency and cost reduction. These benefits associated with the use of CRM are those that would justify the impact we want to measure in this paper through a research model (Gang Zhang, 2020)

Analyzing the expected benefits of using CRM) demonstrates the importance of reinforcing customer loyalty on the basic principle that in today's highly competitive market ecosystem, the ability to reduce the jeopardy of losing the loyal and superior customers is a crucial element. As a result, any tool focusing on the loyalty of economically profitable customers is extremely valuable, as it is completely aligned with CRM global strategy. Marketing is another area where the use of CRM is expected to have a high beneficial impact, as greater CRM knowledge should increase the effectiveness and efficiency of marketing campaigns and actions. Better understanding of customer needs is critical for segmentation and tailoring marketing campaigns and actions to these needs and expectations. The third area where the use of CRM is expected to have a direct and positive impact is in services, specifically in customer service and support. For the best customer knowledge that CRM provides, the company that uses it efficiently achieves a deeper understanding of the consumer's needs, which translates into better customer service and support, as well as their satisfaction and loyalty, returning to the basic marketing principle of customer loyalty and customer centered strategy. Because they are not directly related to the three components and axis of CRM management, the last two expected benefits (greater efficiency and cost reduction) are expected to be part of the firm performance measurement that this paper is attempting to establish, as they are not directly connected to the three elements and axis of CRM management and processes. However, the literature claims them as reachable via implementing CRM (Vicente Guerola-Navarro, 2021)

b) CRM Innovation Capability

A set of ideas, practices, or objects perceived as innovative by an individual or a group of people is typically defined as innovation. The ability to innovate refers to an organization's use of technology to create ground-breaking systems, policies, software, products, processes, devices, and services. These capabilities also include a company's ability to assimilate and apply external data in order to obtain knowledge and commercial information that is oriented toward success. Product innovation, process innovation, administrative innovation, marketing innovation, and service innovation are the effects of five CRM dimensions on innovation capabilities (Vicente Guerola-Navarro, 2021)

The capacity for innovation is considered a valuable key organizational resource to increase and maintain a competitive advantage which is decisive for the company's business success through the continuous search for Customer loyalty. It is innovation capability as the most efficient channel to sustain and gain competitive advantage. To recognize the significance of innovation capability in today's modern, dynamic market, where highly unpredictable, changing customer needs can only be met by successful companies through product and service innovation. (Hashem Aghazade, 2019)

The most important component of an innovative system is the innovation process. Innovation is a critical factor for successful businesses to improve organizational performance by encouraging them to create, evaluate, and develop innovative and useful products, services, and practices, thereby creating and retaining value for internal and external stakeholders and generating new revenue stream. Innovation capability is an especially critical success factor for small and medium-sized enterprises, due to the fierce competition in the modern market with larger firms (Vicente Guerola-Navarro, 2021)

As a result, the ability provided by CRM for the company to obtain and manage customer knowledge in an effective and efficient manner, bringing together the firm's ability to analyze and exploit knowledge related to customer needs and preferences is regarded as an innovation capability. Each company demonstrates varying degrees of CRM development and effective use, leading us to predict a CRM-related impact on each innovation capability. The ability to analyze and exploit knowledge related to customer needs and preferences is regarded as an innovation capability. Because each company demonstrates varying degrees of CRM development and effective use, we forecast a CRM-related impact on each innovation capability. Each company demonstrates varying degrees of CRM development

and effective use, leading us to predict a CRM-related impact on each innovation capability. (Basworo Dibyo, Effectiveness of Customer Relationship Management (CRM) and Customer Satisfaction on Shopee Customer Loyalty, 2021)

c) CRM Customer Knowledge Management

Customer knowledge management is defined as a set of organizational tools, practices, and soft skills aimed at creating, accumulating, and disseminating customer-related knowledge. Customer knowledge management is now regarded as one of the most important factors for business success, as customer-centered management theories demonstrate the importance of understanding and meeting customer needs. As a result, it has been clearly established that the goal is to obtain, retain, and apply the best information about customer knowledge. The more effective a company's customer knowledge management, the greater the impact on the company's marketing results. (Vicente Guerola-Navarro, 2021)

The ability to reach and manage general knowledge and customer knowledge management is regarded as one of the critical success factors for leading firms operating in a modern, dynamic business market, being one of the critical success factors for leading firms operating in a modern, dynamic business market. In a customer loyalty culture, gaining a competitive advantage is unquestionably the most important factor for retaining efficient and profitable customers. (Gang Zhang, 2020). Modern marketing theories are based on relational marketing, or marketing efforts to develop and strengthen long-term relationships with customers, all bolstered by commercial efforts and energies directed toward the continuous improvement of customer service, which has a high impact on customer satisfaction. The current highly globalized market necessitates that leading companies face new competitive challenges, for which it is critical to devote maximum attention and effort to the management of customer relationships, particularly customer satisfaction, as the primary means of survival and income maximization, this being a key point in the CRM objective. as a technical business management solution. This customer-centered marketing orientation, at the heart of relational marketing, is directly related to the expected benefits of the deployment and use of CRM in companies. (Vicente Guerola-Navarro, 2021)

4. CRM Indicators

CRM indicators are described as follows: (Miftahul Husna Hutapea, 2021)

a. Perceived Reward:

Rewards are extra or special benefits, including discounts or coupons the company offers to customers. Rewards or awards are given by the company in line with the company's ability to provide more value for customer.

b. Preferential Treatment:

Preferential treatment is a form of superior treatment or privileges that a company offers to its customers, namely between regular customers and infrequent shoppers.

c. Interpersonal Communication:

Interpersonal communication is defined as the company's way actively participating in online communications and transactions directly with customers.

d. Direct Mail:

Direct mail is defined as an online newsletter or electronic message that companies use to keep their customers informed about their services and products. With this direct mail, companies are able to communicate unique offers and conduct advertising as well.

