



## The Influence of Customer Relationship Management and Digital Marketing on Customer Satisfaction in the E-Commerce Industry with Customer Experience as a Moderator

Muhammad Junaid Kamaruddin  
Universitas 17 Agustus 1945 Jakarta  
[junaid.kamaruddin@uta45jakarta.ac.id](mailto:junaid.kamaruddin@uta45jakarta.ac.id)

---

### ABSTRACT

*This study aims to prove whether there is an influence of customer relationship management and digital marketing on customer satisfaction in the e-commerce industry with customer experience as a moderator. In the context of e-commerce, customer satisfaction can maintain loyalty and increase sales. This study involved 150 respondents. The analytical method used is Structural Equation Modeling (SEM) with Smart PLS (Partial Least Square) software. The research results show that customer relationship management has a positive and significant effect on customer satisfaction in the e-commerce industry, where a good relationship between the company and customers can improve the shopping experience. Apart from that, digital marketing has also proven to be significant in customer satisfaction by utilizing digital channels to interact. Thus, customer experience as a variable does not strengthen as a moderator in the relationship between customer relationship management and digital marketing on customer satisfaction in the e-commerce industry. This shows that although customer experience is important in building positive interactions with e-commerce platforms, this factor is not strong enough to strengthen the influence of customer relationship management and digital marketing directly on customer satisfaction.*

---

**Keywords: : Customer Relationship Management, Digital Marketing, Customer Satisfaction in the E-Commerce Industry, Customer Experience**

---

Received: 3 March 2025 ;  
Accepted: 18 April 2025 ;  
Published: June 2025.

---

#### How to Cite:

Kamaruddin, M.J. (2025). The Influence of Customer Relationship Management and Digital Marketing on Customer Satisfaction in the E-Commerce Industry with Customer Experience as a Moderator. *Journal of Business and Behavioural Entrepreneurship*, 9(1), 31-46. <https://doi.org/10.21009/JOBBE.009.1.03>

---

## **INTRODUCTION**

One aspect of the e-commerce industry that is increasingly relevant to the growth of this sector is customer loyalty. Customer satisfaction can be defined as the level of satisfaction that customers have after using e-commerce services, which is influenced by various factors, such as service quality, customer trust, and work experience. In the e-commerce industry, customer satisfaction is not only influenced by the products sold, but also by the quality of service provided during the transaction process. Customer satisfaction is highly dependent on e-service quality, which includes elements such as ease of use, web design, and response to customer complaints. This suggests that customers' online shopping experience greatly influences their perception of the business.

Based on a survey in a study conducted by Cholilah's research (2023) shows data that 17.4%, 40.2%, and only 1.1% of consumers are satisfied with e-commerce as a high level of satisfaction during the COVID-19 pandemic. The study found that many people have accepted online shopping as convenient and identified issues that may cause more risk of COVID-19 transmission. This is also what shows the changing preference for e-commerce by most consumers due to its convenience and the possibility of avoiding traffic jams, another aspect attributed to the increased risk of COVID-19. According to the data provided by studies that have examined the determinants of consumer satisfaction with e-commerce.

Customer satisfaction in the e-commerce industry has experienced a major phenomenon change in their preference for e-commerce during the pandemic. To reduce health risks, many people are moving from in-person shopping to online platforms. This study found that the convenience of online shopping is the main factor that changes customer behavior. This shows that e-commerce is not only an option but also the main platform for many people to fulfill their daily needs based on the theory (Cholilah, 2023).

Previous research says that customer relationship management has a positive and significant effect on customer satisfaction in the e-commerce industry because the importance of strong relationships between companies and customers in e-commerce can lead to effective customer relationship management that can help increase customer satisfaction and loyalty Rochmah & Purwanto (2022). Previous research says that digital marketing has a positive and significant effect on customer satisfaction in the e-commerce industry because digital marketing strategies can increase customer satisfaction by providing a better experience for customers Inkiriwang et al. (2022). Previous research says that customer experience has a positive and significant effect on customer satisfaction in the e-commerce industry. Because a pleasant shopping experience directly increases the level of customer satisfaction that the buyer's experience when buying something online has a big impact on repurchase intentions, indicating that positive experiences can increase buyer loyalty (Syahyudi, 2024).

Based on the research gap above, new variables are formed as follows Customer Relationship Management, Digital Marketing, Customer Satisfaction in the E-Commerce Industry, and Customer Experience as moderation. In this research, there is no research that places customer relationship management and digital marketing on customer satisfaction in the e-commerce industry. This study will try to form customer experience as a moderating variable which will be tested for its direct effect on customer satisfaction

in the e-commerce industry and tested for its position as a moderating variable moderating or not the effect of customer relationship management and digital marketing variables on customer satisfaction in the e-commerce industry.

This study was conducted to aim to prove whether there is an effect of customer relationship management and digital marketing on customer satisfaction in the e-commerce industry which is moderated by customer experience. This research can help provide a better understanding of how to increase customer satisfaction in the e-commerce industry, taking into account customer relationship management, digital marketing, and customer experience factors. Based on the explanation of the novelty of this research, the research is determined by proving the effect of customer relationship management and digital marketing on customer satisfaction in the e-commerce industry with customer experience as a moderator.

