Indonesian E-Commerce: Examining E-CRM, Browsing, Satisfaction and Loyalty

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ABSTRACT

This research aims to investigate the influence of Electronic Customer Relationship Management (e-CRM), hedonic browsing, and utilitarian browsing on e-satisfaction and e-loyalty in online shopping in Indonesia. To investigate the associations between these variables, Structural Equation Modeling (SEM) analysis was performed using a quantitative study methodology and survey data from 962 respondents. The findings show a strong correlation between utilitarian browsing and e-satisfaction and e-loyalty, hedonic browsing and e-satisfaction, and e-satisfaction and e-loyalty. Nevertheless, there was no statistically significant correlation discovered between e-CRM and e-loyalty or e-satisfaction. The results highlight the significance of giving equal weight to hedonic and utilitarian elements of the virtual buying encounter in order to augment client contentment and allegiance. Furthermore, even though the findings did not conclusively confirm the efficacy of e-CRM techniques in affecting customer outcomes, managers ought to be aware of their potential influence on cultivating enduring customer connections.

Keywords: Electronic Customer Relationship Management, Hedonic Browsing, Utilitarian Browsing, e-Satisfaction, e-Loyalty, Online Shopping
JEL Classifications: M31, L81, D91

1. INTRODUCTION

The face of commerce has changed in the digital age, with internet shopping becoming a major player in international marketplaces. Similar to numerous other nations, Indonesia has experienced a notable upsurge in electronic commerce operations, driven by breakthroughs in technology, rising internet usage, and changing consumer habits. Businesses must comprehend the elements impacting customer happiness and loyalty in the virtual sphere as Indonesian customers embrace the accessibility and convenience provided by online buying platforms.

In the context of Indonesian online shopping, this essay examines the complex relationships between electronic customer relationship management, or e-CRM, hedonic browsing, utilitarian browsing, e-Satisfaction, and e-Loyalty. Through the analysis of these factors, we aim to offer valuable perspectives on how companies may interact

with Indonesian internet consumers, raise their degree of happiness, and cultivate enduring allegiance in the virtual marketplace.

Electronic Customer Relationship Management (e-CRM) plays a pivotal role in shaping the online shopping experience for consumers. Parvatiyar and Sheth (2001) define e-CRM as encompassing businesses' strategies, processes, and technologies to manage and analyze customer interactions throughout the lifecycle. Personalized communication, focused marketing campaigns, and effective customer question and problem resolution are all components of e-CRM in online retail. Businesses can increase customer satisfaction and loyalty by customizing their offers to match the requirements and preferences of Indonesian consumers by utilizing e-CRM methods.

Additionally, online shoppers' browsing habits have a big impact on their final decisions and entire shopping experience. Hedonistic

and utilitarian surfing are two popular types of browsing behavior. Hedonic browsing is the pleasure-seeking component of online buying, where customers take enjoyment in perusing merchandise, spotting emerging trends, and making impulsive buys, (Ko et al., 2005). Utilitarian browsing, on the other hand, is concerned with meeting certain requirements or completing tasks quickly, such comparing costs, reading product evaluations, and making well-informed buying selections, (Li et al., 2008). Businesses hoping to successfully engage Indonesian online buyers must comprehend the relationship between these browsing behaviors and e-satisfaction.

E-satisfaction, defined as the overall contentment experienced by consumers with their online shopping experience (Szymanski and Hise, 2000), is a key determinant of e-loyalty. Prolonged engagement with online shops, favorable word-of-mouth recommendations, and higher repurchase intentions are all linked to high levels of e-satisfaction, (Liu and Arnett, 2000). Thus, in Indonesia's cutthroat e-commerce market, companies can build a devoted clientele and promote long-term growth by putting a high priority on customer happiness.

Our goal in writing this study is to investigate how e-CRM, hedonic browsing, and utilitarian browsing affect e-satisfaction and how that affects e-loyalty in Indonesian online shoppers. By examining these connections, we intend to offer insightful analysis and practical suggestions for companies looking to prosper in Indonesia's vibrant and quickly changing digital market.

2. LITERATURE REVIEW

2.1. E-CRM

Electronic Customer Relationship Management (e-CRM), is a key strategy for businesses looking to efficiently manage and enhance interactions with their clientele in the current era of digital commerce. CRM as a concept has evolved significantly, especially with the advent of digital tools and the increasing use of social media platforms. In this survey of the literature, we examine a number of research that shed light on the importance, development, and outcomes of e-CRM.

