

Customer experience and customer loyalty: The mediating role of customer engagement

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ABSTRACT

Purpose-Competition among e-commerce platforms in Indonesia is becoming increasingly fierce, resulting in a more dynamic market and making it easier for customers to switch platforms. This is certainly a serious problem for every service provider, including Shopee, in terms of customer behavior and loyalty. This study aims to determine the effect of customer experience on customer loyalty through customer engagement as a mediating variable. Positive customer experiences with Shopee will increase customer loyalty. Shopee also needs to strengthen customer engagement through active and continuous interaction with users.

Methodology-The sample for this study consisted of 106 Shopee users throughout Indonesia. The questionnaire was distributed online using a 5 Likert scale. The data obtained was then processed using Smart PLS version 4. The tests used in this study were validity, reliability, and hypothesis tests.

Findings-This study found that customer experience has a positive effect on customer loyalty. Customer experience positively affects customer engagement. Customer engagement positively affects customer loyalty. Customer engagement influences the positive relationship between customer experience and customer loyalty. Finally, this study found that customer engagement acts as a partial mediator.

Research Limitations-This study had several limitations. First, the study only focused on Shopee users, so it cannot represent users of other e-commerce platforms. This study also had a small sample size and cannot represent all Shopee users in Indonesia. Further research could increase the number of respondents and try out research models in different contexts to gain a more comprehensive understanding. Furthermore, the variables in this study do not include all variables that may predict customer loyalty, so further research can add other variables such as customer experience, customer satisfaction, service quality, and perceived value.

Novelty-This study is expected to contribute to the e-commerce sector in comprehensively considering customer experience. The findings of this study indicate that customer experience management needs to be optimized to build strong customer engagement. By maintaining strong customer engagement, companies have the potential to increase sustainable and long-term customer loyalty.

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1. Introduction

Customer loyalty is the commitment of customers to consistently choose and use a company's services, even though there are many alternatives on the market (Agustian et al., 2024). Customer loyalty indicates a customer's tendency to establish a long-term relationship with a company and demonstrate positive commitment by recommending its services to others (Yum & Yoo, 2023). Fierce competition in the digital age requires companies to focus on finding new customers and retaining existing ones, given how easy it is for consumers to switch brands and the high cost of acquiring new customers (Pereira et al., 2025). Customer loyalty is an important indicator of business success because it increases retention, service recommendations, sales growth, and financial performance (Mittal et al., 2023). However, maintaining customer loyalty requires extra effort because the variety of service options in the market makes consumers inclined to try new services. Therefore, companies must target the right segment and provide a consistent experience (Zhang, 2022). This situation highlights the need to understand the factors that influence customer loyalty to ensure the sustainability of the company amid digital competition (Strenitzerová & Gaña, 2018).

The development of customer loyalty is driven not only by repeat purchases but also by psychological aspects and emotional attachment, such as customer experience and engagement (Hollebeek et al., 2023; Mahdiah et al., 2024). Discussions about customer experience are gaining attention because of its role in building customer engagement, which increases customer loyalty (Ahmad et al., 2022). Customer experience is influenced by perceived value, personalized service, and the consistency of interactions that shape customer loyalty (Rahman et al., 2022). A positive customer experience stems from the quality of both online and physical shopping environments, creating a pleasant and meaningful atmosphere that forms the basis for customer engagement and active participation, encouraging customers to interact with the brand (Ahmad et al., 2022).

Customer experience positively affects customer loyalty (Urdea & Constantin, 2021; Saputra et al., 2023). Consumers who have a positive customer experience when interacting with a service show a strong emotional response to that service (Pu et al., 2023). Meanwhile, poor customer experience arises from service failures that trigger emotional reactions, such as sadness, despair, frustration, and anger, which reduce customer loyalty (Laili et al., 2022). According to Singh et al. (2023), customer loyalty can be achieved through positive customer experiences that are shaped by the quality, reliability, and technology of services. Positive customer experiences, such as responsive service, pleasant interactions, and experiences that meet consumer expectations, encourage repeat purchases, build long-term relationships, and increase customer loyalty (Minh-Trí, 2021). Customer engagement can mediate the impact on customer loyalty (Ahmed et al., 2022). According to the stimulus-organism-response (SOR) theory by Mehrabian and Russell (1974), internal consumer stimuli encourage customer engagement in various activities with the brand. Therefore, customer experience serves as an internal stimulus that influences customer engagement and increases loyalty.

