

The Influence of Relationship Marketing and E-Servicescape on Customer Loyalty Through Customer Satisfaction (A Study on Bukalapak E-Commerce Users Who Purchase Fashion Products in Semarang City)

Elita Rizki Santiyani¹, Widayanto², Sendhang Nurseto³

^{1, 2, 3}Department of Business Administration, Diponegoro University, Semarang, Indonesia-1269

Email address: elitarizkisantiyani@gmail.com

Abstract— Bukalapak is one of the largest online trading platforms in Indonesia. The presence of various other e-commerce has created intense competition to capture market share. This study aims to analyze the effect of Relationship Marketing and E-Servicescape on Customer Loyalty through Customer Satisfaction in Bukalapak e-commerce users who purchase fashion products in Semarang City. This research uses quantitative methods with a sample size of 97 respondents. The data analysis technique used is a Structural Equation Model based on Partial Least Square (SEM-PLS) estimated using the SmartPLS 4.0 for Windows program. The results showed that Relationship Marketing and E-Servicescape have a positive and significant direct influence on Customer Satisfaction and Customer Loyalty. Relationship Marketing and E-Servicescape also have a positive and significant indirect effect on Customer Loyalty through Customer Satisfaction, where the Customer Satisfaction variable acts as a partial mediator. Based on these findings, the recommendation given to Bukalapak is to improve the service system to customers and update the features provided to make it more unique and attractive.

Keywords—Customer Loyalty, Customer Satisfaction, E-Servicescape, Relationship Marketing.

I. INTRODUCTION

Technological advances in this era of globalization encourage the creation of online social networks in the form of buying and selling goods online which are included in e-commerce activities. E-commerce itself refers to the distribution, marketing, sales, and purchase of goods or services through electronic media, namely the Internet, television, or websites, and uses an automated inventory management and data collection system [1]. The development of e-commerce has received a positive response from the people of Indonesia. E-commerce is used as a forum for all types of online buying and selling transactions that make it easy for users to carry out the buying and selling process online which is the main core in the growth of the digital economy in Indonesia. With this convenience, e-commerce users in Indonesia have increased, this can be seen through the gross transaction value/GMV of e-commerce in Indonesia which is projected to increase to US\$82 billion by 2025 and a compound annual growth rate of 15% according to Google, Temasek, and Bain Company.

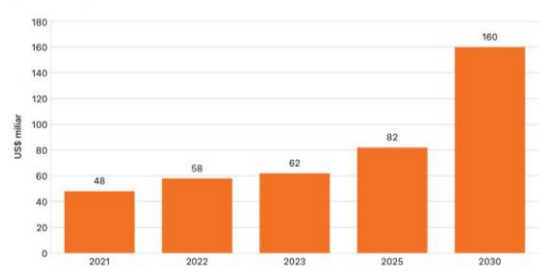


Figure 1. Projected Gross Transaction Value/GMV of E-Commerce in Indonesia

Seeing the increasing potential market opportunities that exist has resulted in more and more types of e-commerce emerging. There are different types of e-commerce in Indonesia; Bukalapak is among the largest online trading platforms in Indonesia and is classified as a unicorn startup founded in 2010, catering to at least 130 million users. In online buying and selling activities, Bukalapak provides a wide range of products with several categories such as fashion, gadgets, games, hobbies, and daily necessities. Fashion products are one of the categories that are very popular and much in demand by consumers on e-commerce platforms, including Bukalapak. Fashion sales through e-commerce continue to experience a significant increase, the fashion segment is projected to grow with an annual growth rate (2024-2029) of 4.26% according to Statista.

TABLE 1. Top Brand Index E-Commerce Indonesia

E-Commerce	Year				
	2019	2020	2021	2022	2023
Shopee.com	15.60	20.00	41.80	43.70	45.80
Lazada.co.id	31.60	31.90	15.20	14.70	15.10
Tokopedia.com	13.40	15.80	16.70	14.90	11.30
Blibli.com	6.60	8.40	8.10	10.10	10.60
Bukalapak.com	12.70	12.90	9.50	8.10	4.70

Based on data from the Top Brand survey which refers to 3 parameters as a reference, namely mindshare, market share, commitment share, it shows that Bukalapak is in fifth position in the Top Brand Index E-Commerce in Indonesia and it can

be seen that Bukalapak had experienced an increase in 2020, but in 2021 Bukalapak experienced a consecutive decline until 2023, even in 2023 Bukalapak only obtained a value of 4.70 which means that in that year Bukalapak experienced a sharp enough decline to reach more than half of the 2020 Top Brand Index value, this value is very far adrift compared to the acquisition of other e-commerce values. The data, explains that there is a problem with Bukalapak's customer loyalty, with the decline in the acquisition of value in the Top Brand results every year, of course, indicating that Bukalapak's customer loyalty also continues to decline.