Perez-Vega et al. (2022) Conducted a study titled "From CRM to social CRM: A bibliometric review and research agenda for consumer research," where they traced the evolution of CRM from traditional database-centric methods to electronic CRM (e-CRM), mobile CRM (m-CRM), and social CRM (s-CRM). Their findings highlight how important it is for technology, especially in the social media space, to change CRM tactics. The influence of CRM on performance, the integration of social media capabilities with CRM, and the strategic application of CRM procedures were the three main themes they found in the CRM research. This study focuses on the ways that e-CRM uses technology to improve connections and encourage consumer participation.

Fitriani et al. (2023) examined the influence of social media on performance in micro-scale e-commerce enterprises in Indonesia. Although the focus of their analysis is mostly on the effects of social media, it also subtly highlights the importance of e-CRM in utilizing digital platforms for customer management. The results of their study indicate a favorable association between the use of social media and productivity, underscoring the significance of digital platforms for customer engagement and relationship building.

Moreover, Mahmud et al. (2023) delved into Customer Fintech Readiness (CFR) concerning fintech adoption in Bangladesh. Even though their study is focused on the finance industry, it highlights the general trend of how technology innovation is influencing consumer readiness and behavior. This is in line with the fundamentals of e-CRM, which include using digital technologies to increase client loyalty and happiness.

When taken as a whole, these studies highlight how important e-CRM is in the current corporate environment. The widespread adoption of digital technology and the growing incorporation of social media into corporate operations have rendered e-CRM an essential tool for businesses looking to establish and maintain strong client relationships in the digital sphere. e-CRM methods will be essential for guiding companies through the intricacies of online marketplaces and will boost customer happiness, loyalty, and overall company success.

2.2. Utilitarian Browsing

Exploring utilitarian browsing in online consumer behavior unveils a wealth of intricate insights. Kolesova and Singh (2019) emphasizes how important utilitarian values are in influencing the behavioral intentions of online grocery consumers by acting as crucial mediators influenced by visual complexity. The utilitarian factor is examined by Lamis et al. (2022), who highlight how it influences impulsive purchases during flash sales, especially when there is a shortage of both time and quantity.

Making significant contributions to our comprehension, Giao et al. (2020) delve into the mediation of e-loyalty through utilitarian dimensions such as website quality, e-trust, and e-satisfaction. Roos and Kazemi (2022) disrupt the stereotype of online shoppers as just utilitarian and goal-oriented by challenging common beliefs and demonstrating favorable relationships between the frequency of online shopping and personality qualities like extraversion and openness.

Expanding beyond specific regions, insights into utilitarian browsing traverse global landscapes. Kim (2021) The study, which focuses on the mobile grocery app industry in South Korea, finds that utilitarian motivations have a significant role in determining attitudes and purchasing behavior. Nguyen et al. (2020) delve into Vietnam, investigating how online book purchasing intentions are influenced by pandemic-related, hedonic, and utilitarian motives.

Chen and Chi (2021) highlight the utilitarian viewpoint in the United States and investigate how channel integration affects consumers' inclinations to use omnichannel buying strategies. This is especially important given the perception of vulnerability during the COVID-19 pandemic. Nayak et al. (2022) their Virtual Try-On technology research conducted in India emphasizes the importance of practical value and confidence in clothing fit in

bolstering online clothes purchasing intentions. The body of research on utilitarian browsing offers a wide view, clarifying its influence on a range of aspects of online consumer behavior in a variety of settings and dimensions.

2.3. Hedonic Browsing

Research examining hedonic browsing offers a nuanced understanding of its profound impact on online consumer behavior. Kolesova and Singh (2019) go into more detail about the negative impacts of visually sophisticated product displays, pointing out a reduction in emotional and mental states that eventually lead to a decrease in behavioral intentions. (Lamis et al., 2022) emphasize the relevance of pleasure and arousal in the context of flash sales, highlighting their significant influence in impulsive buying behaviors. Giao et al. (2020) improve our understanding by examining how e-loyalty is mediated by factors including website quality, e-trust, and e-satisfaction. Roos and Kazemi (2022) disprove conventional wisdom by finding links between personality factors and internet shopping practices.