## **LITERATURE REVIEW**

### ***Theory of Planned Behavior***

TPB is based on the idea that humans will usually act with common sense considerations and will take the information available about the behavior they are doing doubtfully or clearly by considering the consequences of the behavior. TPB says that the behavior a person does is caused by the individual's intention to behave. Individuals behave from beliefs about a behavior, how they assess subjective norms, normative beliefs, and the urge to comply with Evelynna (2021) . While customer relationship management in TPB the ability of customer behavior and how companies can increase customer loyalty through effective interactions such as customer experience that plays a role in using a product or service is influenced by attitudes, subjective norms, and how perceived behavioral control.

### **Customer Relationship Management**

Customer relationship management an activity to plan, schedule, and supervise the company's operations before and after sales, customer relationship management is an integrated information system. All things related to potential and current customers are included in customer relationship management, including call centers, salespeople, marketing, technical support, and field service. This system integrates marketing, sales, and customer service from end to end to improve and optimize the company's interactions with customers (Santosa & Febriadi, 2022).

### **Digital Marketing**

Digital marketing is a marketing approach that uses digital technology to reach target audiences with the promotion of goods and services using various digital channels such as websites, social media, email, and online advertising, building online visibility, increasing brand awareness, and attracting and retaining customers in a more interactive and responsive way is the main goal of digital marketing. Businesses can adapt to customer needs by using digital marketing, which allows them to get closer to customers through direct communication and improve customer experience and brand loyalty (Masito, 2021).

## **Customer Satisfaction in the E-Commerce Industry**

Customer satisfaction in the e-commerce industry is defined as consumers' perceptions after using goods or services, indicating the extent to which their expectations are met. When it comes to e-commerce, consumer satisfaction depends not only on the quality of the products purchased but also on the overall shopping experience, which includes speed of delivery, ease of navigation on the website, and quality of customer service (Wilujeng et al., 2019) .

## **Customer Experience**

Customer experience is all interactions and perceptions of customers with a company or brand. Customer experience is not only the result of a transaction but also includes how customers feel at every stage of their journey, including expectations built up before purchase and evaluations after they use the product or service. Customer experience is very important for building customer loyalty because a good experience can create strong memories and encourage customers to return to the company and provide recommendations to others. (Setiobudi et al., 2021) .

## **HYPOTHESIS**

### **The Effect of Customer Relationship Management on Customer Satisfaction in the E-Commerce Industry**

Previous researchers stated that customer relationship management has a positive influence on customer satisfaction in the e-commerce industry as evidenced by previous research. Research shows a positive influence that companies can provide more personalized and relevant services by understanding needs, identifying customer data, customer preferences, creating a satisfying shopping experience, companies can offer personalized services this will attract new customers and encourage their loyalty to return to use the e-commerce service Rochmah & Purwanto (2022) . This is reinforced by research showing that businesses that successfully implement customer relationship management appropriately will result in increased customer satisfaction, so it can be seen that customer relationship management has a very close relationship with customer satisfaction Rahma et al . (2023) . Because an effective business will have the ability to significantly increase customer satisfaction because the company has the ability to build strong relationships with customers through various approaches such as finding customer needs, communicating quickly Annahli et al. (2024) . Shows that customer satisfaction can increase with a well-implemented digital marketing strategy, but also suggests others to buy the goods or services. That factors such as product quality and emotional involvement also contribute to higher levels of consumer satisfaction Inkiriwang et al. (2022) . With the use of a good customer relationship management system can make the relationship between business and customers better, companies can offer customized services based on customer needs, so that customers have a better shopping experience. H<sub>(1)</sub> (*Customer Relationship Management*) has a positive effect on Customer Satisfaction in the *E-Commerce* Industry.

## **The Effect of Digital Marketing on Customer Satisfaction in the E-Commerce Industry**

Previous researchers stated that digital marketing has a positive influence on customer satisfaction in the e-commerce industry as evidenced by previous research. Researchers say that digital marketing shows that e-commerce customer satisfaction can be significantly influenced by digital marketing. Effective digital marketing methods, such as promotion through social media and better interaction with customers, can increase customer satisfaction. Effective digital marketing not only increases product visibility but also builds relationships with customers, by interacting directly with customers, answering their questions, and receiving real-time feedback that results in higher customer satisfaction when shopping Inkiriwang et al. (2022) . To improve the relationship between customers and brands, digital marketing, which includes elements such as email marketing, marketing through social media is easy to understand. Implementing the right digital marketing strategy is essential for e-commerce businesses to meet customer expectations and create a positive shopping experience Prayoga et al. 2024)(An effective digital marketing strategy allows e-commerce to offer a customized customer experience, which increases their satisfaction about the goods or services between the company and the customer is possible through digital marketing Pratiwi et al. 2022)(Thus the ability to understand and implement digital marketing strategies will increase with digital knowledge. H<sub>2</sub>: *Digital Marketing* has a positive effect on Customer Satisfaction in the *E-Commerce* Industry.

