

An Analysis of the Influence of Customer Journey Mapping in Customer Retention Design on Shopee E-commerce Using the Service Quality Method

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Abstract

Technological developments accompanied by increasing population growth rates in Indonesia affect people's lives in meeting their daily needs. E-commerce is an innovation in technology and internet network assistance, making buying and selling goods online easier. Shopee is one of the e-commerce with the most sales and visitors in Indonesia as of 2022 according to a national survey conducted by BOI Research. This research was conducted to analyze and provide information about the influence of the customer journey map consisting of the stages of discovery, use, and loyalty with five dimensions of service quality Method which includes reliability, responsiveness, assurance, empathy, and tangibles on customer strategy design retention on Shopee e-commerce. This study obtained the results of a positive relationship between the discovery and use process on customer loyalty in making purchases. Companies can evaluate this stage in designing strategies to gain customer trust and dedication to making repeat purchases.

Keywords: Map, Customer Retention, Service Quality

Analisis Pengaruh Customer Journey Mapping Dalam Perancangan Customer Retention Pada E-commerce Shopee Menggunakan Metode Service Quality

Abstrak

Perkembangan teknologi yang diiringi dengan meningkatnya angka pertumbuhan penduduk di Indonesia mempengaruhi kehidupan masyarakat dalam memenuhi kebutuhan sehari-harinya. Dengan e-commerce yang hadir sebagai inovasi dalam pemanfaatan teknologi dan bantuan jaringan internet memudahkan masyarakat dalam melakukan jual beli barang secara online. Shopee adalah salah satu e-commerce dengan tingkat penjualan dan pengunjung terbanyak di Indonesia per tahun 2022 menurut survei nasional yang dilakukan oleh BOI Research. Penelitian ini dilakukan untuk menganalisis serta memberikan informasi mengenai pengaruh customer journey map yang terdiri dari tahap discovery, use, dan loyalty dengan 5 dimensi kualitas pelayanan Metode Service Quality yang meliputi reliability, responsiveness, assurance, empathy, dan tangibles terhadap perancangan strategi customer retention pada e-commerce Shopee. Hasil penelitian ini memperoleh hasil bahwa terdapat hubungan yang positif antara proses discovery dan use terhadap loyalitas pelanggan dalam melakukan pembelian. Perusahaan dapat melakukan evaluasi terhadap tahap ini dalam merancang strategi mendapatkan kepercayaan dan kesetiaan pelanggan agar dapat melakukan pembelian secara berulang.

Kata Kunci: Map, Customer Retention, Service Quality

1. Introduction

The use of online buying and selling platforms is in great demand by the public at this time, especially its advantages in terms of efficiency and time. The Indonesian E-Commerce Association (idEA) projects the growth of e-commerce in Indonesia to increase by more than 40% in 2021 [1]. The research shows that

Shopee is at the top of the e-commerce category that has the most visitors and is used mainly by people in Indonesia with a Top-of-Mind percentage (the most remembered brand of consumers) of 54%, the rate of users 86%, and the average transaction value per person in one month is Rp 856.810 [2].

In maintaining buyer loyalty, the company designs customer journey mapping that visualizes the journey and experience of a customer in using a product or service so that marketers can understand customer interests and interests and provide an easy, safe, and fast online shopping experience. Customer satisfaction is one of the most critical factors in marketing strategy because customer trust over a long period is the key to the success of a business [3]. As much as 25% - 40% of total business revenue can be declared stable from returning customers. Customers who make repeat purchases (repeat customers) can multiply the income earned by the company up to 3-7 times more than buyers who only make one-time purchases (one-time buyer) [4]. Customer retention plays a very important role in helping companies to increase revenue. This is because retaining old customers is the fastest, easiest and most effective way a company can sell products, so it doesn't take more time to do marketing and build customer trust. Old customers are the most profitable buyers for the company, showing the importance of the customer retention strategy [5].

This research was conducted by analyzing the customer journey map based on questionnaire data taken from user experience in e-commerce Shopee in Employee Village and Cihanjuang Rahayu Village, Parongpong District, West Bandung Regency to determine the effect of the customer journey map on the design of the customer retention strategy carried out to retain old users in making purchases at Shopee E-commerce using the Service Quality method so as to produce analysis results in the form of links between the customer journey map and the customer retention strategy and suggestions for improvement for Shopee e-commerce.