Studies by (Pasaribu et al., 2022; Quan et al., 2020; Sachdev and Sauber, 2023; Suthianto and Syah, 2023) they immerse themselves in various circumstances where hedonic values are influential, clarifying their functions in forming e-brand experiences, trust, loyalty, and satisfaction. The combined knowledge gained from these investigations provides a thorough and detailed understanding of the complex effects of hedonic browsing on online consumer behavior. Through the examination of diverse dimensions and circumstances, these contributions enhance our comprehension of the intricate relationship between hedonic factors and online consumer interactions, offering significant perspectives for scholars and professionals.

2.4. E-Satisfaction

Studies examining e-satisfaction's complex relationship with antecedents and the consequences it has for consumer behavior and loyalty have focused a great deal of attention on this critical component of the online consumer journey. Within the Vietnamese e-commerce landscape, Giao et al. (2020) They draw attention to how e-satisfaction acts as a mediator between e-loyalty and website quality. Their results highlight the beneficial effects of a well-designed website on e-satisfaction and customer loyalty. Our understanding of the mechanisms influencing online consumer experiences is deepened when we consider e-trust as a mediating component.

Focusing on the Indonesian market, Suthianto and Syah (2023) examine the factors that influence e-satisfaction. They demonstrate how e-satisfaction and e-loyalty are influenced by a combination of factors including perceived quality, brand association, e-brand experience, and web entertainment. This highlights the complex interactions among variables that influence user pleasure in the online environment, Candra et al. (2022). Our understanding is further strengthened by the examination of e-service quality, customer contentment, and e-satisfaction in Indonesian online marketplaces. According to the study, happy consumers are more likely to express positive e-satisfaction, which in turn affects word-of-mouth, repurchase intention, and site visits. Quan et al. (2020)

explore the online environment in Vietnam and investigate how e-satisfaction functions as a mediator between e-brand equity, e-loyalty, and website brand equity. Their research highlights the important role that e-satisfaction plays in influencing customer loyalty.

Hu et al. (2022) emphasize the significance of logistical considerations in the entire online shopping experience by offering insights on the impact of tailored logistics services on e-satisfaction and e-loyalty in online retailing. The body of research on e-satisfaction provides a thorough understanding of how crucial it is in determining the behavior and loyalty of online consumers, with particular attention to website quality, brand experience, service quality, and logistics.

2.5. E-Loyalty

E-loyalty is a crucial component of contemporary online consumer behavior that has been extensively studied by scholars, providing insightful knowledge about its causes and effects. Examining the Vietnamese online market, Giao et al. (2020) reveal how e-loyalty is shaped by mediating factors. Their findings imply that e-loyalty is promoted by high-quality websites, with e-trust and e-satisfaction serving as mediating factors through positive impacts. Notably, the research shows a positive relationship between electronic word-of-mouth and e-loyalty, underscoring the extensive impacts of consumer loyalty in the digital sphere.

Suthianto and Syah (2023) they add to the conversation on e-loyalty in the Indonesian market. Their results highlight the complex relationship between perceived quality, brand association, e-brand experience, and online entertainment and e-loyalty. This study adds to our knowledge of the complex interactions between many elements that foster and maintain online customer loyalty. Candra et al. (2022) explore the effects of e-service quality, customer happiness, and trust on consumer behavior by delving into the Indonesian online market. According to the study, e-loyalty develops as a result of happy customers and is impacted by site visits, word-of-mouth marketing, and repurchase intention.

Quan et al. (2020) explain the mediating function of e-satisfaction in the relationship between e-brand equity, e-loyalty, and e-brand experience, with an emphasis on the Vietnamese context. Their work provides a comprehensive view of the complex processes at play and emphasizes the critical role that e-satisfaction plays in shaping client loyalty. Hu et al. (2022) provide distinct perspectives on how customized logistics services affect online retailing's e-loyalty and e-satisfaction. The study adds an important dimension to the conversation on e-loyalty by highlighting the importance of logistical issues and illustrating how customized services have a major impact on consumer happiness and loyalty.

The research on e-loyalty highlights the complex interrelationships between many antecedents, such as service perceptions, website quality, and logistical factors, highlighting the multidimensional character of online customer loyalty. These realizations open the door for strategic thinking when developing successful online marketing and retention plans.

This study, which draws from a large body of literature, develops nine hypotheses to clarify the complex connections between e-CRM, utilitarian browsing, hedonic browsing, e-satisfaction, and e-loyalty. Every hypothesis suggests a distinct influence among these variables, adding to the expanding corpus of information that is necessary to develop successful marketing plans and improve client experiences in the digital sphere.