Customer engagement mediates the relationship between customer experience and loyalty. All interactions that customers have with a brand shape their experience and increase their involvement, satisfaction, and engagement (Liputri et al., 2024). The importance of a quality customer experience in improving customer engagement has been increasingly emphasized in empirical research (Ahmed et al., 2022). Customer engagement refers to the level of customer involvement with a brand that influences their perception of the brand experience and contributes to loyalty, in accordance with the principles of relationship marketing (Vinerean & Opreana, 2021). High customer engagement is evident in consumer behavior, such as recommending services to others, actively writing reviews, spreading information through word of mouth, and participating in legal actions related to the brand (Van Doorn et al., 2010). High customer engagement encourages increased appreciation of products, companies, or brands and enhances customer loyalty (Tuti & Sulistia, 2022). Thus, to gain a more comprehensive understanding, the influence of customer experience on customer loyalty can be mediated by customer engagement.

Based on the service dominant logic (SDL) theory developed by Vargo et al. (2004), a company's value comes not only from products but also from service exchange processes and interactions that encourage the creation of shared value. According to Vargo et al. (2004), customers play the role of co-creators of value in various service interactions, such as the formation of experiences, engagement, and long-term relationships that continue to develop in line with the intensity of service use. In the context of digital services such as e-commerce, the experiences that arise during interactions with customers form the basis for value creation in building long-term relationships with customers (Zouari & Abdelhedi, 2021). Customer experience has become a value proposition offered by companies, such as ease of finding products, various payment features, and personalized offers (Molinillo et al., 2022). These elements generate value for customers through functional aspects, pleasure, and emotions during the consumption experience (Pires et al., 2025). The creation of consistent value then develops into a positive customer experience, ultimately increasing competitive advantage and maintaining long-term customer loyalty (Ahmad et al., 2022). Customer engagement is a platform designed by companies to create value co-creation with customers through interaction dimensions, including interfaces, processes, and individuals (Chou et al., 2023). Through the value co-creation mechanism of customer engagement, consumers build stronger relationships with companies, which influences long-term customer loyalty (Nguyen, 2024). Thus, the relationship between customer experience and customer loyalty through customer engagement as a mediating variable can be explained by the SDL theory.

The e-commerce sector is experiencing rapid growth owing to its efficiency and convenience (Asikin, 2024). According to a report by Economy South East Asia, e-commerce has been found to be the main driver of Indonesia's rapid digital economic growth, which has reached USD 82 billion. Consumers increasingly rely on e-commerce because it is supported by various payment options, such as cash, QR codes, e-wallets, and payment gateways that offer efficiency. Local e-commerce players are emerging and expanding aggressively, resulting in competitive pressure among major industry players such as Lazada, Shopee and Tokopedia (Qiu, 2024). In this situation, companies must build customer loyalty through attractive customer experiences and engagement.

Shopee is the largest e-commerce platform in Indonesia, focusing on positive customer experiences. Shopee consistently innovates to strengthen its competitiveness by providing interactive features such as Shopee Live, Shopee Games, twin date campaigns, large sales, and birthday sales. This strategy is designed to create an attractive customer experience and increase customer engagement, both emotionally and functionally. Shopee Indonesia won the gold award in the Generation Z Choice E-commerce category at the Marketeers Youth Choice Award 2025. According to Similar Web data in 2023, Shopee ranked first in terms of e-commerce and shopping visits in Indonesia, with an average of 157.9 million visits per month (Ariyanti et al., 2024). Shopee also earned the No. 1 brand index in the online marketplace category in 2025 with a score of 45.80%. This data shows a high level of customer usage and engagement with this e-commerce platform.

However, an engaging customer experience does not necessarily increase customer loyalty to the platform. The Economy South East Asia 2023 report found that digital consumers in Southeast Asia, including Indonesia, are accustomed to using more than one platform for shopping. According to Mai et al. (2024), the e-commerce sector is prone to switching behavior, where customers switch platforms in pursuit of maximum utility through the search for enjoyable shopping experiences, discounts, the best prices, and entertainment. Short-term promotional programs, such as promo codes and discounted prices, often provide a good customer experience but do not affect long-term relationships because they encourage opportunistic behavior among customers (Adam et al., 2025).