2. Research methodology methods

Design of Research Stages

1. Initial observations
2. Preliminary Study
Study and seek information related to buyer dissatisfaction and departure (customer retention), buyer journey satisfaction in making a Customer Journey Map purchase, and ideas in providing analysis results for Customer Retention strategy design.
3. Literature Study
Collect library data, read, and record keeping.
4. Problem Formulation and Research Objectives
Formulate problems regarding research topics that will be used as objects in research to determine research objectives following the formulation of the issues.
5. Variable Identification
Define dimensions and mappings for each attribute based on service quality methods.
6. Data Design and Collection
Design questionnaires, calculate the number of samples, and distribute questionnaires through Google form media.
7. Test the Validity and Reliability of Data
Data processing will be carried out by testing the validity and reliability until the data obtained is proven to be valid and consistent so that it can be trusted.
8. Data Processing with Multiple Linear Regression
Knowing the influence of independent (free) variables, namely customer satisfaction on the Customer Journey Map (CJM) process and Service Quality (SQ) on Customer Loyalty to provide advice and views for companies in designing Customer Retention strategies.
9. Analysis and Discussion
Research the influence between variables.

10. Conclusion and Advice

Provide conclusions, provide suggestions, or solutions to problems.

Variable Operational Definition

Variable research is something that the researcher sets to be studied so that information can be obtained, and conclusions can be drawn. This research uses three main stages of Customer Journey Mapping, which are as follows:

1. At the Discovery stage, user activities connected to Shopee begin by seeing Shopee ads and promos online or knowing Shopee through recommendations from others. After that, customer curiosity will arise about the vouchers provided, the benefits of discounts, and what items have promos. Users will assess the quality of service promised (reliability) and whether it will meet their expectations. The advantage obtained by users at this stage is the delivery of information about merchants holding promos and news related to vouchers or discounts that customers can receive.
2. Next is the use stage of use. After knowing about the promo on the Shopee application, customers will start downloading it, creating their Shopee account to use it, and getting information about vouchers and discounts at other merchants. After the application is downloaded and the user account has been successfully activated, the user will browse the promo and place orders. At this stage, users will learn the algorithm, how to operate the application, application efficiency, application accuracy, profits obtained, and the completeness of goods and information available on the application. In its use, customers will assess the facilities provided (tangibles) by Shopee e-commerce regarding completeness and means of communication and responsiveness by staff and sellers (responsiveness). The benefit of this stage is that the company can assist users in providing merchant categories, can help provide a good user-friendly appearance for users, improve application accuracy in determining order addresses, optimize information related to promotions at merchants, and display product recommendations according to user interests.
3. Finally, the Loyalty stage is where the user experiences after receiving the product and provides an assessment of products and services on the application. A good product review and the amount of purchase history on the product are factors that influence customers in making purchases. Customer loyalty can be established if the purchase history and transactions at the use stage go well and the goods are also received in good condition. The company will contact customers at this post-purchase stage by continuing to communicate with customers (empathy) through notifications, e-mail, and chat on the Shopee application to continue building good relationships with customers so that they have good reasons for purchasing repeatedly because they feel that e-commerce understands their needs. Users will also assess the certainty obtained by customers from business actors (assurance) through communication that has been carried out. At this stage, it is expected that customers can feel satisfied and can promote their experience as users to others regarding the Shopee application.

Hypothesis Formulation

Based on the scope of the problem to be studied, the research objectives and the explanation of the theory of correlation/relationship between variables, the hypothesis that can be obtained is the hypothesis that the Discovery Stage on the customer journey map (Variable X1) has a positive effect on Loyalty (Variable Y), Use stage (Variable X2) has a positive influence on Loyalty (Variable Y) and there is also a positive influence between Variables X1 and X2 on Variable Y (as Shown on Figure 1).

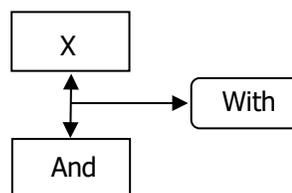


Figure 1 Paradigm of Relationships Between Variables

Explanation:

- X = Customer journey map stage
- Y = Service quality element
- Z = User loyalty in supporting repeat purchases

3. Research Methods

Service Quality

The Service Quality Method (SERVQUAL) is commonly used in measuring service quality. Consumers will assess by providing a perception of the quality and service received. The value will be compared with the desired quality expectations to measure the difference from the matter. The assessment is carried out by filling out questionnaires that are distributed to consumers, and on each question, there is a Likert scale that provides a perception scale so that customer opinions and attitudes can be measured [6]

Table 2 Rating Scales on Respondents' Answers

Weight	Category	Answer Criteria
1	Strongly disapproving	I'm afraid I have to disagree/Object
2	Disagree	I'm afraid I have to disagree with that
3	Undecided/Neutral	I don't know/I'm neutral
4	Agree	I agree with that
5	Very Agree	I agree

The assessment is based on five service quality dimensions: reliability, tangibles, responsiveness, assurance, and empathy question variables based on the Service Quality Method.