2.6. Hypotheses

H1: There is an influence of e-CRM on e-satisfaction
H2: There is an influence of utilitarian browsing on e-satisfaction
H3: There is an influence of hedonic browsing on e-satisfaction
H4: There is an influence of e-CRM on one-loyalty
H5: There is an influence of utilitarian browsing on e-loyalty
H6: There is an influence of hedonic browsing on e-loyalty
H7: There is an influence of e-satisfaction on e-loyalty.

3. METHODOLOGY

In the context of Indonesian online marketplaces, this study uses a quantitative research approach to methodically examine the complex links between e-CRM, utilitarian browsing, hedonic browsing, e-satisfaction, and e-loyalty. The study uses a purposive strategy to target people who are active participants in online markets. Data collection is done through structured online questionnaires that cover sections on internet browsing activity, e-CRM, e-satisfaction, e-loyalty, and demographics. A total of 962 respondents were given access to the survey. Prior to being sent on a large scale, the survey is pretested for relevance and intelligibility. Two endogenous variables, e-satisfaction and e-loyalty, and three exogenous variables, e-CRM, utilitarian browsing, and hedonic browsing, are the main subjects of the study.

Statistical analysis of data is done through the use of SPSS 29 and Smart PLS software. Structural Equation Modeling (SEM) looks at intricate correlations, while descriptive statistics provide information about the sample's primary factors and demographics. Mediation analyses help us comprehend complex relationships on a deeper level. Following ethical rules for research involving human subjects, informed permission, anonymity, and confidentiality for all participants are prioritized. This study is important because it can provide useful information to companies operating in Indonesia's online marketplace. This information can help them create more focused marketing campaigns, improve customer service, and foster e-loyalty.

4. RESULTS AND DISCUSSION

A summary of the respondents' demographics is given in Table 1, which includes information on age, gender, education, place of residence, monthly income, and internet purchasing preferences. According to the gender distribution, 57.8% of respondents are women and 42.2% of respondents are men. As far as age goes, the majority is 50.5% Millennials, followed by Gen X at 31.2% and Baby Boomers at 16.2%. The distribution of educational backgrounds is as follows: 43.9% are pursuing postgraduate studies (S2/S3), while 37.0% have a Bachelor's degree (S1). The majority

Table 1: Respondent demographics

Demographics	Frequency	Percentage
Gender		
Male	406	42.2
Female	556	57.8
Age (years)		
<20	20	2.1
20–39	486	50.5
40–54	300	31.2
55–74	156	16.2
Education		
a. High school or equivalent	144	15.0
b. Diploma	40	4.2
c. Bachelor's degree	356	37.0
d. Postgraduate	422	43.9
Residence		
Greater Jakarta Area	767	79.7
West Java and Banten	89	9.3
Central Javaand Yogyakarta	30	3.1
East Java	23	2.4
Other	53	5.5
Monthly income		
a. <2.5 mio Rp	154	16.0
b. ≥2.5–5 mio Rp	208	21.6
c. >5–7.5 mio Rp	168	17.5
d. >7.5–10 mio Rp	128	13.3
e. >10 mio Rp	304	31.6
Most Visited Websites		
a. Shopee	403	41.9
b. Tokopedia	258	26.8
c. BukaLapak	75	7.8
d. Lazada	100	10.4
e. Blibli	16	1.7
f. Others	110	11.4
Online shopping spending		
a. <500 K Rp	522	54.3
b. ≥500 K Rp–1 mio Rp	289	30.0
c. >1–2.5 mio Rp	95	9.9
d. >2.5–5 mio Rp	38	4.0
e. >5 mio Rp	18	1.9
Frequency online shopping/month		
1×	329	34.2
2×	244	25.4
3×	196	20.4
4×	57	5.9
5×	47	4.9
More than 5×	89	9.3

Source: Data processing results

(79.7%) live in the Greater Jakarta Area. A wide range of income levels is seen for monthly income, with 31.6% earning more than 10 million IDR. In conclusion, the monthly frequency of online shopping shows that 34.2% of people shop online once, 25.4% twice, and 20.4% 3 times per month, with different frequency for higher amounts of transactions. The table offers a thorough overview of the demographic features and online buying habits of the respondents.