CRM has become the key software technology tool for leading companies to track and analyze customer-related information, trusting that their customer relationships can be greatly improved through the use of information technology and technology management solutions. The use of CRM to adapt a company's productive efforts to the needs and particularities of the client is thus critical, based on the principle that knowledge of the client's needs and expectations is the foundation of efficient knowledge management. CRM has evolved into a valuable management tool for identifying, attracting, developing, and retaining successful customer relationships, with the ultimate goal of increasing the loyalty of profitable customers, all accomplished through effective customer knowledge management. As a result of the close relationship between CRM and customer knowledge

management as a key factor for a successful business management strategy, it is possible to conclude that CRM is unquestionably relevant as a firm performance influencer. (Vicente Guerola-Navarro, 2021)

Customer Relationship Management (CRM) plays a key role in growing the market share, while also increasing productivity and enhancing employee productivity. Additionally, it also assists in improving customer in-depth knowledge and customer satisfaction to improve customer retention. Shopee is able to implement that by having:

- Shopee Feed allows customers to create personalized favorite product lists.
- Shopee Live Chat is a built-in communications tool on the website.
- Shopee Live is a livestreaming tool that allows vendors and buyers to interact in real time.
- Shopee Mall is an exclusive marketplace where official brands and top vendors can offer their wares.
- Shopee University: Provides sellers with classes and tutorials to help them enhance their sales. (Gang Zhang, 2020)

Shopee also be easily able to obtain a transparent information about their customers, their needs and what makes them happy and satisfied. Thus, it switches the normal customers to loyal customers which concludes that Customer Relationship Management (CRM) has a significant positive effect on Shopee Consumer loyalty

5. The Effect of CRM towards Customer Loyalty

CRM is a customer-focused business strategy that aims to increase customer satisfaction and increase their loyalty by offering prompt and customized service on demand customers According to (Basworo Dibyo, Effectiveness of Customer Relationship Management (CRM) and Customer Satisfaction on Shopee Customer Loyalty, 2021) "satisfaction is an individual's feelings of desire or dissatisfaction which is caused by comparing a product's perceived performance (or outcome) to their hopes.". " Thus, he defines satisfaction as a satisfied or dissatisfied customer feeling resulting from comparing the product's perceived performance (or outcome) with customer expectations. If performance fails to meet expectations, then the customer will not be satisfied. In the

research conducted by (Miftahul Husna Hutapea, 2021) on the theory of Customer Relationship Marketing (CRM) recommends that customer relationship management customer is a crucial component to create a good relationship with customers, ultimately helping to achieve long-term commitments from customers and help develop customer loyalty. CRM have the quality to increase more profit opportunities for the company and get maximum loyalty. Furthermore, the theory states that loyal customers provide more benefits compared to disloyal customers. Loyal customers will reduce marketing burden but help to earn more customers and increase market share. Another study from (Yolanda Masnita, 2019), stated that CRM and what it includes is managing relationships with customers who are able to create loyalty from customers where to mutually profitable later between the customer and the company. In addition to the company while learning from customers that management is a business process that is creative and customer-focused which is now almost a major concern of most companies.

H1: The application of customer relationship management has a significant positive effect on customer satisfaction.

2.2.2 Customer Value

1. Definition

Customer-perceived value is an important concept in marketing. It is a key feature used to define the appeal of goods or services to customers, and it is the primary reason why customers are interested in certain products. Customer-perceived value can exert great influence on customers' attitudes, satisfaction, loyalty, and purchase intentions. Customers play the role of co-producers in the process of value creation, especially in a context of digital transformation; they are not merely value-receivers. We live in a time when user experience and individual psychological feelings are highly valued. Capturing the essence of customer-perceived value has become increasingly important for businesses as customers become more demanding and value-conscious. Brands and products that are more willing to pursue customer value are more likely to take the lead in a crowded market. Analyzing and comprehending the components of customer-perceived value, clarifying the causes and

consequences of customer-perceived value, and improving customer-perceived value are critical to maintaining a competitive advantage. (Gang Zhang, 2020)

Customer-perceived value has emerged as one of the most popular approaches among business managers and marketing researchers. From the standpoint of consumers, the most important factor is the maximization of value, which is measured as the difference between income and cost. Consumers form value expectations and act in accordance with them. They are concerned about whether the value of the product they require corresponds to the expected value. Consumer satisfaction and repurchasing may occur if the actual value of the product exceeds the expected value. Consumers will be dissatisfied and will not repurchase if the actual value of the product is lower than the expected value. (Kharisma Putri Pratiwi, Customer Perceived Value and Online Repurchase Intention on Shopee E-commerce users, 2021)

Customer-perceived value is a subjective feeling experienced by a consumer when purchasing goods or services; it represents a trade-off between benefits and costs. Customer-perceived value is a perceived utility of products or services relative to the purchase price, a perceived product quality relative to the cost of products, a dynamic rather than static concept, and an interactive and preferential experience. Further, customer-perceived value is a customers' assessment of the value of products, services, service contacts, information, and other elements that the customer purchased. The relationship between businesses and consumers evolves over time, implying that customer-perceived value is better reflected in the long run. When purchasing a product, consumers base their decision on the comparative relationship between the benefits they anticipate from the product and the price they pay for it. Relationship marketing is not only the starting point, but also the end result of customer perception. The dimensions of customer-perceived value are widely held to be the driving factors of customer-perceived value and the sources of customer-perceived value. However, the factors influencing customer-perceived value and the sources of customer-perceived value are still being investigated. (Chunting Liu, 2020)

This research is very crucial and interesting to implement since the researcher reveals that the phenomenon of online shopping is becoming more and more frequent. Researchers also want discover why many people still shop online and intend to re-purchase through Shopee e commerce even though feel disappointed when making purchases through Shopee.