Tjiptono (2015) Also argues that loyalty is a function of customer satisfaction, voice (complaints), and switching barriers. These three things can be used as a reference to determine the high and low levels of customer loyalty in a product/service. From Bukalapak's problems, low customer loyalty can be seen from low customer satisfaction in the fierce competition of the e-commerce industry, this can be seen through the ratings given by users in assessing the performance of each e-commerce.

TABLE 2. Rating E-Commerce in Indonesia

No	E-Commerce	Rating
1	Shopee	4.6
2	Tokopedia	4.6
3	Lazada	4.7
4	Blibli	4.7
5	Bukalapak	4.5

Based on data from Playstore, in terms of user satisfaction, Bukalapak is currently not superior to several other e-commerce, this can be seen through the rating obtained by Bukalapak of 4.5 out of 5.0 while Shopee, Tokopedia, Lazada, and Blibli get a rating of 4.6 to 4.7 out of 5.0. In addition, there are complaints (voice) and switching barriers as evidence that Bukalapak's customer loyalty is very low. This can be proven by the negative reviews expressed by some Bukalapak users in the Playstore comments column which contains complaints related to various shortcomings of Bukalapak which resulted in many users moving to other e-commerce. These reviews are a form of disappointment from Bukalapak customers in the form of complaints that result in the brand switching to other e-commerce, this is also evidence of declining customer loyalty which can be shown from the switching barriers created by Bukalapak to maintain customer to remain loyal still need to be improved.

Customer loyalty is a response closely related to a pledge or promise to uphold the commitment that underlies the continuity of the relationship and is usually reflected in consistent repeat purchases [3]. One of the reasons consumers decide to purchase a product or service is because of the satisfaction felt by customers [4]. In online shopping activities, customer satisfaction is assessed from the experience when shopping online which comes from two things, namely the services provided on the platform and the appearance of the platform. The decline in Bukalapak's customer loyalty based on reviews from users who want to move to other e-commerce is largely due to the poor relationship between Bukalapak and users and the less

sophisticated features provided by Bukalapak compared to other e-commerce.

Bukalapak's actions in treating users are also considered not good, this can be seen from the various user complaints that are not responded to well or the conflict handling carried out by Bukalapak still needs to be improved, less responsive communication, the level of trust and commitment of users decreases which causes user disappointment. This is certainly related to relationship marketing that has not been maximized, resulting in the lack of a good long-term relationship between customers and Bukalapak, thus reducing customer loyalty as evidenced by the many moves to other e-commerce. Relationship Marketing builds long-term relationships that satisfy each other with key elements to obtain and maintain (Kotler & Keller, 2016). Most users also complain because Bukalapak's features are difficult for users and are very behind the features provided by its competitors, namely Shopee and Tokopedia. Unlike offline stores, in online stores customers cannot see the product directly, thus the e-servicescape of a digital platform takes an important role as a marketing strategy to entice users to make continuous purchases. With the E-servicescape, customer needs are met easily so that satisfaction will arise and customer loyalty increases [6].

Based on the previous explanation that online transactions in Indonesia have increased every year, reported by Warta Ekonomi, around 70% of online transactions are dominated by several urban areas, one of which is Semarang. Based on the explanation described above, this study wants to examine more deeply "The Influence of Relationship Marketing and E-Servicescape on Customer Loyalty through Customer Satisfaction (Study on Bukalapak E-Commerce Users Who Purchase Fashion Products in Semarang City)".

II. MATERIALS AND METHODS

A. Consumer Behavior

According to Kotler & Keller (2016), consumer behavior can be defined as actions taken by individuals, groups, or organizations that are directly involved in efforts to select, purchase, and use products and services, including in the decision-making process that precedes and follows these actions.

B. Relationship Marketing

According to Ndubisi & Natarajan (2018), Relationship Marketing is a strategy used by companies to build, maintain, and increase customers by utilizing good relationships.

C. E-Servicescape

According to Harris & Goode (2010), E-Servicescape is an atmosphere in a virtual (online) space that is felt by users of a website in accessing or browsing the website.

D. Customer Satisfaction

According to Ha & Stoel (2012), customer satisfaction is a comparison between pre-purchase expectations and post-purchase performance perceptions.