4.1. Validity and Reliability

The results of the validity and reliability tests carried out to appraise the measurement model used in this investigation are shown in Table 2. A variety of aspects of online shopping platforms, such as hedonic browsing, e-loyalty, e-satisfaction, utilitarian browsing, and e-CRM (electronic customer relationship management), were measured by the questionnaire items.

Table 2: Validity and reliability testing results

Questionnaire	Variables	Composite reliability	Outer loadings
HDB1: Online chat rooms are made possible by ecommerce platforms	Hedonic Browsing	0.905	0.667
HDB2: Safeguarding the personal data that has been submitted			0.783
HDB3: Secure transactions are guaranteed by online purchasing platforms			0.846
HDB4: Online retailers ensure privacy and secrecy.			0.837
HDB5: Product searches are made easier by online purchasing sites			0.782
HDB6: Generally, this e-commerce platform makes transactions fairly simple			0.774
LOY1: I recommend this internet-based marketplace to others	e-Loyalty	0.919	0.895
LOY2: I tell others about this internet marketplace for shopping			0.915
LOY3: I tell people about this internet marketplace in a positive light			0.874
LOY4: In the future, this online marketplace will be my first pick for shopping			0.817
SAT1: The online store where I recently made my purchase has greatly satisfied me	e-Satisfaction	0.929	0.839
SAT2: I want to stay in touch with this online retailer for a very long time			0.918
SAT3: I have a strong sense of commitment to this internet retailer			0.896
UTB1: Online marketplaces are a lot of fun	Utilitarian Browsing	0.916	0.818
UTB2: The platforms for online purchasing are really cozy			0.828
UTB3: Professional design (color, font size, graphics, animations) characterizes online retail platforms			0.856
UTB4: Creative design is a feature of online commerce platforms			0.846
UTB5: In general, the designs of online purchasing platforms are visually pleasing			0.817
CRM1: A forum for online communication with customer care is offered by the e-commerce platform	e-CRM	0.826	0.845
CRM2: Customers can openly share their opinions thanks to the online buying platform			0.812
CRM3: The e-commerce site provides a range of online games and activities, including raffles			0.687

Source: Data processing results. CRM: Customer relationship management E-CRM: Electronic CRM

To evaluate the internal consistency of the measurement scales for each variable, composite reliability ratings were computed. Strong reliability is shown by high composite reliability scores (around 1), which suggests a high degree of correlation between the items used to measure the construct. The composite reliability scores for this study varied from 0.826 to 0.929, demonstrating acceptable internal consistency for all variables looked at.

The degree of correlation between every item on the questionnaire and its associated variable was assessed using outer loadings derived from confirmatory factor analysis (CFA). Each item's outer loading indicates how effectively it captures the underlying component that it is meant to measure. An item and the construct have a stronger association when the outer loading values are higher. The results of our study showed that there were moderate to strong correlations between the items and the corresponding constructs, with outer loading values ranging from 0.667 to 0.895.

For instance, items such as HDB1 ("Online shopping platforms facilitate online chatting") and LOY1 ("I recommend this internet-based marketplace to others") demonstrated high composite reliability scores (0.905 and 0.919, respectively) and strong outer loadings (0.667 and 0.895, respectively). Conversely, item CRM3 ("The e-commerce site provides a range of online games and activities, including raffles.") exhibited a lower composite reliability score (0.687) and a moderate outer loading (0.687), suggesting acceptable reliability and a moderate relationship with the e-CRM construct.

The results presented in Table 2 provide evidence of the validity and reliability of the measurement model employed in this study, thereby enhancing the robustness of our findings regarding different facets of online shopping platforms.

4.2. Hypothesis Testing

The findings of the hypothesis test are shown in Table 3, which also includes t-statistics, p-values, mean values, and standard deviations for each of the seven hypotheses. The results of the first hypothesis, which examined the connection between e-loyalty and hedonic browsing, showed a mean of 0.051, a standard deviation of 0.045, a t = 1.137, and a P = 0.256. Given that the P-value is greater than the significance level of 0.05, the study indicates that there is no statistically significant association between these constructs.

In a similar vein, the second hypothesis looked at the relationship between e-satisfaction and hedonic browsing. 0.405 was the mean value, and 0.041 was the standard deviation. With a P = 0.000 and a computed t-statistic of 9.901, there is a strong statistical correlation between these variables. In order to investigate the relationship between utilitarian browsing and e-loyalty, the third hypothesis produced results with a mean of 0.136 and a standard deviation of 0.045. Given the t-value of 3.003, the P = 0.003 indicates that there is a statistically significant correlation between these constructs.