(Kharisma Putri Pratiwi, Customer Perceived Value and Online Repurchase Intention on Shopee E-commerce users, 2021)

The majority of early studies held that customer-perceived value is comprised of two components: quality and price. For example, according to the study "Profit Impact of Market Strategies," customer-perceived value is determined by product quality and relative price. Following research has proposed several multidimensional models of customer-perceived value in order to analyze various consumption situations and product types. The emergence of the relational marketing perspective is one of the most significant developments in the study of customer-perceived value dimensions. Customer-perceived value stems not only from core products and ancillary services, but also from efforts to maintain relationships, which can create value by developing valuable and long-term customer relationships. Furthermore, online shopping is based on the Internet, which is distinct from traditional shopping. Customers' shopping costs include time, energy, and physical exertion, in addition to monetary costs. Furthermore, when compared to the traditional mode, the content of service quality in the network environment has changed dramatically. The research on customer-perceived value in the network environment is still in its early stages. In recent years, most researchers have used previous models to extend their research to online business. (Gang Zhang, 2020)

Various definitions of customer-perceived value suggest that it has anywhere from one to eight dimensions. Summarizing the existing definitions, they have the following outstanding common characteristics. According to (Kharisma Putri Pratiwi, Customer Perceived Value and Online Repurchase Intention on Shopee E-commerce users, 2021), the core of customer-perceived value is the trade-off between perceived gains and perceived losses, whereas others believe that perceived value is simply perceived gains. More importantly, as the definition evolves and improves, the connotation of perceived gain and perceived loss becomes more comprehensive. The gains do not consist solely of product or service quality, and the losses do not consist solely of product or service price. Customer-perceived value is closely related to the use of products or services in a particular use situation. Because it is determined by customers rather than enterprises, customer-perceived value is subjective. Based on existing definitions, this study summarizes the key points of the concept of customer-perceived value.

2. Customer Value Indicators

- (1) It is based on a customer's subjective decision;
- (2) it is influenced by a variety of factors, including individual, temporal, and spatial differences; and
- (3) it is an inclusive measurement of perceived expansions and losses.(Chunting Liu, 2020)

3. Customer Value Dimensions

- (1) Performance Value (describes the overall value of service and product quality)
- (2) Price Value (obtained because of long-term cost reduction short and long term)
- (3) Emotional Value (obtained when the product or service is able to awaken feeling) (Fitria Maesaroh, Analysis Of Perceived Value And Trust Of Satisfaction And Its Impact On The Loyalty Of Online Shopping, 2021)

According to the description of the dimensions of customer-perceived value above, the divisions of the perceived value dimensions lack clear criteria, and the degree of research is neither systematic nor sufficiently in-depth. Furthermore, the majority of these dimensions are broad, high-level descriptions. However, in order to investigate and apply customer-perceived value, we must usually refine these high-level dimension concepts into concrete, quantifiable, and practical indicators. The authors attempt to redefine the dimension of customer-perceived value in this study. However, according to (Fitria Maesaroh, Analysis Of Perceived Value And Trust of Satisfaction and Its Impact on The Loyalty of Online Shopping Consumers of Tokopedia, 2021) their study synthesizes previous research findings and considers the differences between online and traditional shopping modes. Following an in-depth analysis of the content of customer online reviews and existing research, we combined the previously constructed customer-perceived value dictionary to perform a comparative analysis and redefine in an e-commerce environment, the dimensions of customer perceived value. Four indicators are included in the first dimension: product quality, process perception, risk perception, and emotional value. Each indicator is divided into two levels based on the current situation. (Kharisma Putri Pratiwi, Customer Perceived Value and Online Repurchase Intention on Shopee E-commerce users, 2021)

4. The Effect of Customer Value towards Customer Loyalty

(Kevin Kevin, 2021) argued in this case that customer value is a bigger goal while customer loyalty is not as significant since it is the behavioral intention. Thus, customer value governs behavioral intentions of loyalty to service providers as long as the relational exchange provided higher value stated the customer's perception as a long-term ongoing orientation toward a relationship grounded on both emotional bond to the relationship and on the conviction that is remaining in the relationship will yield net benefits than terminates it. Customer's value is regarded as antecedents of repeat purchase behavior. Additionally, customer value is shown to have significant impact on e-loyalty.

Thus, customer perceived value has a major effect on e-commerce users of Shopee to shop online, as well as it plays a significant role in their repurchase intentions at Shopee in the future. If the value felt by Shopee e-commerce users when using the application Shopee has a positive value as previously mentioned, so e-commerce users Shopee will most likely intend to re-purchase at Shopee. On the other hand, if the perceived value is negative, then the possibility will be small for Shopee e-commerce users intending to do so re-purchase on Shopee again which guarantees customer loyalty of Shopee users. (Hasfar.M, 2020)

However, the value that is being perceived by the consumer directly affects the level of loyalty, in which the customer has the choice whether to be loyal to Shopee or not. Therefore, it is crucial to provide value that is tangible or even intangible to guarantee that this specific customer is satisfied which will lead to his loyalty eventually.