E. Customer Loyalty

According to Tankovic & Benazic (2018), Customer loyalty is a deep-seated consumer commitment to subscribe by consistently repurchasing selected goods or services in the future.

III. RESEARCH METHOD

This study uses quantitative research methods with explanatory research types. The population in this study are users of the Bukalapak online shopping platform who purchase fashion products and live in Semarang City with a sample size of 97 respondents obtained through the lemeshow formula. The sampling technique applied in this study is using a non-probability approach with a purposive sampling type. This study uses primary and secondary data. The measurement scale used is a Likert scale with a score of 1-5. The quantitative analysis applied to test the hypothesis in this study is to use SEM (structural equation modeling) analysis techniques through the SmartPLS 4 program. SEM is a complex analysis used to determine the relationship between variables and test hypotheses structurally [10]. The application of PLS aims to prove the theory and convey in detail the latency of the correlation between variables. In PLS-SEM testing there are two stages required, the first stage is the Outer Model to determine the relationship between latent constructs and their indicators through convergent validity, discriminant validity, and composite reliability tests, while the second stage is the Inner Model to determine the relationship between latent variables in the study through the R-square test, and the path coefficient test [11]. This study uses an embedded two-stage approach, which is an approach that goes through two stages to avoid bias in the calculation of composite reliability and AVE value on repeated indicators.

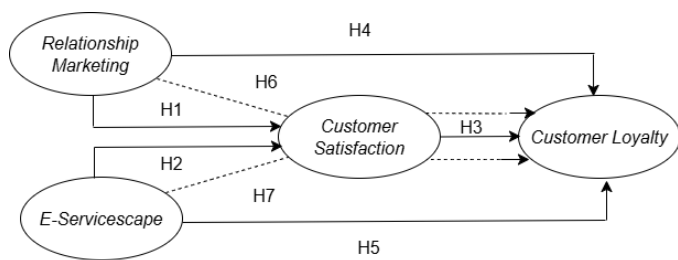


Figure 2. Hypothesis Model

Hypothesis 1: Relationship marketing affects customer satisfaction for Bukalapak e-commerce users who purchase fashion products in Semarang City.

Hypothesis 2: E-Servicescape affects customer satisfaction for Bukalapak e-commerce users who purchase fashion products in Semarang City.

Hypothesis 3: Customer satisfaction affects customer loyalty for Bukalapak e-commerce users who purchase fashion products in Semarang City.

Hypothesis 4: Relationship marketing affects customer loyalty for Bukalapak e-commerce users who purchase fashion products in Semarang City.

Hypothesis 5: E-Servicescape affects customer loyalty for Bukalapak e-commerce users who purchase fashion products in Semarang City.

Hypothesis 6: Relationship marketing affects customer loyalty through customer satisfaction for Bukalapak e-commerce users who purchase fashion products in Semarang City.

Hypothesis 7: E-Servicescape affects customer loyalty through customer satisfaction for Bukalapak e-commerce users who purchase fashion products in Semarang City.

IV. RESULT

A. First Stage Embedded Two-Stage Approach

The first stage of SEM-PLS measurement is carried out with this approach to test the main effect of the PLS model, which focuses on analyzing the dimensional level and obtaining latent variable scores.

1. Evaluation of Measurement Model (Outer Model)

Measurement Model or outer model refers to the relationship between latent constructs and each indicator block that measures them.