The fourth hypothesis examined the connection between e-satisfaction and utilitarian browsing; the results showed a highly significant t = 8.470 (P = 0.000), a mean of 0.348, and a standard deviation of 0.041. The relationship between e-CRM and e-Loyalty was examined in the fifth hypothesis, which produced results showing a mean of −0.006, a standard deviation of 0.030, and a non-significant t = 0.206 (P = 0.837).

The association between e-CRM and e-satisfaction was the subject of the sixth hypothesis, which yielded results including a non-significant t = 0.853 (P = 0.394), a mean of 0.030, and a standard deviation of 0.035. The correlation between e-satisfaction and e-loyalty was examined in the seventh hypothesis, which

yielded a highly significant t = 15.656 (P = 0.000), a mean of 0.585, and a standard deviation of 0.037. In the context of online buying platforms, these findings offer insights on the strength and importance of the proposed relationships between various constructs.

Figure 1 provides a graphical representation of the nine hypotheses examined in this study to help readers get a more comprehensive grasp of the relationships between variables. Regression coefficients are shown in the picture, which explains how much of an influence each variable has on the others.

For those making decisions about the management of online commerce platforms, the managerial implications derived from the hypothesis testing results provide insightful information. The strong correlation shown between e-satisfaction and Hedonic Browsing implies that improving the pleasurable elements of online purchasing can have a direct effect on customer contentment. Customer happiness can therefore be raised by investing resources in enhancing the shopping experience, personalizing recommendations, and improving the user interface.

It is crucial to concentrate on the utilitarian features of the platform, such as effectiveness, convenience, and ease of use, as evidenced by the statistically significant association between utilitarian browsing and e-loyalty and e-satisfaction. Investing in features that facilitate hassle-free transactions, accurate product information, and a streamlined shopping experience can increase consumer happiness and loyalty. Managers need to be aware of the possible effects of efficient customer relationship management techniques on customer retention and satisfaction, even though the association between e-CRM, e-loyalty, and e-satisfaction was not statistically significant. Establishing strong CRM systems, providing timely customer service, and aggressively seeking feedback are all ways to foster enduring relationships with clients and raise their level of platform satisfaction.

The important role that customer happiness plays in fostering loyalty and repeat business is highlighted by the highly substantial association that exists between e-satisfaction and e-loyalty. Since happy consumers are more likely to become devoted supporters and repeat customers, managers should give top priority to projects that continuously improve customer satisfaction through a variety of means, including product quality, service excellence, and post-purchase support.

Table 3: Mean, STDEV, T-values, P values

Hypotheses	Original sample (O)	Sample mean (M)	SD (STDEV)	T statistics (|O/STDEV|)	P
Hedonic browsing→e-loyalty	0.051	0.051	0.045	1.137	0.256
Hedonic browsing→e-satisfaction	0.405	0.406	0.041	9.901	0.000
Utilitarian browsing→e-loyalty	0.136	0.134	0.045	3.003	0.003
Utilitarian browsing→e-satisfaction	0.348	0.347	0.041	8.470	0.000
e-CRM→e-loyalty	−0.006	−0.008	0.030	0.206	0.837
e-CRM→e-satisfaction	0.030	0.029	0.035	0.853	0.394
e-satisfaction→e-loyalty	0.585	0.587	0.037	15.656	0.000

Source: Data processing results. E-CRM: Electronic customer relationship management