H2: Customer Value has a significant positive effect on customer loyalty

2.2.3 Perceived Online Convenience

1. Definition

Customer convenience is any element of customer experience that saves the customer time and effort. It is common for products, services, environments and processes to be designed to offer customer convenience. Customers are often strongly motivated to save time and effort. The concept of convenience has been referenced in the literature by (Gautam, 2019) who used it in context of classification of goods, he related convenience goods with ease of accessibility and frequent purchasing. Furthermore, he related convenience goods with consumer's low involvement during purchasing process. Convenience shifts its direction towards service dominated orientation from good dominated direction. The authors, on the other hand, identified two important determinants of convenience in traditional retail formats: time savings and reduced effort. According to marketing literature, convenience is associated with ease in shopping efforts (emotional, physical & cognitive). Many authors associate convenience in the offline retail context with ease of finding a retail store, uncrowded aisles, easily accessible products, consumer-friendly store design, empathetic retail store employees, and so on. Taking a cue from the literature, marketing scholars unanimously agreed that convenience is related to time and energy (efforts) costs rather than monetary costs. According to the literature, convenience is a context-based concept that will vary from one retail setting to the next. In online retail, perceived online convenience was treated as independent variable along with customer value, customer service, trust using behavioral intentions and word-of-mouth to predict customer satisfaction or assess customer loyalty. (Ling Jianga, 2019)

Along with responsiveness and accuracy, convenience is an important dimension of online service quality. There are a very few studies in online retail shopping literature which focuses on in-depth research in the area that what all comprises of convenience and its dimensions. One study conducted by (Gautam, 2019) in the area of convenience but this study had focus on comparison between online and offline retail's convenience dimensions. In light of this, the current study seeks to identify the dimensions of convenience in the Indian online shopping context, as well as their respective effects on customer satisfaction. According to (Rohmah, 2021), the time-saving feature of convenience has been extensively researched in the service marketing literature. He investigated this aspect of convenience and linked it to consumer perceptions of waiting time. Consumers may experience stress as a result of the time it takes to obtain a product. Customers are more irritated when they have

to wait longer. He also discovered an inverse relationship between perceived waiting time and convenience. People's lives have been drastically altered since the advent of the internet. Internet has the ability to save time and effort for consumers. According to him, consumers become quite busy with their professional life during career progression and due to shortage of time, they start searching for easy shopping options. Consumers concentrate similarly on saving time and energy as much as possible. As a result, they gain efficiency by using the internet to save time and energy while shopping. For many consumers, saving time is just as important as saving money. Online shopping has come as a huge relief to these time-starved consumers, and they place a high value on it. Customer convenience/inconvenience has been playing a decisive role in building or aborting relationships.

The Internet allows you to shop whenever and wherever you want. Consumers can shop from anywhere in the world and at any time by researching product details such as manufacturing date, expiry date, Maximum Retail Price (MRP), quantity, batch number, manufacturing location, and so on. (Gautam, 2019) found five dimensions of perceived online shopping convenience namely; access, search, transaction evaluation and possession. Earlier, it was extensively reviewed about convenience literature and proposed a conceptual model for convenience as a multi-dimensional construct. The authors named the dimensions of convenience as; access, decision, benefit, transaction, and post-benefit. Furthermore, he extended the work of into developing a SERVCON scale to measure convenience construct in offline retail context. However, the authors did not discuss the online shopping aspect. Later, an empirical study was conducted to identify common convenience dimensions for offline and online retail formats. They conducted a comparative study to determine the level of convenience perceived by customers across both channels. According to the findings of their study, consumers perceive online shopping to be more convenient in terms of access and search, but not in terms of transaction, as technical glitches can cause inconvenience. The current literature describes shopping convenience in all of its facets. Thus, relative effects of different dimensions of shopping convenience on customer satisfaction in online retail context need to be explored for better use of it in strategy formulation. The dimensions are described in detail as follows:

2. Perceived Online Convenience Dimensions (Gautam, 2019)

a) Access Convenience:

This dimension is concerned with the ease and speed with which customers can reach retailers in order to obtain desired products. The authors define "access convenience" as "the speed and ease with which consumers can reach a retailer." In the case of offline retail players, consumers' convenience can be increased through the use of nearby retail outlets that are easily accessible. However, in the case of online retail outlets, physical location as an access characteristic is rendered obsolete. Online shopping saves consumers time and effort in terms of travel time to the retail store, searching for vehicle parking, and entering the retail store from the parking space. Online retailers are open 24 hours a day, 7 days a week. In this respect, website accessibility is considered the most important dimension of perceived retail convenience in case of online retail; Access Convenience, Search Convenience, Evaluation Convenience, Transaction Convenience, Possession Convenience. In the context of online retail, access convenience contributes significantly to overall shopping convenience.

b) Search Convenience:

The Internet has altered the way we search, debate, shop, and share our experiences. Simultaneously, it provides retailers with numerous opportunities for creative promotions and publicity of their products or services. According to the author, easy product searches with complete product information contribute to the perceived convenience of shopping. Because of the internet, it is possible to have online discussions, write online reviews about product searches or purchases, and even after use, price comparisons, and so on. Consumers derive numerous psychological benefits from their online shopping activities. The authors discussed product availability, website navigation, and product selection. Psychological benefits included perceived retail crowding, time and effort savings, and so on. Consumers define search convenience as the ease with which they can find desired products and the amount of time it takes to complete this task. Customers who shop online benefit from search convenience because it allows them to make more informed and logical decisions.

c) Evaluation Convenience:

This aspect of shopping convenience deals with the use of graphics, text, audio – video files, product reviews, and so on to describe products mentioned by retailers on their websites. According to the author, online retailers make detailed product descriptions available to the target segment of customers through textual details, computer graphics, videos, or YouTube links. This feature allows customers to compare offers from all retailers in a short period of time, and detailed product descriptions lead to psychological satisfaction. According to the authors, consumers have become extremely sensitive to this dimension of perceived shopping convenience as a result of readily available evaluation tools.