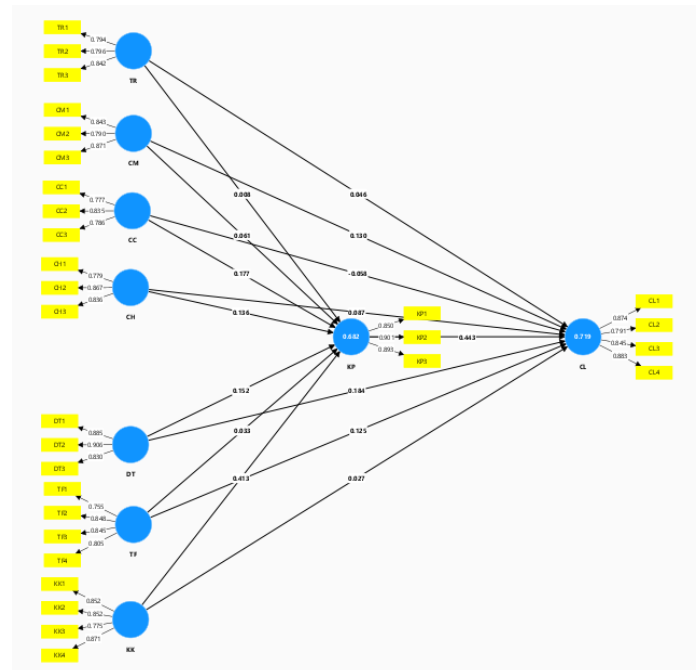


Figure 3. Stage 1 Testing Path Analysis Diagram

a. Convergent Validity

Table 3 shows that all indicators in each dimension get a loading factor > 0.70. Thus, the latent dimensional construct is acceptable because the indicators are well represented.

Table 4 states that the AVE value obtained from each dimension is >0.50. This shows that all indicators have met the criteria. Therefore, it can be concluded that convergent validity has been fulfilled.

TABLE 3. Outer Loadings Result

Indicator	Dimensions	Variables	Loading Factor	Type (as defined)	Description
TR1	Trust	Relationship Marketing	0.794	Reflective	Valid
TR2			0.796	Reflective	Valid
TR3			0.842	Reflective	Valid

CM1	Commitment	0.843	Reflective	Valid
CM2		0.790	Reflective	Valid
CM3		0.871	Reflective	Valid
CC1	Communication	0.777	Reflective	Valid
CC2		0.835	Reflective	Valid
CC3		0.786	Reflective	Valid
CH1	Conflict Handling	0.779	Reflective	Valid
CH2		0.867	Reflective	Valid
CH3		0.836	Reflective	Valid
DT1	Aesthetic Appeal	0.885	Reflective	Valid
DT2		0.906	Reflective	Valid
DT3		0.830	Reflective	Valid
TF1	Layout and Functionality	0.755	Reflective	Valid
TF2		0.848	Reflective	Valid
TF3		0.845	Reflective	Valid
TF4		0.805	Reflective	Valid
KK1	Financial Security	0.852	Reflective	Valid
KK2		0.852	Reflective	Valid
KK3		0.775	Reflective	Valid
KK4		0.871	Reflective	Valid
KP1	Customer Satisfaction	0.850	Reflective	Valid
KP2		0.901	Reflective	Valid
KP3		0.893	Reflective	Valid
CL1	Customer Loyalty	0.874	Reflective	Valid
CL2		0.791	Reflective	Valid
CL3		0.845	Reflective	Valid
CL4		0.883	Reflective	Valid

TABLE 4. The result of Average Variance Extracted

	Average Variance Extracted (AVE)
Trust (TR)	0.657
Commitment (CM)	0.697
Communication (CC)	0.639
Conflict Handling (CH)	0.686
Aesthetic Appeal (DT)	0.765
Layout and Functionality (TF)	0.663
Financial Security (KK)	0.703
Customer Satisfaction (KP)	0.777
Customer Loyalty (CL)	0.721

b. Discriminant Validity

TABLE 5. Result of Fornell-Larcker

	CC	CH	CL	CM	DT	KK	KP	TF	TR
CC	0.800								
CH	0.704	0.828							
CL	0.589	0.608	0.849						
CM	0.762	0.733	0.648	0.835					
DT	0.450	0.484	0.697	0.510	0.874				
KK	0.605	0.500	0.717	0.627	0.715	0.838			
KP	0.660	0.607	0.797	0.654	0.654	0.766	0.881		
TF	0.488	0.490	0.695	0.500	0.781	0.818	0.677	0.814	
TR	0.748	0.735	0.619	0.755	0.527	0.573	0.620	0.531	0.811

Table 5 shows that discriminant validity has been met, this can be shown from the AVE root for each construct (the value on the diagonal axis) which is greater than the correlation between constructs.

c. Composite Reliability

TABLE 6. Cronbach's Alpha and Composite Reliability Result

	Cronbach's Alpha	Composite Reliability
Trust (TR)	0.739	0.852
Commitment (CM)	0.784	0.873
Communication (CC)	0.724	0.842
Conflict Handling (CH)	0.771	0.867
Aesthetic Appeal (DT)	0.845	0.907
Layout and Functionality (TF)	0.830	0.887
Financial Security (KK)	0.859	0.904
Customer Satisfaction (KP)	0.856	0.913
Customer Loyalty (CL)	0.870	0.912

Based on table 6, shows that the overall composite reliability value has exceeded 0.70, and Cronbach's alpha

value for each indicator shows results > 0.70. Therefore, it can be concluded that the research instruments used in this study are declared reliable.