## **The Effect of Customer Experience on Customer Satisfaction in the E-Commerce Industry**

Customer experience has a positive influence on customer satisfaction in the e-commerce industry as evidenced by previous research. A positive user experience is influenced by good digital service quality, which includes transaction processing speed, ease of navigation, and customer service responsiveness. When shoppers are satisfied with the products or services they purchase, they are more likely to buy again. A good shopping experience will provide good feedback from customers, improve brand reputation, and attract new customers Risma et al. (2024) . This is in line with research that shows a positive e-commerce shopping experience, will increase customer satisfaction. A positive understanding of the shopping experience is influenced by good service, fast delivery, a satisfying shopping experience not only increases customer satisfaction but also increases their loyalty to e-commerce and provides positive customer reviews. This shows that when customers are satisfied with the shopping process they will make purchases again and recommend the e-commerce platform to others, including interactions with customer service and delivery speed, they tend to be more satisfied and more loyal to the platform Syahyudi (2024) . Thus if someone has a positive shopping experience by entering feedback to an e-commerce site, then the likelihood that they will return to shop there and recommend the site to others will increase. H<sub>3</sub>: Customer Experience has a positive effect on Customer Satisfaction in the *E-Commerce* Industry.

### **Moderation of Customer Experience on the Effect of Customer Relationship Management on Customer Satisfaction in the E-Commerce Industry**

Customer experience strengthens the positive influence of *customer relationship management* on customer satisfaction in the *e-commerce* industry. *Customer relationship management* has a role that understanding customer needs and preferences through a *customer relationship management* system can greatly help *e-commerce* business satisfaction. Customers will have a satisfying shopping experience. When customers feel cared for and well served according to their wishes, they tend to return to use the service, driving business growth in the *e-commerce* industry Rochmah & Purwanto (2022) . While customer experience will help strengthen in increasing customer satisfaction in the *e-commerce* sector. User perceptions are strongly influenced by high digital service quality, such as transaction speed, ease of browsing the site, and customer service responsiveness. When customers are satisfied with the goods or services they purchase, they are more likely to return. A pleasant and satisfying shopping experience can make customers more loyal, which is an important part of the sustainability of a business Risma et al. (2024) . In this case, if customers have a good experience, they tend to respond better to *customer relationship management* efforts, which means they are more satisfied Santosa & Febriadi (2022) . H<sub>4</sub>: Moderation of Customer Experience strengthens the effect of *Customer Relationship Management* on Customer Satisfaction in the *E-Commerce* Industry.

### **Moderation of Customer Experience on the Effect of Digital Marketing on Customer Satisfaction in the E-Commerce Industry**

Customer experience strengthens the positive influence of *digital marketing* on customer satisfaction in the *e-commerce* industry. Purchasing decisions are strongly influenced by digital marketing which includes various elements such as interaction through social media, and website fraud. Businesses can better meet customer needs by providing clear and easily accessible product information online expectations that successfully meet customer satisfaction and create a pleasant and efficient shopping experience, which results in long-term loyalty Prayoga et al. (2024) . It also shows a pleasant e-commerce shopping experience, supported by good service, fast delivery, and positive reviews, is proven to increase customer satisfaction and loyalty. They also tend to be more loyal as long as the shopping process goes smoothly, which makes this experience essential for a successful digital marketing strategy Syahyudi (2024) . H<sub>5</sub>: Moderation of Customer Experience reinforces the Effect of *Digital Marketing* on Customer Satisfaction in the *E-Commerce* Industry.

## **RESEARCH METHOD**

The research method used is quantitative method with structural equation modeling (SEM). The SEM model is relevant to use because the variables studied have variable measurement indicators and have a moderating effect Hair & Alamer (2022). The research model consists of four variables. The customer satisfaction variable in the e-commerce industry consists of 3 indicators, Service Quality , Product Quality and Customer Loyalty Lestari et al. 2024)(The second Customer Relationship Management

consists of 5 indicators, Customer Identification, Customer Acquisition, Customer Retention, Relationship Development and Customer Feedback Alfiansah et al. (n.d.) . Third Digital Marketing Management consists of 4 indicators, Accessibility, Interactivity, Credibility and Informativeness (Wibawa, 2024). Fourth, Customer Experience consists of 3 indicators, Satisfaction with Products, Customer Loyalty and Repurchase Interest (Kristiawan et al., 2021).

The analysis carried out consists of several stages. First, presenting a description of the demographic data of the respondents, so that a description of the research respondents is known. Second, providing an explanation of descriptive statistics for respondents' answers to the research questionnaire. Descriptive statistics present research data consisting of mean, minimum, maximum and standard deviation Hair Jr et al. (2021) . Third, the validity test to test whether the research questionnaire used is valid or does not represent the variables under study. Validity is measured by the score of the loading factor. If the score  $> 0.5$  then the questionnaire is valid and if the score  $> 0.7$  then it is considered a fit model Tambun & Sitorus (2024) . Fourth, the reliability test to test the reliability of research data, as well as test the consistency of respondents' answers. Data is called reliable and reliable if the score of rho, Cronbach alpha, and composite reliability are each  $> 0.7$  Sitorus & Tambun (2023) . Fifth, test the hypothesis and provide a conclusion whether the hypothesis is accepted or the hypothesis is rejected. The hypothesis of this study uses one tailed, so the hypothesis will be accepted if the t statistical value is  $> 1.65$  and the p values  $< 0.05$  Tambun et al. (2022) . Sixth, present the resulting regression equation and its interpretation. Interpretation will be described regarding the value of the coefficient of influence and its strategic implications. Seventh, explain the coefficient of determination resulting from the research model.