Figure 1: The interrelationships between variables
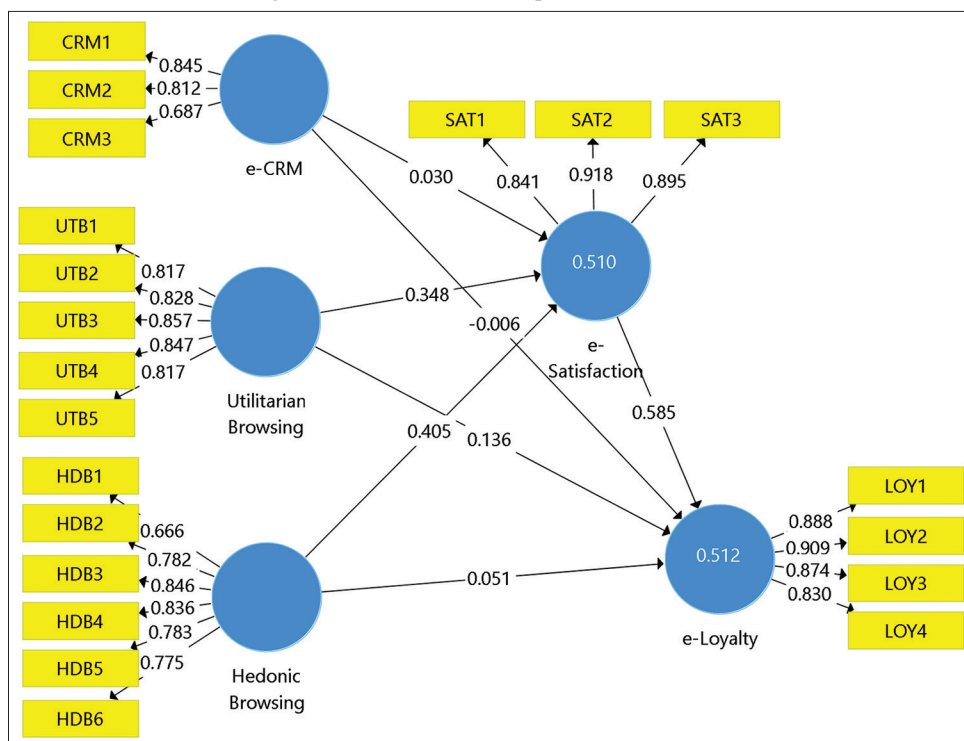
In order to promote loyalty and long-term success in the cutthroat world of e-commerce, managers should prioritize customer satisfaction, focus on both hedonic and utilitarian aspects of the online shopping experience, and put effective CRM strategies into place. These managerial implications are derived from the results of the hypothesis testing. The management implications of the hypothesis testing outcomes can be supported by a variety of consumer behavior and marketing theories. The Stimulus-Organism-Response (S-O-R) framework is one such theory that contends that contextual cues, such elements of online shopping platforms, cause people to react emotionally and cognitively, which in turn affects how they behave.

This result is consistent with theories like the Flow Theory and the Theory of Hedonic Consumption given the strong correlation between e-Satisfaction and Hedonic Browsing. These ideas suggest that people are more likely to feel satisfied with their online browsing and purchasing experience and establish good opinions toward the platform when they are in a state of flow or gain hedonic pleasure from it.

Similarly, theories like the Theory of Reasoned Action and the Expectancy-Disconfirmation Model can account for the strong correlation between Utilitarian Browsing and e-satisfaction and e-loyalty. According to these theories, customers are more likely to form a platform loyalty and have a positive overall shopping experience when they believe a platform is dependable, easy to use, and efficient at meeting their basic needs (like locating pertinent product information or finishing transactions fast).

Though the findings of the hypothesis test did not demonstrate statistical significance with regard to the association between e-CRM and e-Loyalty/e-Satisfaction, theories like association Marketing and Social Exchange Theory imply that CRM practices that are successful can affect customer satisfaction and loyalty. These theories stress the value of developing close bonds with customers, offering tailored experiences, and encouraging reciprocity and mutual trust, all of which can eventually result in higher levels of pleasure and loyalty.

Lastly, ideas like the Loyalty Ladder Model and the Customer Value-Chain Satisfaction Model are compatible with the highly significant association between e-Loyalty and e-Satisfaction. According to these views, loyal clients are more likely to show up as repeat customers, favorable word-of-mouth referrals, and unwillingness to switch to competitors.

Managers can better understand the underlying mechanisms influencing consumer behavior in the context of online shopping platforms and make well-informed decisions to improve customer satisfaction, loyalty, and long-term success by grounding the managerial implications in these theoretical frameworks.

Managers and marketers in the e-commerce sector can gain important insights from the practical applications of the hypothesis testing results. They can adjust their plans to improve the functionality of online shopping platforms and foster client loyalty by knowing the links between various elements.

In practical terms, the results indicate that higher levels of consumer happiness and loyalty can result from investing in features that improve both hedonic and utilitarian browsing experiences. For instance, adding interactive and eye-catching components to the platform design might increase hedonistic browsing, while making sure that search functions work well and streamlining the checkout process can promote utilitarian browsing.