B. Second Stage Embedded Two-Stage Approach

After testing at the dimension stage is complete, the next step is to test at the variable level using the latent variable score obtained in the first stage.

1. Evaluation of Measurement Model (Outer Model)

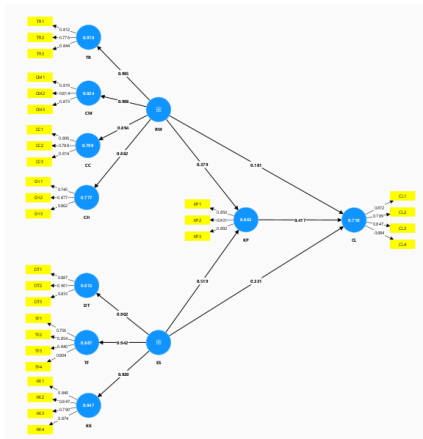


Figure 4. Stage 2 Testing Path Analysis Diagram

a. Convergent Validity

Based on the test results in Table 7, states that all items in each variable obtained a loading factor >0.70. Thus, it can be interpreted that each item is valid to measure the variable it measures.

Table 8, states that each dimension obtained an AVE value >0.50. This shows that the AVE value for each variable is greater than 0.50, which means that 50% or more of the variance in that dimension can be explained. Overall, the variable AVE value is considered to meet the criteria for good convergent validity.

TABLE 7. Outer Loadings Result

Indicator	Variables	Loading Factor	Type (as defined)	Description
TR		0.903	Reflective	Valid
CM	Relationship	0.907	Reflective	Valid
CC	Marketing	0.896	Reflective	Valid
CH		0.883	Reflective	Valid
DT	E-Service	0.901	Reflective	Valid
TF	Scape	0.942	Reflective	Valid
KK		0.919	Reflective	Valid
KP1	Customer	0.850	Reflective	Valid
KP2	Satisfaction	0.901	Reflective	Valid
KP3		0.892	Reflective	Valid
CL1	Customer	0.872	Reflective	Valid
CL2	Loyalty	0.789	Reflective	Valid
CL3		0.847	Reflective	Valid
CL4		0.884	Reflective	Valid

TABLE 8. The result of Average Variance Extracted

	Average Variance Extracted (AVE)
Relationship Marketing	0.805
E-Servicescape	0.848
Customer Satisfaction	0.777
Customer Loyalty	0.721

b. Discriminant Validity

TABLE 9. Result of Fornell-Larcker

	CL	ES	KP	RM
CL	0.849			
ES	0.763	0.921		
KP	0.797	0.760	0.881	
RM	0.687	0.635	0.708	0.897

Based on Table 9 above, discriminant validity has been met, this can be shown from the AVE root for each variable (the value on the diagonal axis) which is greater than the correlation between variables.

c. Composite Reliability

TABLE 10. Cronbach's Alpha and Composite Reliability Result

	Cronbach's Alpha	Composite Reliability
Relationship Marketing	0.919	0.943
E-Servicescape	0.910	0.944
Customer Satisfaction	0.856	0.913
Customer Loyalty	0.870	0.912

Based on Table 10, it is known that the overall composite reliability value has exceeded 0.70, and Cronbach's alpha value for each variable shows results > 0.70. Thus, it can be concluded that the research instruments used in this study are declared reliable.

2. Evaluation of Structural Model (Inner Model)

Inner model or structural model testing is used to predict the relationship that occurs between variables in a research model. This inner model test includes testing the coefficient of determination (R-Square).

TABLE 11. R-Square Result

	R-Square
Customer Satisfaction	0.663
Customer Loyalty	0.710

Based on Table 11, two variables are influenced by other variables in this research model, which include the customer satisfaction variable with an R-Square value of 0.663 and customer loyalty with an R-Square value of 0.710. The conclusion that can be drawn based on the test results is that relationship marketing and e-servicescape can contribute 66.3% to customer satisfaction, while the remaining 33.7% comes from other variables outside the study. For customer loyalty variables, it can be explained by relationship marketing, e-servicescape, and customer satisfaction with a contribution of 71%, while the remaining 29% is influenced by other variables outside this study. Ghozali (2020) says that the model applied in this study is at the level of good/strong (≥ 0.75), moderate (0.26-0.74) or weak (≤ 0.25). Based on this, the R-Square results of the customer satisfaction variable are included in the moderate category (0.663), as well as the customer loyalty variable which is also included in the moderate category (0.710).