d) Transaction Convenience:

Traditional retail outlets require customers to stand in lines (physically) to complete their purchases. Waiting times are perceived longer than actual and work against shopping convenience.) The authors conducted an empirical study across retail outlets and found that shoppers rated those outlets high in convenience which provided fast checkout and hassle-free return policies to their customers. The authors claimed that in the case of online shopping, consumers have the ability to complete or amend transactions at their leisure. Customers may become dissatisfied if they encounter problems when completing or amending transactions. Customers are never required to form a queue and wait for their turns in order to complete a transaction when shopping online; transaction convenience is defined as "speed." and the ease with which consumers can complete or modify transactions." Customers value safety/security, privacy concerns, and simple transactions when shopping online. The following hypothesis is proposed in light of the preceding discussion.

e) Possession Convenience:

Possession convenience refers to the ease with which customers can obtain possession of purchased goods. Traditional retail channels are preferred over online retail channels due to immediate possession of products after purchase. According to the authors,

possession convenience is defined as “the speed and ease with which consumers can obtain desired products”. In case of online shopping, waiting time till product possession is considered as non-monetary cost for customers. It is already known to customers that in case of online shopping, some time is required to process and deliver the ordered products. Transaction dimension of perceived shopping convenience is related to consumers’ perceptions about time and effort costs for desired product possession. Further authors argued that online shopping helps consumers to forgo physical labor associated with offline shopping.

3. Perceived Online Convenience Indicators

The indicators of Perceived Online Convenience are described as follows: (Mofokeng, The impact of online shopping attributes on customer satisfaction and loyalty: Moderating effects of e-commerce experience , 2021)

1. Decision convenience:

Decision convenience is the consumer's perception of the cost of time and efforts to make decisions to purchase or use services. Decision convenience refers to the consumer's effort to devote time and attempt to decide how to get a good or service needed, this includes whether the consumer will do it himself or buying services (make-or-buy decisions), selection of service suppliers and specific determinations services to be purchased. In buying or consuming something, both goods and services require a decision-making process. Suggests that the decisions taken by a person can referred to as a problem solving. In the decision-making process, consumers have goals or behaviors that they want to achieve or satisfy. Next, consumers make decisions about which behavior they want to achieve that goal. The author suggested that decision convenience is a important before experiencing the service and making a decision to get goods and services from the service provider, the availability of information from the service provider services and competitors define this dimension. Information is an important part in the decision-making process for the action to be taken. Service provider that provides sufficient information to help customers make decisions easily. The information obtained can help customers to behave appropriately, so that it will create decision convenience. This dimension applies to mall

contexts where consumers can determine whether they are able to find information about the mall, and whether the mall it offers what they need.

2. Access Convenience:

According to the author "access convenience, namely consumer perceptions" to the time and effort costs of initiating service delivery. Included in it includes the actions the customer must take to place an order or request services/services" After the consumer decides on the service provider and certain products, then consumers start accessing services through interaction personal or with technology. Access convenience is determined by physical location service providers, operating hours and hours. Dimensional properties. This applies to the mall concept where consumers will feel happy with access easier and closer to the service provider. In addition, the time and hour Mall operations that are appropriate will make consumers feel comfortable. Consumer evaluate the shopping process at a service provider and compare it with competitor. The writer suggested that access convenience plays a role in which is more complex for services that are inseparable. Inseparability means that consumers must link their availability with service availability. For example; consumers can shop when the store is open, take flights according to airline schedules, and make doctor's appointments. In addition, users manufactured goods do not require to be present during production, however service users are inseparable and must be present at the time of service. Therefore, Access convenience becomes very important for service inseparability.

3. Transaction convenience:

Transaction convenience is the time and effort felt by the customer customers in completing service purchase transactions. Transaction convenience focuses on the actions the consumer must take to secure the right to use or consume the service. To complete a service purchase transaction, the consumer must save time and energy. Thus, transaction convenience is defined as time and effort expended by consumers in carrying out the process transaction. In a mall, this can be interpreted as the mall's ability to offer one-stop shopping and whether consumers can complete their purchases quickly. When consumers have decided to buy and use services, consumers still need to make payment transactions. To complete the transaction, each service provider must provide services such as cashier service. Waiting times that are too long in the transaction process will cause inconvenience

and a negative impact for consumers. Discomfort transactions are caused by the emotions consumers feel in estimating the path queues so that they are stuck in long queues and consumers tend to consider the waiting time to be longer compared to the definite time

4. Benefit Convenience:

(Mofokeng, The impact of online shopping attributes on customer satisfaction and loyalty: Moderating effects of e-commerce experience , 2021) defines benefit convenience as customer perception against the cost of time and effort to experience the core benefits of the service. Benefits Convenience involves the customer experience in obtaining the core benefits of services where there are differences in perceptions of the hedonic shopping experience and utilitarian, variety of service categories is critical to the utilitarian shopping experience, however it is less crucial for hedonic shopping experiences. It is also stated that hedonic consumers consider experience shopping as fun and rewarding and therefore look at the cost of time and lower effort than consumers who view activities shopping as fun. Malls provide convenience services that facilitate shoppers to shop complete shopping goals more efficiently by minimizing shopping costs while increasing the hedonic value by increasing the benefits of spending.

The main advantage of a mall is the provision of various shops under one roof or one place. This dimension is related to the ease of finding a specific store and the availability of help or advice by mall operators. Therefore, it is expected that the convenience of the service will have a positive effect on both hedonic and utilitarian spending values.