Table 3 Service Quality Method Question Indicators on Customer Journey Map

Phase CJM	SERVQUAL element	Indicator	Question
Discovery	Reliability	XY1_1	I found out about Shopee through advertisements on television and social media.
		XY1_2	I found out about Shopee through other people's recommendations.
		XY1_3	I have high expectations of Shopee after seeing the ad.
		XY1_4	Other people told me about a good shopping experience when using Shopee.
		XY1_5	I am satisfied with the company's efforts in convincing customers about the service to be provided
Use	Tangible	XY2_1	After using the application, I feel my expectations for the Shopee application are met.
		XY2_2	Shopee offers unique features that other e-commerce does not have.
		XY2_3	Shopee has features that are easy to learn and understand
		XY2_4	The vouchers, promos, or cashback from Shopee that I received made me satisfied using Shopee.
		XY2_5	Shopee sells products in good quality and condition.
		XY2_6	There are no problems while using the Shopee application.
		XY2_7	I have a favorable impression while using Shopee.
	Responsiveness	XY2_8	Shopee provides a good means of communication for sellers and buyers
		XY2_9	Shopee understands and provides the right solutions to customer problems.
		XY2_10	Shopee responds swiftly to customer complaints and complaints.
Loyalty	Insurance	XY3_1	Shopee provides guarantees for products ordered based on applicable terms and conditions.
		XY3_2	I can claim insurance against the products I ordered easily.
		XY3_3	Sellers on the Shopee application can provide information related to products well.
		XY3_4	Shopee provides good service
		XY3_5	Shopee has good solidarity between buyers through the rating column provided
		XY3_6	I want to recommend Shopee to others.

	Empathy	XY3_7	Shopee always recommends products that I need and want
		XY3_8	I love shopping at Shopee.
		XY3_9	I am interested in continuing to shop at Shopee.

Approach and Types of Research

The method used in this study is the quantitative method, and the research technique used is causal interference which aims to find out and explain the relationship between the independent variable and the dependent variable, in this case, the customer journey mapping relationship with the customer. Retention so that it can evaluate the two variables' effect or cause and effect.

Population and Sample

The population that will be studied in this study are customers of Shopee e-commerce and still use Shopee e-commerce to purchase their needs. Sample selection in this study case non-probability sampling techniques with purposive sampling types, with data or sample collection carried out based on specific characteristics and has a close relationship with population characteristics. The sample to be selected must be able to represent or represent a population with predefined elements. The formula used in calculating the number of samples is carried out using the Slovin sample formula [7] as follows:

$$n = \frac{N}{1+Ne^2} \quad (1)$$

Explanation:

n: Sample size

N: Population size

E: Percentage of sample errors that (10%)

With the Slovin formula, researchers know the minimum number of samples that must be taken to be able to represent the community in Employee Village and Cihanjuang Rahayu Village, Parongpong District, West Bandung, with the following population:

Table 4 Total Population of Employee and Cihanjuang Rahayu Villages, Parongpong District [8]

No	Village	Population
1	Karyawangi	9.792
2	Cihanjuang Rahayu	11.769
Total		21.561

Source: West Bandung Regency Population and Civil Registration Office, 2021

Based on the formula and data above, the sample size of the total population obtained can be calculated as follows.

$$n = \frac{21.561}{1 + (21.561)(0,1)^2}$$

$$n = \frac{21.561}{1 + (21.561)(0,01)}$$

$$n = \frac{21.561}{216,61}$$

$$n = 99,53 \approx 100 \text{ Sample}$$

From the calculations that have been done, this study will collect data from at least 100 respondents with the following criteria:

1. Employee Village and Cihanjuang Rahayu Village, Parongpong District, West Bandung Regency. Because the domicile areas of Shopee users limit the research spread throughout Indonesia, to provide more specific research results and data, this research took two villages from Parongpong District. Cihanjuang Rahayu Village and Employeegi Village have a weighting ratio of 60: 40 each.

2. Still actively using Shopee e-commerce as of 2022.
3. Be 17 or older and have cognitive understanding in making purchase decisions.