## **RESULTS AND DISCUSSION**

This study used 150 data conducted through forms. Female respondents have a total of 89 (59.3%) while male respondents are 61 (40.7%). The age of respondents is divided into 4 age groups, namely  $< 20$  years old has a total of 15 (10%), age 20-25 years old has a total of 113 (75.3%), age 26-30 years old has a total of 16 (10.7%) and age  $> 31$  years old has a total of 6 (4%). Respondents' high school / vocational high school education has a total of 124, namely (82.7%), college students have a total of 10, namely (6.7%), undergraduate has a total of 8, namely (5.3%), and others have a total of 8, namely (5.3%). The Partial Least Square (PLS) analysis test is a model of the equation (SEM) which is used to be a variation-based approach or component based on the structural equation model. This method is used to test the quality of research data.

### **SmartPLS Descriptive Statistics Test**

Descriptive statistics is a popular type of statistical analysis for presenting data. It is usually used as a first step in tidying up data before further processing, but descriptive statistics can also be used as an analysis on its own, which can present data and provide various information about the data being tested. Research and statistics are so intertwined that they cannot be separated. To use statistics, different techniques are required for

different types of problems. As a basis for planning and hypothesis testing statistics always offer alternative solutions for forecasting (Martias, 2021) .

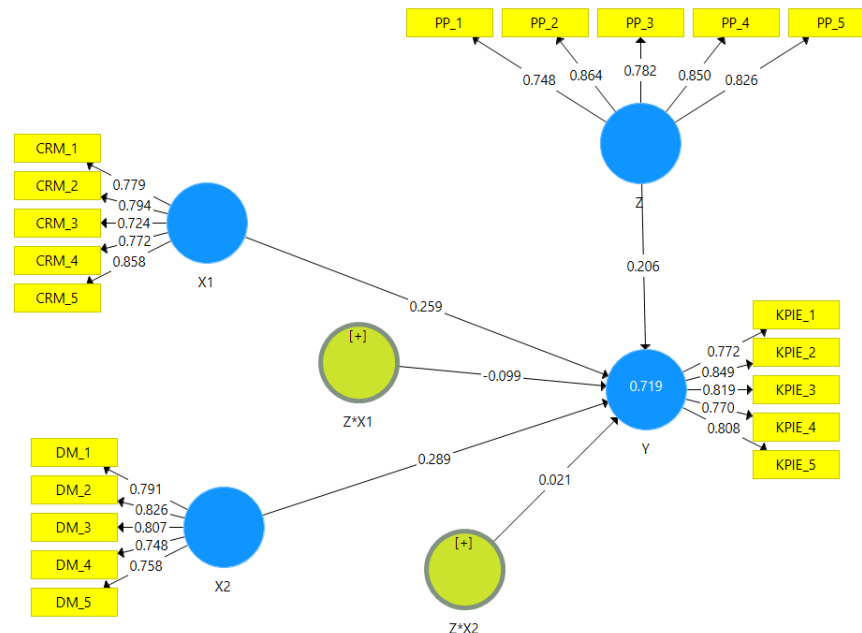
**Table 1. Descriptive Statistics Test**

<b>Variables</b>	<b>N</b>	<b>Minimu m</b>	<b>Maximu m</b>	<b>Mea n</b>	<b>Standard Deviation</b>	<b>Percentage</b>
Customer Relationship Management	150	1	5	4.17	0.550	83,4%
Digital Marketing	150	1	5	4.38	0.538	87,6%
Customer Satisfaction in the E-Commerce Industry	150	1	5	4.37	0.582	87,4%
Customer Experience	150	1	5	4.44	0.573	89.0%

From the Descriptive Statistical Test Results obtained, it is concluded as follows:

The results of the descriptive statistical analysis of the *Customer Relationship Management* variable are described that the minimum value is 1 while the maximum value is 5, has an average value of 4.17 and a standard deviation of 0.550 or equivalent to 83.4%. The results of the descriptive statistical analysis of the *Digital Marketing* variable are described that the minimum value is 1 while the maximum value is 5, has an average value of 4.38 and a standard deviation of 0.538 or equivalent to 87.6%. The results of the descriptive statistical analysis of the Customer Satisfaction variable in the *E-Commerce* Industry are described that the minimum value is 1 while the maximum value is 5, has an average value of 4.37 and a standard deviation of 0.582 or equivalent to 87.4%. The results of the descriptive statistical analysis of the Customer Experience variable are described that the minimum value is 1 while the maximum value is 5, has an average value of 4.44 and a standard deviation of 0.573 or equivalent to 89%.

**Figure 1. Loading Factor Results**



All variable indicators in this study are valid, as shown by the loading factor results, because all numbers are above 0.5 which indicates that all indicators are valid.

### Validity and Reliability Test

Validity tests are usually used for instruments that are intended to measure what is really measured by concept variables, both of which are typical performances such as instruments to measure attitudes, self-concept interests, locus of control, Azwar (1987: 173) says that validity comes from the word "validity", which shows the extent to which the accuracy and accuracy of a measuring instrument (test) in performing its measuring function. Reliability test comes from the word "reliability", which means how reliable the results of a measurement indicate the extent to which a measuring instrument can be trusted or relied upon. As long as the aspects measured in the subject group remain unchanged, the measurement results can be considered reliable if the results are relatively the same in several tests on the same group of subjects. Nur (1987: 47) states that the reliability of a measure is related to how far an individual's deviation score, or z-score, is relatively consistent when repeated administrations are carried out with the same or equivalent test. Reliability is one of the main characteristics of a good measurement instrument, according to Azwar (2003: 176) (Matondang, 2009) .