5. Post-Benefit Convenience:

The author defines post-benefit convenience as the perception of customers against the time and effort costs of re-contacting the service provider after the service benefit stage. This effort involves the need to contact the provider after the sale is complete related to the consumer's need for repair, maintenance, or exchange of products. According to him, post-benefit becomes important after service exchange. The factors that determine post-benefit convenience is often related to recovery efforts services, where exchange often represents a response to a product or service that defects, transaction errors, or changes in the customer's mind. In addition, post-benefit Convenience can reduce the emotional and physical effort

associated with Exchange error fix. By creating additional convenience for consumers, the non-monetary value of the service offering will increase. In general, convenience prevails in mall settings because it offers spatial and temporal benefits to facilitate consumer needs in benefit from a mall. Temporal benefits are related to consumers' ability to buy and save time when shopping, while the spatial benefit is efficiency to the location of the mall which is nearby.

Perceived online convenience is a crucial element that indicates the satisfaction level of the consumer which triggers their loyalty. However, Shopee is really determined when it comes to providing the best service that guarantees an inclusive yet convenient experience.

4. The Effect of Perceived Online Convenience towards Customer Loyalty

Perception of perceived online convenience is influenced by several factors that is related to the company, including the physical service environment, information provided to customers, company brand, and service system design. When customers feel comfortable from the services provided, then customers will be satisfied. Based on (Dr. Heri Erlangga, 2021) the author states that perceived online convenience affects customer behavior, on the other hand, customers are satisfied when service offerings exceed their expectations. The higher the offer service exceeds customer expectations; the customer will be more satisfied. For example, “wait-in-line” management is one type of perceived online convenience attribute that affects satisfaction overall customer service offerings and even quality attributes this is seen as the most important attribute by customers. Perceived online convenience is also one of the strategies used by business people to improve consumer ratings. A study by (Abdulrauf Animashaun, 2019) found that perceived online convenience is one of the factors that have a significant influence on satisfied customers as a whole with the shopping experience. states that “loyalty is considered a construct” effective outcomes resulting in the fulfillment of want, need, or goal customer”. Customer loyalty and perceived online convenience is conceptualized as a cumulative value as well as a thorough evaluation based on customer experience with the company from time to time. Both hedonic shopping experience and utilitarianism have a positive correlation with customer satisfaction. For the context of a mall, increasing overall loyalty can improve visits and income. In offering services that are convenient for service users, the service provider services need to pay

attention to the convenience offered. The convenience can be in the form of time or effort spent by service users in using a service. The less time and effort expended by service users, the more the perceived comfort will increase. In addition, service users will be satisfied with the services offered and return to using the service. Based on several opinions of researchers, it can be concluded that perceived online convenience can influence customer loyalty in the evaluation process of shopping, both during consumption and post-consumption. Customer convenience is measured based on the time and effort expended, when the customer feels comfortable with the services provided, then the customer will feel satisfied. The higher the service offering exceeds customer expectations; the customer will increasingly be satisfied which turns him into a loyal customer.

H3: Perceived online convenience has a significant positive effect on customer loyalty

2.2.4 Customer Satisfaction

1. Definition

Customer satisfaction is a main concern when shopping online through a marketplace. Satisfaction can influence other potential customers through word of mouth or electronic data such as customer reviews, which have an impact on their business's market. Customers must be managed as assets, including what is required, preferences, and purchasing behavior (Verry, 2019). Customer Relationship Management can help you achieve high levels of customer satisfaction.

According to (Hashem Aghazade, 2019) Customer Relationship Management (CRM) is a service to customers that focuses on long-term and sustainable relationships that can have a positive impact on customers which aims to provide customer satisfaction. Customer satisfaction is a customer's feeling of pleasure or disappointment with a product that arises due to the comparison, performance and expectations received. In addition, (Miftahul Husna Hutapea, 2021) stated that customer satisfaction cannot be separated from the relationship between expectations and the results obtained. When a customer purchases a product, the customer anticipates how the product will perform (product performance). Customer satisfaction can be created beginning with the purchase period, continuing through the

experience of using the product or service, and ending with the period after purchase. When customer satisfaction is high, it is simple to gain loyal customers, and loyal customers have a positive impact on product repurchases. According to some of the opinions expressed above, consumer satisfaction is the feeling that consumers have after purchasing or consuming certain products that meet their expectations. Customers will be pleased if the company's performance exceeds their expectations. Consumers, on the other hand, will be disappointed if the company's performance falls short of expectations. (Basworo Dibyo, Effectiveness of Customer Relationship Management (CRM) and Customer Satisfaction on Shopee Customer Loyalty, 2021)

This research will identify the impact of six dimensions that focus on online consumer satisfaction based on literature reviews. These are the following factors: responsiveness, trust, convenience, delivery, information quality, and perceived website usability. These six factors were chosen for a variety of reasons. To begin, responsiveness has been identified as a critical factor in previous studies investigating online satisfaction and retention. Aside from responsiveness, many previous authors mention trust (security/privacy) as a necessary factor in the research field of online satisfaction and repurchase intention in their empirical model. Following that, convenience is a motivator for retention because it allows customers to save time and avoid hassle. Convenience is another dimension that must be included in the model because it has a significant impact on satisfaction. Finally, several previous studies on website usability have mentioned delivery, information quality, and perceived website usability that relate to customer satisfaction and continued intention. The dimensions of customer satisfaction are described by (Lan NGUYEN, 2020) as follows:

2. Customer Satisfaction Dimensions

1) Responsiveness:

The author defined responsiveness as "the effective ability to handle problems and returns via the website." It was discovered that responsiveness is one dimension of express delivery service quality associated with online buyer satisfaction, which has a positive impact on repurchase intention. In a similar vein, examined the link between responsiveness and

satisfaction of online shoppers in the UK, then they concluded that this is one of the three factors in post-purchase stage that affects satisfaction. Moreover, post-purchase experience will have a positive impact on customers' intention in the future

2) Trust:

Trust is described as the belief that the customer's expectations will be fulfilled and its vulnerabilities will be not exploited. However, they have the same idea of the direct effect of trust on satisfaction. There is also proof of a link between trust and customer loyalty. More importantly, some authors discovered that trust is a key factor in customer loyalty.