Therefore, it is important to measure the extent to which the customer experience and engagement created by Shopee influence customer loyalty. The number of Shopee users is expected to represent trends in digital consumer behavior in Indonesia, which are important to analyze to increase long-term loyalty. Previous research by Kurniawan et al. (2024) only discussed customer loyalty in e-commerce as a whole and did not focus on Shopee. Then, the

research by Fauziyah et al. (2023) used customer engagement as an antecedent variable and rarely used it as a mediating variable. Therefore, this study aims to fill this gap by testing the relationship between customer experience and customer loyalty through customer engagement as a mediating variable, especially in the context of Shopee users in Indonesia.

2. Literature Review and Hypothesis Development

Based on the SDL theory by Vargo et al. (2004), the value perceived by customers creates value in use that strengthens the relationship between providers and users. Companies provide personalized services, interactivity, interface design, incentives, and product variety to create pleasant customer experiences (Trujillo et al., 2022). Customers assess the benefits obtained while using digital services through interactions between users, companies, and sellers, thereby creating value in use, which becomes a source of customer loyalty and active participation (Tang & Yang, 2025). This value fosters consumer enthusiasm and positive perceptions, encouraging regular repeat purchases (Mostafa & Kasamani, 2023) and shaping the emotional response between consumers and the platform (Fitri & Hannan, 2024). The emotional bond that is built will help with customer loyalty to the platform (Mustafa et al., 2022). Customer loyalty encourages platform sustainability, retention, and strengthens the platform's position in the digital market (Pereira et al., 2025). As stated by Pires et al. (2025), the more consistent the customer experience obtained by customers, the higher the customer loyalty. Thus, the value-in-use mechanism formed through customer experience drives customer loyalty (Zhang, 2023). Mutambik (2023) and Danurdara and Masatiff (2025) also found that customer experience positively affects customer loyalty. **H₁: Customer Experience Has a Positive Effect on Customer Loyalty.**

Based on the SDL theory by Vargo et al. (2004), value is formed through active interaction between service providers and recipients, which generates value in use and motivates customer participation in forming shared value. Customer experience encompasses consumers' cognitive, affective, and behavioral responses to services (Salmuni et al., 2020). When consumers have a pleasant customer experience, such as a fast payment process, easy navigation system, product personalization, and responsive services, it generates value in the form of positive perceptions, thereby encouraging active consumer participation (Khrais & Alghamdi, 2021). Efforts to provide a positive customer experience through service interactions generate intrinsic motivation to participate actively on the platform (Blut et al., 2023). Thus, a positive customer experience drives customer engagement through interactions, participation, and activities on the platform (Merdiaty & Aldrin, 2022). Customer engagement can be observed through consumer behaviors such as writing reviews, participating in platform programs, using interactive features, sharing knowledge about the platform, enthusiastically providing feedback or comments, and utilizing available resources to engage with the platform (Blut et al., 2023). The higher the quality of the customer experience, the stronger the resulting customer engagement with the platform (Merdiaty & Aldrin, 2022). Several previous studies have also found that customer experience positively affects customer engagement (Rahman et al., 2022; Laulita & Dewantara, 2024). **H₂: Customer Experience Has a Positive Effect on Customer Engagement.**

SDL theory by Vargo et al. (2004) explains that value-in-use is created through active interactions between service providers and customers, which form the foundation for long-term relational commitment. Consumers do not merely act as buyers but become part of the value co-creation process by contributing skills, knowledge, and competencies that can influence other users (Tuan & Doan, 2025). This co-creation process motivates customers to actively participate in the platform's interactive activities, which is reflected in customer engagement through behaviors such as sharing content about the service, recommending it to others, and interacting with other users (Mubdir et al., 2025). Such intensified engagement strengthens psychological and emotional bonds, enhancing feelings of appreciation, satisfaction, trust, and commitment, which collectively foster loyalty (Merdiaty & Aldrin, 2022; Purba et al., 2024).