Several methods are used to test validity. Some of them are:

- *Cronch Alpha*, which is used to measure the reliability value of a variable and a questionnaire, if accepted the value is at  $> 0.7$ .
- *Composite Realiability*, which is used to measure the consistency of the questionnaire, and is accepted if the value is more than  $> 0.7$ .

- *Average Variance Extracted (AVE)*, which is used in research, is used if the value is  $> 0.5$ .

**Table 2: Validation and reliability**

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CRM	0.846	0.853	0.890	0.619
DM	0.846	0.846	0.890	0.619
KPIE	0.863	0.865	0.901	0.647
PP	0.873	0.877	0.908	0.664
PP*CRM	1.000	1.000	1.000	1.000
PP*DM	1.000	1.000	1.000	1.000

Description: Customer Relationship Management, Digital Marketing, Customer Satisfaction in the E-Commerce Industry and Customer Experience.

The results of the Validity and Reliability Test show the value of Cronbach's Alpha, Composite Reliability and Average Variance Extracted (AVE) in the table above can be concluded that. The results of the AVE value show above that the *Customer Relationship Management, Digital Marketing, Customer Satisfaction in the E-Commerce Industry and Customer Experience* variables have a value  $> 0.5$  so that the table above shows that the variables are valid and adequate or it can also be said that the variables have good discriminant validity. *The Composite Reliability and Cronbach's Alpha* values obtained are  $> 0.7$ , so the accuracy of this test can be trusted and accepted. This is also in line with the research conducted, where the following variables Customer Relationship Management, Digital Marketing, Customer Satisfaction in the E-Commerce Industry and Customer Experience obtained a number  $> 0.7$  so that it can be concluded that all variables have a high level of reliability each.

The R-Square value explained for a variable serves to explain the variation in the data. The R-Square value ranges from 0 to 1, the higher the value, the better the resulting model. Based on the available data, the R-Square value for the Customer Satisfaction variable in the E-Commerce Industry is 0.719 This achievement shows that the percentage of customer satisfaction in the e-commerce industry is far influenced by customer relationship management, digital marketing, and customer experience by 71.9% and can be seen from the R-Adjust value of 0.709 or equal to 70.9% this figure is considered good because the R-Adjust value obtained is more than 50%.

The value contained in the F-square has an influence for each variable with an effect size. The F-square value is 0.02 (Small), 0.15 (Medium), and a value of 0.35 (Large) if the value compared is less than 0.02 then it can be ignored or not accepted. The existing F-square value can be said that the variable that has a large size effect with criteria  $> 0.35$  lies in customer relationship management which has a value of  $0.099 > 0.35$ . Based on the data in the moderating effect, we can obtain two hypotheses, namely: (1) Moderation of Customer Experience on the Effect of *Customer Relationship Management* on Customer Satisfaction in the *E-Commerce* Industry has no significant effect (2) Moderation of

Customer Experience on the Effect of *Digital Marketing* on Customer Satisfaction in the *E-Commerce* Industry has no significant effect.

## HYPOTHESIS TEST

One of the important steps in evaluating the causal relationships between the Latin constructs in this research model is the model analysis conducted with SmartPLS in Partial Least Square Structural Equation Modeling (PLS-SEM). If the T-statistic is more than 1.65 by other means, the P value is less than 0.05 the analysis in this model can be considered significant. The results table of this study will be tested with PLS for significant and insignificant data (Hair Jr et al., 2021) .

**Table 3. Hypothesis Test**

	Hypothesis	Coefficient Value	Sample Mean	Standard Deviation	T Statistics	P Values	Decision
H1	Customer Relationship Management>Customer Satisfaction in the E-Commerce Industry	0.259	0.273	0.086	3.018	0.001	ACCEPTED
H2	Digital Marketing>Customer Satisfaction in the E-Commerce Industry	0.289	0.300	0.110	2.634	0.004	ACCEPTED
H3	Customer Experience>Customer Satisfaction in the E-Commerce Industry	0.206	0.187	0.120	1.718	0.043	ACCEPTED
H4	Customer Experience*Customer Relationship Management*Customer Satisfaction in the E-Commerce Industry	-0.099	-0.088	0.065	1.527	0.064	REJECTED
H5	Customer Experience*Digital Marketing*Customer Satisfaction in the E-Commerce Industry	0.021	0.009	0.062	0.336	0.369	REJECTED

Source: SmartPLS Data Processing Results, 2025

## DISCUSSION

Based on the data above, it can be concluded that the hypothesis test obtained is a hypothesis test among the five hypotheses proposed in this study, there are five accepted hypotheses.