The findings emphasize how crucial good customer relationship management (CRM) techniques are to building happiness and loyalty. This means asking for feedback, giving individualized customer service, and presenting prizes or incentives to promote repeat business. E-commerce platforms may enhance client retention and generate good word-of-mouth recommendations by cultivating strong customer relationships.

When the results are compared to well-established theories of consumer behavior, theoretical implications are revealed. Hedonic browsing and satisfaction, for example, have a strong correlation, which lends weight to ideas like Flow Theory and Hedonic Consumption Theory that highlight the influence of pleasurable experiences on consumer attitudes and behaviors. Similarly, theories like the Expectancy-Disconfirmation Model and the Theory of Reasoned Action, which stress the significance of satisfying functional requirements to generate positive outcomes, are in line with the relationship between utilitarian browsing and loyalty/satisfaction.

The lack of a substantial correlation between e-CRM and satisfaction/loyalty highlights the necessity for additional study to fully understand the subtleties of CRM tactics in the setting of e-commerce. This demonstrates how difficult it may be to create lasting customer relationships and raises the possibility that factors other than typical CRM techniques could have an impact on customer happiness and loyalty. In general, the theoretical implications advance our understanding of the dynamics of consumer behavior in the digital marketplace, while the practical implications support strategic decision-making in the optimization of online shopping platforms. Managers and researchers may create more sophisticated and successful strategies to promote consumer pleasure, loyalty, and business success in the changing e-commerce landscape by fusing theoretical frameworks with practical insights.

Even though this study provided insightful information, there are a number of limitations that should be noted. These present chances for additional research and the improvement of the results. The study's sample might have been biased toward particular demographics or geographical areas, which means it might not accurately reflect the broad population of internet buyers. This may restrict how broadly the results can be applied to other populations.

The study used self-reported data from surveys, which is prone to recall or social desirability biases in response to questions. It's possible that participants gave responses they thought were favorable or that they had trouble remembering specific details of their encounters. The study's cross-sectional design makes it more difficult to prove that one condition causes another. More

reliable evidence of the links between factors would come from longitudinal studies that monitor individuals' behavior over time.

The study ignored the viewpoints of other stakeholders, such as e-commerce platform providers or customer support agents, and instead concentrated mostly on the attitudes and actions of customers. Including several points of view could provide a more thorough comprehension of the dynamics involved. Variables pertaining to browsing behavior, happiness, loyalty, and CRM practices were the main focus of the study. Future research could examine other variables affecting e-commerce customer experiences and results.

The results may not be as applicable to different technological or cultural contexts because the study was carried out in a particular setting with certain cultural and technological norms. Verifying the study's robustness across contexts could be aided by doing it again on various technical platforms or in culturally diverse settings. Further research endeavors could improve the validity and generalizability of the findings by addressing these constraints through rigorous methodological approaches and a bigger scope. This would lead to a deeper understanding of customer behavior in e-commerce.

5. CONCLUSION

5.1. Summary of Findings
The hypothesis testing conducted in this study provided valuable insights into the relationships between various constructs in the context of online shopping platforms. The results revealed significant associations between browsing behaviors (hedonic and utilitarian), customer satisfaction, and loyalty. Specifically, hedonic browsing was significantly related to e-satisfaction, while utilitarian browsing was significantly associated with e-loyalty and e-satisfaction. However, no statistically significant relationship was found between e-CRM and e-Loyalty or e-Satisfaction.

5.2. Concluding Remarks
The findings underscore the importance of prioritizing both hedonic and utilitarian aspects of the online shopping experience to enhance customer satisfaction and loyalty. Additionally, while the results did not support a direct link between e-CRM and customer outcomes, managers need to recognize the potential impact of effective CRM strategies on fostering long-term relationships with customers. By integrating these insights into strategic decision-making, online shopping platforms can better meet consumers' evolving needs and preferences in the competitive e-commerce landscape.

5.3. Recommendations for Future Research
Despite the valuable contributions of this study, several limitations provide opportunities for future research. Future studies could address these limitations by employing more diverse and representative samples, utilizing longitudinal study designs to establish causality, incorporating multiple stakeholder perspectives, exploring additional factors influencing customer experiences, and replicating the study in different cultural and technological contexts. By addressing these areas, future research can further

enrich our understanding of consumer behavior in e-commerce and provide practical insights for industry practitioners.

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