Consistent with this, Gong et al. (2023) emphasized that customer engagement represents a psychological process underlying the development of consumer loyalty. According to Ahmad et al. (2022), high customer engagement fosters behavioral learning and the formation of positive usage habits, encouraging consumers to continue using the service and to sustain their loyalty. Previous studies have also found that customer engagement positively influences customer loyalty (Tuti & Sulistia, 2022; Prihanto, 2024; Rozi et al., 2024). **H₃: Customer Engagement Has a Positive Effect on Customer Loyalty.**

SDL theory explains that value is created through active customer interactions, in which customers contribute to the co-creation of value, fostering engagement and long-term commitment (Vargo et al., 2004). Providing a positive customer experience reflects a company's commitment to delivering fast, easy, secure, and convenient services to users (Khaw, 2023). Customer experience on a platform is influenced by trust in the security system and the efficiency with which transactions and user services are handled (Mardhotillah & Wibawa, 2025). When high-quality experiences are delivered consistently, they generate value in the form of customer retention and word-of-mouth promotion (Nursalim et al., 2025). This value creates psychological and emotional motivations, such as satisfaction, trust in the platform, and a sense of appreciation, which encourage users to engage more actively with the platform (Ahmad et al., 2022). These psychological motivations drive customer engagement, including intensive participation, involvement in user communities, and contributions to value co-creation on the platform (Fan et al., 2022; Prihanto, 2024). Customer engagement acts as a mediator that explains how customer experience influences customer loyalty (Ahmad et al., 2022). Customer experience encourages engagement that strengthens emotional bonds and trust, thereby increasing customer loyalty (Chairunnisa & Ruswanti, 2023). Thus, customer experience can influence customer loyalty through engagement. **H₄: Customer Experience Has a Positive Effect on Customer Loyalty through Customer Engagement.**

Figure 1 shows the factors influencing customer loyalty. Customer experience and engagement positively and significantly affect customer loyalty. Customer engagement mediates the influence of customer experience on customer loyalty.

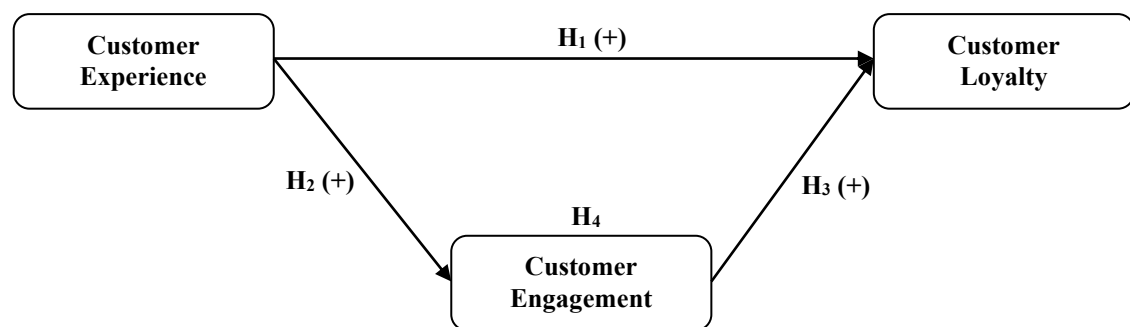


Figure 1. Research Model

3. Research Methodology

The research population consisted of Shopee users in Indonesia, with a sample size of 106 people. According to Roscoe (1975), the ideal sample size ranges from 30 to 500 respondents, and this study is considered to have met this requirement. This study used purposive sampling techniques with specific criteria. The criteria for respondents in this study were respondents aged over 18 years and respondents who had shopped and used Shopee. The questionnaire was distributed to collect data from the respondents. Each variable had measurement items that were assessed using a Likert scale. The customer experience variable had 6 indicators from Tyrväinen et al. (2020), variable customer loyalty has 6 indicators from Zaid and Patwayati (2021) and variable customer engagement has 7 indicators from Chen et al.

(2020). This study was measured using validity values, reliability values, and hypothesis testing using Smart PLS version 4. According to Ghazali (2021), item indicators from variables are considered valid if their loading factor values are above 0.7. Item indicators that do not meet the requirements are removed from the respondent data. Next, a reliability test was conducted on the respondent data. According to Ghazali (2021), a variable is considered reliable if its Cronbach's alpha value is above 0.6 and its composite reliability value is above 0.7. Finally, hypothesis testing was conducted on the respondent's data. A hypothesis is accepted if the p-value is lower than 0.5 (Ghazali, 2021).