### **Proof of the First Hypothesis of Customer Relationship Management on Customer Satisfaction in the E-Commerce Industry**

Testing the first hypothesis shows that the T statistic value of the relationship between customer relationship management and customer satisfaction in the e-commerce industry is  $3.018 > 1.65$  and a value of  $0.001 < 0.05$ . This means that the *Customer*

*Relationship Management* variable on Customer Satisfaction in the *E-Commerce* Industry has a positive or significant effect on the first hypothesis. In the *Customer Relationship Management* variable measured by five measurement indicators. Customer Identification, Customer Acquisition, Customer Retention, Relationship Development and Customer Feedback. In the first indicator, namely customer identification with *customer relationship management* is a factor that strengthens customer satisfaction in the *E-Commerce* industry which is an important first step in *customer relationship management* by doing the right identification, companies can collect data in fulfilling customer satisfaction. In the second indicator, namely customer acquisition with *customer relationship management* is a factor that strengthens customer satisfaction in the *E-Commerce* industry by understanding customer needs. In the third indicator, namely customer retention with *customer relationship management* is a factor that strengthens customer satisfaction in the *E-Commerce* industry if satisfied customers tend to be loyal and not only return, In the fourth indicator, namely relationship development with *customer relationship management* is a factor that strengthens customer satisfaction in the *E-Commerce* industry, companies contribute to increasing customer satisfaction by enabling relevant and unique interactions. And the fifth indicator, namely customer feedback with *customer relationship management*, is a factor that strengthens customer satisfaction in the *E-Commerce* industry by incorporating feedback into the *customer relationship management* strategy by showing that a quick response to feedback also improves long-term relationships and loyalty between customers.

### **Proof of the Second Hypothesis The Effect of Digital Marketing on Customer Satisfaction in the E-Commerce Industry**

Testing the second hypothesis shows that the T statistic value of the relationship between digital marketing and customer satisfaction in the e-commerce industry is  $2.634 > 1.65$  and a value of  $0.004 < 0.05$ . This means that the *Digital Marketing* variable on Customer Satisfaction in the *E-Commerce* Industry has a positive or significant effect on the second hypothesis. In the Digital Marketing variable, it is measured by four measurement indicators. *Accessibility*, *Interactivity*, *Credibility* and *Informativeness*. In the first indicator, namely *accessibility* with *digital marketing* is a factor that strengthens customer satisfaction in the *E-Commerce* industry with effective digital marketing, products become more accessible to consumers. companies can reach a wider target market by utilizing digital platforms, which allow customers to access product information anytime and anywhere from digital marketing increases customer satisfaction because customers find it easier to find and buy the products they want. In the second indicator *interactivity* with *digital marketing* is a factor that strengthens customer satisfaction in the *E-Commerce* industry in digital marketing, building a closer relationship between customers and brands. By using social media and other interactive platforms, businesses can interact directly with customers, and receive real-time feedback. In the third indicator, *credibility* with *digital marketing* is a factor that strengthens customer satisfaction in the *E-Commerce* industry if companies make customers feel safe with the information they provide. And the fourth indicator of *informativeness* provides relevant, easy to understand, and accurate information about

goods or services. Customers who feel well informed can make more confident purchasing choices. This researcher is in line

### **Proof of the Third Hypothesis The Effect of Customer Experience on Customer Satisfaction in the E-Commerce Industry**

Testing the third hypothesis shows that the T statistic value of the relationship between customer experience and customer satisfaction in the e-commerce industry is  $1.718 > 1.65$  and a value of  $0.043 < 0.05$ . This means that the Customer Experience variable on Customer Satisfaction in the *E-Commerce* Industry has a positive or significant effect on the third hypothesis. In the Customer Experience variable, it is measured by three indicators measuring Satisfaction with Products, Customer Loyalty and Repurchase Interest. In the first indicator, namely satisfaction with the product with customer experience is a factor that strengthens customer satisfaction in the *E-Commerce* industry where product quality that meets customer expectations directly increases their satisfaction. Customers who are satisfied with the product tend to make purchases again and recommend the e-commerce platform to others. While the second indicator is customer loyalty if customers feel satisfied with products and services, they tend to be loyal and return to shop. A satisfying shopping experience not only increases customer satisfaction but also increases their loyalty to e-commerce. And the third indicator is repurchase intention when customers feel satisfied with products and services and have a pleasant shopping experience, they tend to return to shopping on that e-commerce platform that customer satisfaction supported by a pleasant shopping experience can directly increase repurchase intention.

### **Proving the Fourth Hypothesis of Moderation of Customer Experience on the Effect of Customer Relationship Management on Customer Satisfaction in the E-Commerce Industry**

Testing the fourth hypothesis shows that the T statistic value of the relationship between customer experience on the effect of customer relationship management on *digital entrepreneurship intention* is  $1.527 < 1.65$  and value  $0.064 > 0.05$ . This means that the customer experience variable on customer relationship management on customer satisfaction in the e-commerce industry does not have a positive influence or is rejected in the fourth hypothesis. Despite positive customer experience, the customer relationship management component may not be strong enough to significantly increase satisfaction without being supported by other factors such as consistent product or service quality. A positive customer experience is likely to have a direct impact on satisfaction without strengthening the relationship between customer relationship management and satisfaction.