3. Hypothesis Test

The Path Coefficient results in Table 12 prove that the relationship marketing variable has a positive influence on the customer satisfaction variable through a path coefficient value of 0.379, a t-statistic value of 5.416 which is greater than 1.96,

and a significance value of 0.000 < 0.05. This study shows that relationship marketing has a positive and significant effect on customer satisfaction.

TABLE 12. Path Coefficient

	Path Coeff	Sample Mean	Standard Deviation	T Statistic	P Value	Kesimpulan
Relationship Marketing -> Customer Satisfaction	0.379	0.383	0.070	5.416	0.000	H1 accepted
E-Servicescape -> Customer Satisfaction	0.519	0.512	0.079	6.607	0.000	H2 accepted
Customer Satisfaction -> Customer Loyalty	0.417	0.425	0.090	4.656	0.000	H3 accepted
Relationship Marketing -> Customer Loyalty	0.181	0.180	0.069	2.620	0.009	H4 accepted
E-Servicescape -> Customer Loyalty	0.331	0.323	0.082	4.040	0.000	H5 accepted
Relationship Marketing -> Customer Satisfaction -> Customer Loyalty	0.158	0.163	0.046	3.435	0.001	H6 accepted
E-Servicescape -> Customer Satisfaction -> Customer Loyalty	0.217	0.218	0.058	3.747	0.000	H7 accepted

Thus, the first hypothesis, namely "Relationship marketing affects customer satisfaction for Bukalapak e-commerce users who purchase fashion products in Semarang City", is accepted. Likewise, hypotheses 2, 3, 4, and 5 show a positive and significant effect. In addition, the indirect effect test on hypotheses 6 and 7 also shows a positive and significant effect. Based on the results of testing the direct effect and indirect effect, it is concluded that the mediation relationship in hypotheses 6 and 7 is classified as partial mediation.

V. DISCUSSION

Relationship marketing is a sophisticated and important method in contemporary marketing planning to satisfy customer demands and needs Research (Ofosu-Boateng, 2020). This is supported by the results of the research Hussain et al. (2024) show that the relationship marketing dimension has a positive and significant effect on customer satisfaction. Based on the test results of hypothesis 1, show that relationship marketing has a direct positive and significant effect on customer satisfaction. Thus it can be concluded that relationship marketing has a direct positive and significant effect on customer satisfaction in Bukalapak e-commerce users who purchase fashion products in Semarang City. This means that if relationship marketing is implemented well, customers will feel satisfied, and vice versa, if relationship marketing is implemented poorly, customers will not feel satisfied.

According to Tankovic & Benazic (2018), e-servicescape can affect the level of customer satisfaction. This is supported by the results of research by Karina (2019) which shows that e-servicescape has a positive and significant effect on customer Satisfaction. Based on the test results on hypothesis 2, it shows that e-servicescape has a direct positive and significant effect on customer satisfaction. When e-commerce succeeds in providing e-servicescape with adequate quality, a sense of satisfaction will arise in the minds of customers, and vice versa.

Tankovic & Benazic (2018) also argue that customer satisfaction can form customer loyalty. This is supported by the results of research by Rizal et al. (2022) also shows that customer satisfaction has a positive and significant effect on customer loyalty. Based on the test results of hypothesis 3, shows that customer satisfaction has a direct positive and significant effect on customer loyalty. Satisfied customers will tend to make repeat purchases and become promoters of the products the company sells, otherwise, if satisfaction is low, customer loyalty will also be low.

Relationship marketing is a marketing strategy concept that is carried out to establish long-term relationships with customers by maintaining the robustness of relationships that provide mutual benefits between businesses and customers that can build repeat purchases to create customer loyalty [16]. This is supported by the results of research by Rizal et al. (2022) also shows that relationship marketing has a positive and significant effect on customer loyalty. According to the test outcomes of hypothesis 4, it indicates that relationship marketing has a direct, positive, and significant impact on customer loyalty. This means that good relationship marketing can strengthen relationships and can turn customers into loyal from those who were originally indifferent so that customer loyalty can increase, and vice versa.

E-servicescape is an important determinant of behavioral intentions that show consumers' willingness to buy, repurchase, and recommend to others [17]. This is supported by research conducted by Aprilia & Purwanto (2023) which shows that the e-servicescape dimension has a positive and significant effect on customer loyalty. Based on the test results on hypothesis 5, it shows that e-servicescape has a direct positive and significant effect on customer loyalty, which means that if e-servicescape is effective and efficient in facilitating ease of access, attractive appearance, ensuring security and others, of course, it makes users feel comfortable, happy and feel their needs are met easily, thereby increasing customer loyalty to the company.