3) Convenience:

Convenience refers to the amount of time and effort required to purchase a product. It has been discovered to have a positive impact on customer purchasing in Hong Kong. In a similar vein, previous research has discovered that convenience is extremely important to customer satisfaction. In the research conducted, it was indicated that three dimensions of convenience (search, transaction, possession/post purchase convenience) directly affect the behavioral intentions of customers in Hongkong. Furthermore, the author provides evidence on the impact of perceived online convenience on future intentions, stating that customers will shop more if they are satisfied with e-vendors.

4) Delivery:

Delivery is defined as "the activity of sending the guaranteed goods and services to the customer on time." Existing research has discovered that delivery is important to customer satisfaction, as these studies all agree that delivery has a positive effect on satisfaction. After investigating the relationship between delivery and satisfaction, it was discovered that the influence of delivery on customer satisfaction is positive. Previous research also supports the view that satisfaction strongly influences retention and stated that customers will return to purchase from the same e-vendors if they are more satisfied.

5) Information Quality:

It includes the amount, accuracy, and form of information about the products and services offered on a website are all examples of information quality. Previous research discovered a strong link between information quality and satisfaction. Furthermore, it is stated that higher information quality will result in a higher level of satisfaction. Furthermore, satisfaction has been shown to increase customer retention. Similarly, while information quality is said to be important for satisfaction, it is ranked lower than other variables (product quality, delivery quality and system quality).

6) Perceived Website Usability:

The author describes perceived website usability as “the effort needed to use a computer system as he also states that perceived website usability is vital to shopping behaviors and associated with a higher level of satisfaction following the use of the WAMMI scale According to the findings of this study, usability has a positive effect on customer loyalty, and this relationship is moderated by trust and satisfaction. There appear to be links between website usability, satisfaction, and customer loyalty. More importantly, previous research looked into the factors that influence website usability and discovered that it is one of the most important aspects of website quality. Earlier studies discovered that usability is positively related to customer loyalty

3. Customer Satisfaction Indicators

The indicators of Customer Satisfaction are described below as follows: (Basworo Dibyo, Effectiveness of Customer Relationship Management (CRM) and Customer Satisfaction on Shopee Customer Loyalty, 2021)

1. The shopping experience an e-commerce company provides
Higher than customer expectations

2. Customers are satisfied with the shopping experience at an e-commerce company

3. Customers are not interested in looking for alternatives to other e-commerce companies

4. The Effect of Customer Satisfaction towards Customer Loyalty

Based on the research conducted by (Mofokeng, The impact of online shopping attributes on, 2021). Although satisfaction is related to attitudinal levels of loyalty, it is stated that satisfaction is the single most important determinant of customer loyalty in both online and offline settings. Due to faceless transaction exchanges, satisfaction plays a critical role and has a significant impact on e-commerce consumer loyalty. Customers who are satisfied are more loyal to a brand or a store than customers who rely on other factors, such as time constraints and information deficits; and the Internet extends this perception of loyalty further since online customers spend a long time searching for and collecting quality product or store information; and this largely influences their purchase decision, it is also stated that e-satisfaction has a strong influence on e-loyalty. The influence relationship is also influenced by individual-level factors of consumers and company business. This means that the high and low e-customer loyalty, in this case, is determined by e-customer satisfaction. So that it can it is said that if e-customer satisfaction has increased, then will also increase the e-customer loyalty of customers, as well as on the other hand, when e-customer satisfaction decreases, e-customer loyalty customers will also experience a decline.

Thus, Shopee as an e-marketplace ensures to provide its service by implementing the key 6 dimensions (responsiveness, trust, convenience, delivery, information quality, and perceived website usability) to guarantee their customer's satisfaction with the hopes of gaining their loyalty.

H4: Customer Satisfaction has a significant positive effect on Customer Loyalty

2.2.5 Customer Loyalty

1. Definition

Customer loyalty is a positive feeling that a customer has for the service he or she gets when making a transaction at a company so that the customer will get used to making further transactions on the product or service to get good service on an ongoing basis. Customer loyalty also has a very important role in the progress of a company, because with this customer loyalty will be one of the unlimited assets that will be owned by a company. (Miftahul Husna Hutapea, 2021)

The customer is said to be loyal if the customer shows regular buying behavior or there is a condition that requires the customer to buy at least twice in a certain time interval. Customer satisfaction efforts are made to influence customer attitudes, whereas the concept of customer loyalty has more to do with customer behavior than with customer attitudes. Customer loyalty is very important to the company because it can ensure the survival of the product and the continuity of its business activities. Loyal customers are customers who are eager to recommend certain products or services to anyone they know (Yolanda Masnita, 2019). According to some of the opinions expressed above, customer loyalty is defined as customer loyalty to a specific product or brand that makes repeated purchases on a regular basis and has a positive attitude toward the product or brand. the attitude to recommend products to others. The behavior of repurchasing products or customer loyalty to a single brand is referred to as loyalty. Efforts to understand consumer loyalty to products can be done in several ways (Fitria Maesaroh, Analysis Of Perceived Value And Trust of Satisfaction and Its Impact on The Loyalty of Online Shopping Consumers of Tokopedia, 2021)

Several factors can influence customer loyalty, including customer satisfaction, product quality, and service quality. Customer satisfaction is at the heart of a product's service, so all marketing programs focus on providing the best service possible in order to achieve customer satisfaction. Product service will be maximized if the company and consumers have a good relationship through the Customer Relationship Management (CRM) program. Customer satisfaction will lead to increased customer loyalty. Customer

satisfaction with optimal service will be directly proportional to the level of customer loyalty so that customers will recommend to others. (Basworo Dibyo, Effectiveness of Customer Relationship Management (CRM) and Customer Satisfaction on Shopee Customer Loyalty, 2021)

In general, before the consumer makes a purchase, the consumer form a belief in himself about the product, then have feelings of liking or disliking, and finally taking something decision to make a purchase or not. Loyalty formation process went through several stages.