4. Result and Discussion

Characteristics of Respondent

Table 1 presents the respondents' characteristics. Based on gender, the majority of respondents were female (68). Based on age, the majority of respondents were between 18 and 30 years old (87 people). Based on education, the majority of respondents had a bachelor's degree (70 people). Based on purchase frequency, the majority of respondents made more than 15 purchases (42 people). Based on the products most frequently purchased on Shopee, the largest number of respondents purchased fashion items, with 44 people. Finally, based on the length of time using Shopee, the largest number of respondents had used it for more than three years (67 people).

Table 1. Characteristics of Respondents

Characteristics	Description	Frequency	Percentage
Gender	Male	38	35.8
	Female	68	64.2
Age	18-30	87	82.1
	31-40	13	12.3
	41-50	6	5.7
	51-60	0	0
Level of Education	High School	23	21.7
	Diploma	11	10.4
	S1	70	66
	S2/S3	2	1.9
Frequency of Purchasing on Shopee	1 - 5	19	17.9
	5 - 10	29	27.4
	10 - 15	16	15.1
	> 15	42	39.6
Products Frequently Purchased on Shopee	Fashion	44	41.5
	Beauty/Cosmetics	32	30.2
	Electronics/Gadgets	11	10.4
	Food and Beverages	17	16
	Books	2	1.9
Long Time using Shopee	< 1 Year	1	0.9
	1 - 3 Years	38	35.8
	> 3 Years	67	63.2

Validity Test

Table 2 and Figure 2 show the results of testing the validity of the indicators for each variable: customer experience, loyalty, and engagement. This is in accordance with Ghazali (2021). A variable is considered valid if its loading factor value is greater than 0.7. The item indicators in this study had loading factor values above 0.7; therefore, all variables in this study were considered valid and could be used.

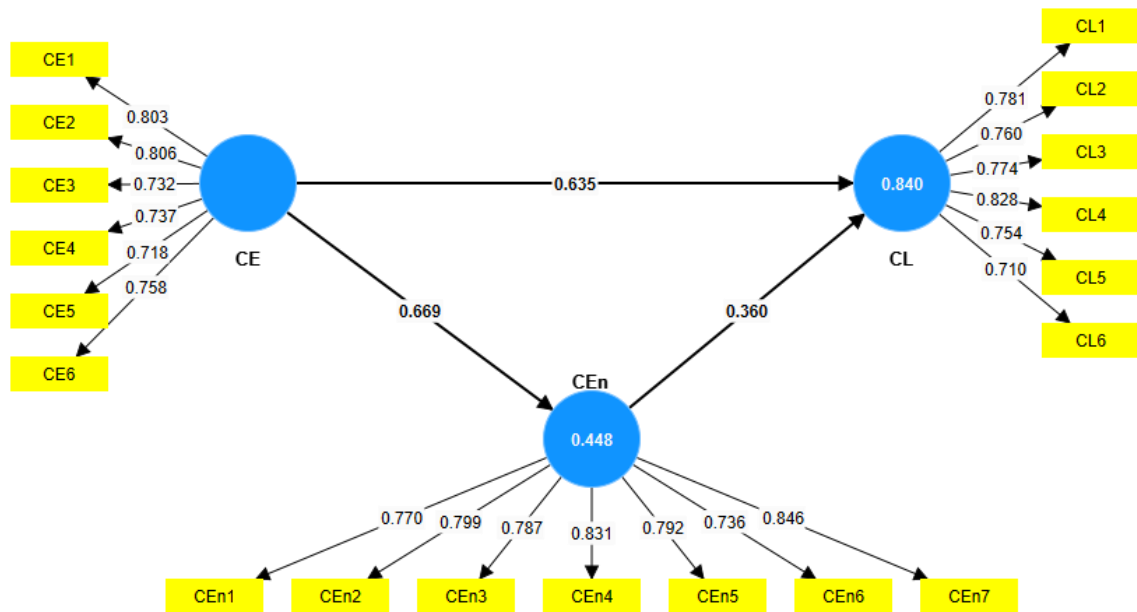


Figure 2. Structural Model

Table 2. Validity Test Result

Indicator	Customer Experience	Customer Engagement	Customer Loyalty
CE1	0.803		
CE2	0.806		
CE3	0.732		
CE4	0.737		
CE5	0.718		
CE6	0.758		
CEn1		0.770	
CEn2		0.799	
CEn3		0.787	
CEn4		0.831	
CEn5		0.792	
CEn6		0.736	
CEn7		0.846	
CL1			0.781
CL2			0.760
CL3			0.774
CL4			0.828
CL5			0.754
CL6			0.710