Relationship marketing is carried out by companies as a process of developing long-term partnerships with prospective customers and customers by cooperating to achieve the goals that have been set [19]. The objectives in question can be met by understanding what customers need, treating them as partners, ensuring their satisfaction, and offering high-quality products and services will help achieve the desired results. This is in line with the results of research conducted by Rizal et al. (2022) which examines the relationship between these variables and explains that Consumer Satisfaction can mediate the effect of Relationship Marketing on Consumer Loyalty. The test outcomes for hypothesis 6 indicate that relationship marketing positively and significantly affects customer loyalty via customer satisfaction with a partial mediation type. Based on these results, it can be concluded that customer loyalty can increase through well-implemented relationship marketing, both with and without the influence of customer satisfaction. Both provide significant results, but it will be more optimal if customer satisfaction is used as mediation first before achieving customer loyalty.

If customers have higher satisfaction with the e-servicescape of a website, they tend to generate positive behavioral intentions

that can increase customer loyalty [17]. This is in line with the results of research conducted by Karina (2019) which shows that e-servicescape in the form of aesthetic appeal, online layout and functionality, and financial security has a positive effect on user satisfaction and has an impact on the formation of loyalty through user satisfaction. The test results on hypothesis 7 show that e-servicescape has a positive and significant influence on customer loyalty through customer satisfaction with partial mediation type Based on these results, it can be concluded that customer loyalty can increase through a well-implemented e-servicescape, both with and without the influence of customer satisfaction. Both provide significant results, but it will be more optimal if customer satisfaction is used as mediation first before achieving customer loyalty.

VI. CONCLUSIONS

- Relationship Marketing (X1) has a positive and significant effect on Customer Satisfaction (Z) on Bukalapak e-commerce users who purchase fashion products in Semarang City. This shows that relationship marketing has a direct impact on customer satisfaction in using Bukalapak.
- E-Servicescape (X2) has a positive and significant effect on Customer Satisfaction (Z) on Bukalapak e-commerce users who purchase fashion products in Semarang City. This shows that e-servicescape has a direct impact on customer satisfaction in using Bukalapak.
- Customer Satisfaction (Z) has a positive and significant effect on Customer Loyalty (Y) of Bukalapak e-commerce users who purchase fashion products in Semarang City. This shows that the satisfaction felt by customers can form customer loyalty to Bukalapak
- Relationship Marketing (X1) has a positive and significant effect on Customer Loyalty (Y) on Bukalapak e-commerce users who purchase fashion products in Semarang City. This shows that relationship marketing has a direct impact on customer loyalty in using Bukalapak to shop online.
- E-Servicescape (X2) has a positive and significant effect on Customer Loyalty (Y) on Bukalapak e-commerce users who purchase fashion products in Semarang City. This shows that e-servicescape has a direct impact on customer loyalty in using Bukalapak to shop online
- Relationship Marketing (X1) has a positive and significant effect on Customer Loyalty (Y) through Customer Satisfaction (Z) on Bukalapak e-commerce users who purchase fashion products in Semarang City. Customer satisfaction acts as a mediating variable with a partial mediation category. This shows that relationship marketing can form customer loyalty by using Bukalapak to shop online through customer satisfaction.
- E-Servicescape (X2) has a positive and significant effect on Customer Loyalty (Y) through Customer Satisfaction (Z) on Bukalapak e-commerce users who purchase fashion products in Semarang City. Customer satisfaction acts as a mediating variable with a partial mediation category. This shows that e-servicescape can form

customer loyalty by using Bukalapak to shop online through customer satisfaction.

VII. RECOMMENDATIONS

Based on the results of the research and the conclusions that have been obtained, there are several suggestions from researchers that can be used by Bukalapak as input in efforts to increase customer loyalty. Here are some suggestions from researchers:

- Improve Responsiveness in Communication: Bukalapak needs to implement a more responsive AI-based live chat feature, with quick escalation options to human staff for more complex customer complaints as well as increase the presence and responsiveness of Bukalapak's communication team on social media such as Instagram and Twitter, which is frequently used for customer complaints
- Simplify the Payment Flow and its security: Bukalapak needs to simplify the payment flow by ensuring the payment process only requires a few simple steps and improve the fraud detection system to identify and prevent suspicious activities.
- Improving Feature functionality: Bukalapak identifies features that are frequently used by users and focuses on improving their functionality and considering removing features that are rarely used or confusing to simplify the interface and improve response speed.
- Enhance Promotion: Bukalapak needs to strengthen promotional offerings by holding regular promotional campaigns such as "Flash Sale" with big discounts and attractive prizes and providing extra points for users who frequently shop on the platform, especially for consecutive purchases. In addition, Bukalapak offers a referral program that provides attractive incentives for Users who successfully invite others to use Bukalapak. For example, discount coupons, reward points, or cashback for every successful referral.