2. Customer Loyalty Stages

According to (Verry, 2019) there are four stages loyalty, namely:

a. Cognitive Loyalty (loyalty based on awareness):

In this first stage, the available information about a brand be the determining factor. This stage is based on awareness

b. Affective Loyalty (loyalty based on influence):

The next stage of loyalty is based on influence. At this stage it can be seen that influence has a strong position, both in behavior as well as a component that affects satisfaction. This condition is very difficult to get rid of, because of the loyalty that formed is already embedded in the minds of consumers not only awareness or hope

c. Conative Loyalty (loyalty based on commitment):

This loyalty stage contains a high behavioral commitment to make a purchase of a product or service.

d. Action Loyalty (loyalty in the form of action):

This stage is the final stage in a loyalty. This stage begins with a desire accompanied by motivation, followed by readiness to act and a desire to overcome all barriers to action.

3. Customer Loyalty Indicators

The indicators of Customer loyalty are described as follows: (Dr. Heri Erlangga, 2021)

1. Have a strong commitment to repurchase on one e-commerce site
2. Subscribe to a product or service on an e-commerce site
3. Buying products or services consistently on an e-commerce site
4. Not easily influenced by situational influences
5. Not easily swayed by potential marketing efforts cause displacement.

4. The Effect of Customer Loyalty towards CRM, Customer Value, Perceived Online Convenience and Customer Satisfaction

CRM assists in maintaining the relationship between Shopee and its customers resulting in a strong customer retention. It will increase customer value towards Shopee since they will perceive the cost they pay to purchase the product in Shopee is worthy in comparison towards the service and benefit. Shopee also provides convenience for its customers to personalize their shopping cart, with various payment options, different price ranges of products, direct delivery etc. Thus, obviously the customer satisfaction will have more possibility to be established and when the customer is satisfied, the loyalty will also be more potentially achieved. Based on the explanation, CRM, Customer Value, Perceived

Online Convenience and Customer Satisfaction simultaneously will have a positive significant effect on Customer Loyalty.

H5: CRM, Customer Value, Perceived Online Convenience and Customer Satisfaction simultaneously will have a positive significant effect on Customer Loyalty.

2.3. Research Framework

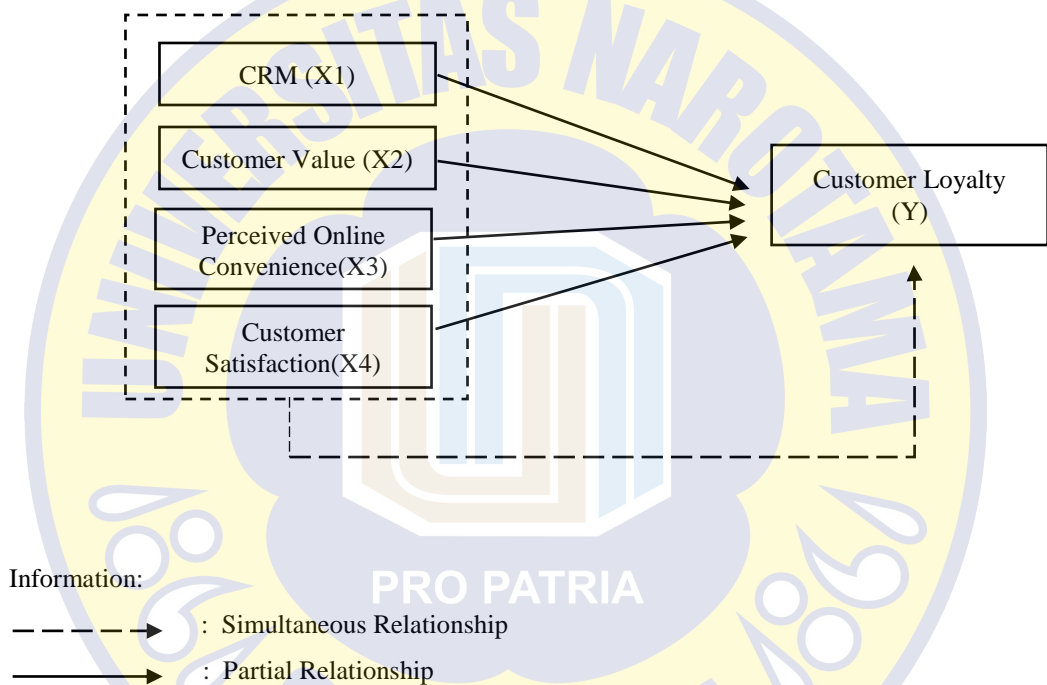


Figure 1. Research Concept Framework

2.4. Hypothesis

H1: The application of Customer Relationship Management has a significant positive effect on customer satisfaction.

H2: Customer Value has a significant positive effect on customer loyalty

H3: Perceived Online Convenience has a significant positive effect on customer loyalty

H4: Customer Satisfaction has a significant positive effect on Customer Loyalty

H5: CRM, Customer Value, Perceived Online Convenience and Customer Satisfaction simultaneously will have a positive significant effect on Customer Loyalty.