### **Proving the Fifth Hypothesis of Moderation of Customer Experience on the Effect of Digital Marketing on Customer Satisfaction in the E-Commerce Industry**

Testing the fifth hypothesis shows that the T statistic value of the relationship between customer experience on the effect of customer relationship management on

*digital entrepreneurship intention* is  $0.336 < 1.65$  and value  $0.369 > 0.05$ . This means that the variable customer experience of digital marketing on customer satisfaction in the e-commerce industry does not have a positive influence or is rejected in the fifth hypothesis. That customer experience is often influenced by other more dominant factors, such as product quality and brand trust, which can make customer experience less effective in increasing satisfaction. In addition, limited interaction and doubtful information trust can inhibit customer experience from serving as an important controller in the relationship between customers and brands.

## CONCLUSION

The results of data analysis show that customer relationship management has a positive and significant effect on customer satisfaction in the e-commerce industry. This is evidenced by the hypothesis test which shows a significant value, indicating that a good relationship between the company and the customer can increase customer satisfaction. A satisfying shopping experience can be achieved through effective communication. Digital marketing is also proven to have a positive effect on customer satisfaction. Customer experience as a moderating variable greatly affects customer satisfaction. Increasing user satisfaction and loyalty on e-commerce platforms depends on a pleasant shopping experience supported by delivery speed, good service, and ease of navigation.

Based on the results of this study, it is recommended that e-commerce companies should further utilize customer relationship management and digital marketing to increase customer satisfaction. Companies should develop programs to train their employees to improve their skills in interacting with customers and understanding their needs. In addition, companies are advised to implement more creative digital marketing approaches, such as interactive content so that they can reach a wider audience. Future research is expected to look at other factors that might affect customer satisfaction, such as consumer behavior or demographics. It can also consider the influence of customer experience in a broader context. Further research can also look at how new digital marketing trends affect customer satisfaction and loyalty in the e-commerce industry.

## REFERENCES

- Alfiansah, A. V., Pusvitasari, A., & Kusumastuti, A. D. (n.d.). *Pengaruh Customer Relationship Management Terhadap Loyalitas Pelanggan (Studi Kasus Perusahaan Shopee Indonesia)*. <https://bussines.uho.ac.id/index.php/journal/article/view/2>
- Annahli, Y. M., Piyoh, D. Dela, & Gaffar, V. (2024). Pengaruh customer relationship management terhadap customer satisfaction Starbucks di wilayah Bandung. *Entrepreneurship Bisnis Manajemen Akuntansi (E-BISMA)*, 56–64. <https://doi.org/https://doi.org/10.37631/ebisma.v5i1.1022>
- Cholilah, I. R. (2023). Tingkat Kepuasan Konsumen terhadap Pembelian pada E-Commerce Selama Masa Pandemi Covid-19. *Psychospiritual: Journal of Trends in Islamic Psychological Research*, 2(1), 25–34. <https://doi.org/https://doi.org/10.12345/psychospiritual.v2i1.15>
- Evelyna, F. (2021). Theory Of Planned Behavior Untuk Memprediksi Niat Pembelian

- Tiket Secara Online Pada Generasi Milenial. *Jurnal Bisnis, Manajemen, Dan Akuntansi*, 8(1), 1–19. <https://doi.org/https://doi.org/10.54131/jbma.v8i1.113>
- Hair, J., & Alamer, A. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) in second language and education research: Guidelines using an applied example. *Research Methods in Applied Linguistics*, 1(3), 100027. <https://doi.org/https://doi.org/10.1016/j.rmal.2022.100027>
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook*. Springer Nature.
- Inkiriwang, M. V., Ogi, I. W. J., & Woran, D. (2022). Pengaruh Digital Marketing, Kualitas Produk Dan Emosional Terhadap Kepuasan Konsumen Pinky Kitty Shop Tondano. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10(3), 587–596. <https://doi.org/https://doi.org/10.35794/emba.v10i3.42488>
- Kristiawan, A., Nursalin, K. K., Gunawan, I., & Yo, J. A. F. (2021). Pengaruh Pengalaman Berbelanja Online Terhadap Keputusan Pembelian Pelanggan (Segmen: Mahasiswa Fakultas Ekonomi Universitas Kristen Maranatha Pelanggan Shopee dan JD. id). *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi)*, 8(2). <https://doi.org/doi.org/10.35794/jmbi.v8i2.35107>
- Lestari, O., Purwatiningsih, P., & Rini, R. S. (2024). Analisis Pengukuran Kepuasan Konsumen dengan Pendekatan Customer Satisfaction Indeks Pada E-Commerce di Jakarta. *Jurnal Manajemen Kreatif Dan Inovasi*, 2(3), 180–191. <https://doi.org/https://doi.org/10.59581/jmki-widyakarya.v2i3.3843>
- Martias, L. D. (2021). Statistika deskriptif sebagai kumpulan informasi. *Fihris: Jurnal Ilmu Perpustakaan Dan Informasi*, 16(1), 40–59. <https://doi.org/https://doi.org/10.14421/fhrs.2021.161.40-59>
- Masito, R. A. (2021). Pengaruh Digital Marketing Dan Customer Relationship Marketing Terhadap Loyalitas Konsumen Pada Produk Air Minum Cheers (Studi Pt. Atlantic Biruraya). *Jurnal Universitas Negeri Surabaya*, 9(2), 1216–1222. <https://doi.org/https://doi.org/10.26740/jptn.v9n2.p1216-1222>
- Matondang, Z. (2009). Validitas dan reliabilitas suatu instrumen penelitian. *Jurnal Tabularasa*, 6(1), 87–97. <https://doi.org/https://digilib.unimed.ac.id/id/eprint/705>
- Pratiwi, A. C., Nofirda, F. A., & Akhmad, I. (2022). Pengaruh Digital Marketing, Kepercayaan Merek Dan Kepuasan Pelanggan Terhadap Minat Beli Produk Import Pada E-Commerce Aliexpress [The Influence Of Digital Marketing, Brand Trust And Customer Satisfaction On Buying Interest Of Imported Products On E-Comm. *DeReMa (Development Research of Management): Jurnal Manajemen*, 17(2), 223–241. <https://doi.org/https://doi.org/10.19166/derema.v17i2.5282>
- Prayoga, A., Susniwati, S., & Yusuf, M. (2024). Peran Digital Marketing Dalam Menilai Kepuasan Pengguna Shopee Di Kalangan Mahasiswa. *JURNAL GLOBAL MANAJEMEN*, 13(1), 152–163. <https://doi.org/http://dx.doi.org/10.46930/global.v13i1.4810>
- Rahma, N. S., Komariah, K., & Saori, S. (2023). Analisis Customer Relationship Management terhadap Customer Loyalty melalui Customer Satisfaction sebagai Variabel Mediasi. *JURNAL BUSINESS UHO (AKREDITASI SINTA 4)*, 8(1), 25–304. <https://ojs.uho.ac.id/index.php/>
- Risma, P., Verinita, V., & Alfitman, A. (2024). Pengaruh Customer Experience dan E-