REFERENCES

- [1] H. Malau, *Manajemen Pemasaran Teori dan Aplikasi Pemasaran Era Tradisional Sampai Era Modernisasi Global*. Alfabeta, 2017.
- [2] F. Tjiptono, *Strategi Pemasaran*, 4th ed. Andi, 2015.
- [3] F. Tjiptono, *Pemasaran Strategik*. Andi, 2017.
- [4] D. Sunyoto, *Strategi Pemasaran*. Yogyakarta: Center for Academic Publishing Service (CAPS), 2015.
- [5] Kotler, P., & Keller K.L, *Marketing Management*, 15th ed. Pearson Education, 2016.
- [6] A. C. Tankovic and D. Benazic, "The perception of e-servicescape and its influence on perceived e-shopping value and customer loyalty," *Online Inf. Rev.*, vol. 42, no. 7, pp. 1124–1145, 2018.
- [7] N. O. Ndubisi and R. Natarajaan, "How the young adult consumer segment responds to trusty and committed marketing relationship," *Psychol. Mark.*, vol. 35, no. 12, pp. 923–935, 2018.
- [8] L. C. Harris and M. M. H. Goode, "Online servicescapes, trust, and purchase intentions," *J. Serv. Mark.*, vol. 24, no. 3, pp. 230–243, 2010.
- [9] S. Ha and L. Stoel, "Online apparel retailing: Roles of e-shopping quality and experiential e-shopping motives," *J. Serv. Manag.*, vol. 23, no. 2, pp. 197–215, 2012.
- [10] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta, 2015.
- [11] I. Ghozali, *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)*, 5th ed. Badan Penerbit Universitas Diponegoro, 2020.
- [12] I. Ofosu-Boateng, "Influence of Consumer Sales Promotion on Consumers' Purchasing Behaviour of the Retailing of Consumer Goods in Tema, Ghana," *J. Mark. Manag.*, vol. 8, no. 1, pp. 24–36, 2020.
- [13] M. Hussain, A. Javed, S. H. Khan, and M. Yasir, "Pillars of Customer Retention in the Services Sector: Understanding the Role of Relationship Marketing, Customer Satisfaction, and Customer Loyalty," *J. Knowl. Econ.*, no. 0123456789, 2024.
- [14] M. Karina, "Pengaruh E-servicescape Online Marketplace Shopee pada Perceived Value dan Kepuasan Pelanggan, serta Dampaknya terhadap Loyalitas Pelanggan," *J. Maksipreneur Manajemen, Koperasi, dan Entrep.*, vol. 9, no. 1, p. 103, 2019.
- [15] M. Rizal, M. Fikhri Johar, A. Cindy, and M. Sari, "The Effect of Relationship Marketing and Promotion on Consumer Loyalty Through Consumer Satisfaction Study on Shopee Users in Sumenep District," *Indones. J. Mark. Sci.*, vol. 21, no. 1, pp. 93–110, 2022.
- [16] C. Hendriyani and L. Auliana, "Transformation from Relationship Marketing to Electronic Customer Relationship Management: A Literature Study," *Rev. Integr. Bus. Econ. Res.*, vol. 7, no. 2, pp. 116–124, 2018.
- [17] D. Huang, Z. Li, J. Mou, and X. Liu, "Effects of flow on young Chinese consumers' purchase intention: a study of e-servicescape in hotel booking context," *Inf. Technol. Tour.*, vol. 17, no. 2, pp. 203–228, 2017.
- [18] R. W. P. K. Aprilia and S. Purwanto, "Pengaruh E-Servicescape dan Gamifikasi Terhadap Loyalitas Pelanggan Tokopedia (Studi Pada Pelanggan Tokopedia di Kota Surabaya)," *J. Econ. Bussines Account.*, vol. 7, no. 1, pp. 1632–1640, 2023.
- [19] A. Payne and P. Frow, "Relationship marketing: looking backward towards the future," *J. Serv. Mark.*, vol. 31, no. 1, pp. 11–15, 2017.