Reliability Test

Table 3 presents the reliability test results. Based on the reliability test results, all variables, namely, customer experience, customer engagement, and customer loyalty, were declared reliable. This is in accordance with Ghazali (2021). A variable is considered reliable if the Cronbach's alpha value is above 0.6 and the composite reliability value is above 0.7.

Table 3. Reliability Test Result

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Customer Experience	0.854	0.863	0.577
Customer Engagement	0.903	0.907	0.632
Customer Loyalty	0.861	0.864	0.591

Hypothesis Test

Table 4 presents the results of the hypothesis testing. Based on the hypothesis testing results, all hypotheses were accepted because they had p-values below 0.5. The four hypotheses in this study had significant and positive effects. Customer experience positively affects customer loyalty. Customer experience positively affects customer engagement. Customer engagement positively affects customer loyalty. Customer engagement mediates the positive effect of customer experience on customer loyalty.

Table 4. Hypothesis Test Result

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Customer Experience → Customer Loyalty	0.876	0.877	0.025	34.680	0.000
Customer Experience → Customer Engagement	0.669	0.669	0.078	8.622	0.000
Customer Engagement → Customer Loyalty	0.360	0.367	0.059	6.075	0.000
Customer Experience → Customer Engagement → Customer Loyalty	0.241	0.247	0.060	4.045	0.000

Discussion

The Effect of Customer Experience on Customer Engagement

The results of hypothesis testing show that customer experience has a positive effect on customer loyalty, and the hypothesis is accepted. These findings are consistent with those of previous studies by Agatha and Padmalia (2021) and Abidin et al. (2025). This finding is based on the SDL theory by Vargo et al. (2004), where value in use is created from the interaction between customers and service providers and forms the basis of long-term loyalty. Users who experience a consistent customer experience will perceive the platform as a reliable service provider that can meet user needs compared to other platforms (Younis & Zeebaree, 2025). Customer experience, such as design quality, ease of use of the platform, and service personalization, will create value in use that generates psychological motivation, fosters satisfaction and trust, and thus encourages customer loyalty (Urdea & Constantin, 2021; Pereira et al., 2025). Conversely, if the platform fails to provide a good customer experience, it increases the perception of risk, reduces trust, and affects customer loyalty (Ariandi & Rinaldi, 2025). Consumers with customer loyalty use the platform repeatedly, provide reviews, and recommend it to others because they feel that the platform suits their needs and provides convenience for users (Urdea & Constantin, 2021). In the context of this research, Shopee has proven to provide a positive customer experience through its platform services, thereby encouraging positive perceptions among customers. These perceptions foster a sense of trust and appreciation, which builds confidence in Shopee and encourages repeat use as a form of customer loyalty. Thus, the customer experience provided by Shopee is effective in increasing customer loyalty.

The Effect of Customer Experience on Customer Engagement

The results of this study indicate that customer experience has a positive effect on customer engagement; thus, the hypothesis is accepted. This finding is grounded in SDL theory, which asserts that customer experience generates value-in-use, motivating customer engagement through value co-creation (Vargo et al., 2004). Customer experience reflects how users perceive transactional convenience, information clarity, and service responsiveness when using the platform (Fuada, 2025). A consistent customer experience leads users to perceive the platform as more meaningful, creating an emotional stimulus that encourages them to engage actively with the platform (Yang & Lee, 2022). Such engagement emerges from users' positive emotions, attention, and actions during their interactions with the platform, collectively fostering customer engagement (Winell et al., 2023). Customer experience can therefore

cultivate customer engagement as a form of value co-creation between users and service providers by sharing positive experiences with other users, participating in interactive features, and providing recommendations (Fan et al., 2022). Conversely, platforms that fail to deliver good customer experiences tend to weaken customer engagement. Several previous studies have also found that customer experience plays an important role in shaping customer engagement (Murwatingsih, 2019; Rahman et al., 2022). In the context of this study, Shopee successfully delivered a positive customer experience, making users feel comfortable and more connected to the platform. This condition strengthens the users' sense of attachment to Shopee.