- service Quality pada Online re-purchase Intention melalui Customer Satisfaction. *Journal of Accounting and Finance Management*, 5(3), 416–429. <https://doi.org/https://doi.org/10.38035/jafm.v5i3.694>
- Rochmah, D., & Purwanto, S. (2022). Analisis Pengaruh Customer Relationship Management terhadap Loyalitas Dengan Kepuasan Pelanggan sebagai Variabel Intervening (Studi pada Pelanggan Smartphone Vivo di Sidoarjo). *Jurnal Ilmiah Universitas Batanghari Jambi*, 22(3), 1516–1521. <https://doi.org/http://dx.doi.org/10.33087/jiubj.v22i3.2445>
- Santosa, S., & Febriadi, Y. (2022). Pengaruh Customer Relationship Management (Crm) Terhadap Loyalitas Pelanggan Korporat Pada Penggunaan Layanan Pengiriman Surat Dan Paket Di Kantor Pos Bengkulu 38000. *Pro Mark*, 12(1). <https://ejurnal.ulbi.ac.id/index.php/promark/article/view/2124>
- Setiobudi, A., Sudyasjayanti, C., & Danarkusuma, A. A. (2021). *Pengaruh Pengalaman Pelanggan, Kualitas Layanan dan Kepercayaan Pelanggan Terhadap Kesiapan untuk Membayar*. <http://dspace.uc.ac.id/handle/123456789/3300>
- Sitorus, R. R., & Tambun, S. (2023). Pelatihan Aplikasi Smart PLS untuk Riset Akuntansi bagi Ikatan Akuntan Indonesia (IAI) Wilayah Sumatera Utara. *Jurnal Pengabdian UNDIKMA*, 4(1), 18–26. <https://doi.org/https://doi.org/10.33394/jpu.v4i1.6624>
- Syahyudi, R. (2024). Pengaruh Pengalaman Belanja, Customer Review Online dan Layanan Pelanggan terhadap Kepuasan Pelanggan Shopee di Kota Batam. *Arus Jurnal Sosial Dan Humaniora*, 4(2), 650–663. <https://doi.org/https://doi.org/10.57250/ajsh.v4i2.544>
- Tambun, S., Heryanto, H., Mulyadi, M., Sitorus, R. R., & Putra, R. R. (2022). Pelatihan aplikasi olah data SmartPLS untuk meningkatkan skill penelitian bagi dosen sekolah tinggi theologia batam. *Jurnal Pengabdian Undikma*, 3(2), 233–240. <https://doi.org/https://doi.org/10.33394/jpu.v3i2.5519>
- Tambun, S., & Sitorus, R. R. (2024). Pelatihan Riset Akuntansi Dengan Smart PLS Bagi Mahasiswa Doktoral Akuntansi Universitas Trisakti. *Joong-Ki: Jurnal Pengabdian Masyarakat*, 3(2), 303–310. <https://doi.org/https://doi.org/10.56799/joongki.v3i2.2918>
- Wibawa, N. D. (2024). *Pengaruh Inovasi Produk Dalam Memediasi Digital Marketing Terhadap Kinerja Pemasaran UMKM Di Kabupaten Buleleng*. UNIVERSITAS PENDIDIKAN GANESHA. <http://repo.undiksha.ac.id/id/eprint/21585>
- Wilujeng, F. R., Rembulan, G. D., Andreas, D., & Tannady, H. (2019). Meningkatkan Kepuasan Pelanggan pada Dua Bisnis E-Commerce Terbesar di Indonesia dengan Menggunakan Analisis Servqual dan IPA. *Prosiding Semnastek*. <https://jurnal.umj.ac.id/index.php/semnastek/article/view/5217>