The Effect of Customer Engagement on Customer Loyalty

The results of this study show that customer engagement positively affects customer loyalty. These findings are consistent with those of Yusuf et al. (2025), who found that customer engagement is important in shaping customer loyalty. From the perspective of SDL theory, customer engagement is not merely operational but represents a form of value co-creation that encourages customers to actively engage with the platform (Vargo et al., 2004). Customer engagement fosters a sense of psychological ownership and emotional attachment to the platform, which motivates customers to continue using it sustainably (Yu, 2025). This emotional drive strengthens the perceived value and encourages long-term loyalty. In addition, customer engagement behaviors such as interactions, recommendations, influence, and providing feedback arise from users' emotional connections with the platform and ultimately shape customer loyalty (Hollebeek et al., 2023). According to Yang et al. (2024), customer engagement can enhance customer loyalty because it involves learning, sharing, and influencing among users, which increases emotional closeness and trust in the platform. Rowi et al. (2024) also state that customer engagement activities play a significant role in building customer loyalty on e-commerce platforms. In the context of this study, the higher the level of customer engagement demonstrated by Shopee users through platform interactions, participation in Shopee Live, or engagement in point-based games, the stronger their customer loyalty. Each form of engagement reinforces users' sense of ownership and emotional attachment, motivating them to continue using Shopee even when alternative e-commerce platforms are accessible.

The Effect of Customer Experience on Customer Loyalty through Customer Engagement

The results of the fourth hypothesis show that customer experience has a positive effect on customer loyalty through customer engagement, and the hypothesis is accepted. This finding is based on SDL theory, whereby the value of customer experience is transferred to customer engagement through co-creation value, resulting in customer loyalty (Vargo et al., 2004). An attractive customer experience fosters value in the form of feelings of achievement, prestige, and personal growth, which increases customer engagement (Ahmad et al., 2022). Customer engagement fosters psychological motivation that enhances long-term consumer relationships in the form of customer loyalty (Yusuf et al., 2025). Kurniawati and Ariyani (2021) showed that customer engagement plays an important role as an intermediary that connects customer experience and loyalty. Previous studies have found that customer engagement influences the formation of customer loyalty (Al-Nsour, 2020). As noted by Tuti and Sulistia (2022), customer engagement increases customer loyalty by encouraging user preference for a platform through meaningful identification, attention, and active interaction. According to Rozi et al. (2024), customer experience alone is insufficient to drive long-term customer loyalty. A strategy is needed to build customer engagement in the various features and activities offered by the platform to build long-term relationships with users. Thus, customer engagement acts as an important bridge connecting customer experience to customer loyalty, especially in the context of Shopee.

Conclusion

This study shows that all four research hypotheses were accepted. The results of hypothesis testing found that customer experience positively affects customer loyalty. Customer experience positively affects customer engagement. Customer engagement positively affects customer loyalty. Finally, customer engagement positively influences the relationship between customer experience and loyalty. The study found that customer engagement acts as a partial mediator. This study had several limitations. First, the study only focused on Shopee users, so it cannot represent users of other e-commerce platforms. This study also had a small sample size and cannot represent all Shopee users in Indonesia. Further research is recommended to use a longitudinal approach to obtain comprehensive results across different regions, languages, and contexts. Furthermore, the variables in this study do not include all variables that may predict customer loyalty; therefore, future studies can add other variables, such as customer experience, customer satisfaction, service quality, and perceived value (Listyorini et al., 2022; Lihawa & Tunjungsari, 2023). Theoretically, this study contributes to the literature by explaining the influence of customer experience on customer loyalty through the mediating role of customer engagement using the dominant logic theory of service (Vargo et al. 2004). Practically, this study contributes to e-commerce providers, especially Shopee in Indonesia, in understanding consumer behavior. Companies can provide consistent and high-quality services to create good customer experiences. In addition, interactive programs on platforms such as Shopee Live, Game Point, and user interactions can encourage customer engagement. This is important to ensure the long-term use of the platform, thereby increasing customer loyalty to Shopee.

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