Data Collection

Data collected using questionnaires through Google Forms contains statements addressed to respondents and will be answered freely based on their experience as Shopee users. The information will be answered in the form of a perception scale according to available quantitative methods, and the time for data collection to be carried out within one month in October 2022 (cross-section).

Data Analysis Techniques

The technique used quantitative data analysis in this study is a quantitative data analysis technique that aims to test the hypothesis that has been set so that it can test the influence of customer journey mapping on customer loyalty through customer retention strategies. The results obtained from the analysis are conclusions or solutions to a problem. After the data is collected, the next stage of the data analysis technique is:

1. Data Validity Test: Conducted to measure the validity or absence of data obtained on a questionnaire measuring instruments.[9]
 - Check for fraud to ensure that respondents have filled out questionnaires.
 - Conduct screening so that it can be ensured that respondents who fill out the questionnaire are by the specified criteria.
 - Check whether data collection has been done correctly.
 - Completeness can be ensured that the statement represents all research variables to the respondent.
2. Test reliability
The reliability test can be tested to what extent the measurement results using the same object produce the same data[10].
3. Hypothesis
The process of hypothesis testing is carried out by conducting a T-Test and F-Test. The T-Test is undertaken to determine the results of significant calculations regarding the influence between the independent and dependent variables. The F test proves the influence of dependent and independent variables [11].
4. Multiple Linear Regression Analysis
Multiple Linear Regression Analysis aims to determine the influence of variables used in research so that the effect of a variable will be interpreted.[12]

4. Results and Discussion

Validity Test

Tests on validity and reliability were conducted using SPSS application version 26 with Cronbach's Alpha Method. The significance level of the two-way test used a value of 0.1 (10%) with a total of 123 respondents. The value of the degree of freedom (df) is N-2 so that $df = 123 - 2 = 121$, with r table 0.1490. [13] The calculation process will be done by conducting a statistical analysis of the r value of the table with the r count. If the value of r is calculated $< r$ table, then the questions on the questionnaire can be declared valid. The results of the questionnaire validity test can be seen in Table 5.

Table 5 Customer Journey Map Variable Validity Test against Service Quality Method

Indicator	r calculates	Item-Total Statistics		Information
		r table	Significance	
XY1_1	.191	0.1490	0.000	VALID
XY1_2	.389	0.1490	0.000	VALID
XY1_3	.428	0.1490	0.000	VALID
XY1_4	.410	0.1490	0.000	VALID

XY1_5	.447	0.1490	0.000	VALID
XY2_1	.415	0.1490	0.000	VALID
XY2_2	.476	0.1490	0.000	VALID
XY2_3	.322	0.1490	0.000	VALID
XY2_4	.394	0.1490	0.000	VALID
XY2_5	.426	0.1490	0.000	VALID
XY2_6	.670	0.1490	0.000	VALID
XY2_7	.592	0.1490	0.000	VALID
XY2_8	.411	0.1490	0.000	VALID
XY2_9	.548	0.1490	0.000	VALID
XY2_10	.648	0.1490	0.000	VALID
XY3_1	.461	0.1490	0.000	VALID
XY3_2	.551	0.1490	0.000	VALID
XY3_3	.556	0.1490	0.000	VALID
XY3_4	.552	0.1490	0.000	VALID
XY3_5	.295	0.1490	0.000	VALID
XY3_6	.614	0.1490	0.000	VALID
XY3_7	.354	0.1490	0.000	VALID
XY3_8	.392	0.1490	0.000	VALID
XY3_9	.380	0.1490	0.000	VALID

The results of the questionnaire validity test based on the calculation of the Corrected Item-Total Correlation table with SPSS on 123 respondents can be concluded that all questions on this research questionnaire are valid.

Reliability Test

Testing of statistical reliability in this study was carried out using Cronbach's Alpha method with 24 total attributes tested. Ghozali argues that a variable can be said to meet reliability standards if it has a Cronbach's Alpha coefficient ≥ 0.60 [14].

Table 6 Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.882	24

Based on the reliability test results through the value of Cronbach's Alpha coefficient for the variable is 0.60, it can be concluded that the instrument is reliable.

Based on the research and analysis conducted, it can be concluded that the results of the validity and reliability tests on the questionnaire linking the customer journey map with the service quality dimension found that there is a valid and reliable relationship, so it is proven that the customer journey map process is in line with the five dimensions of service quality.

Multiple Linear Regression Data Processing

Multiple linear analysis is performed by grouping independent variables and dependent variables. This study uses the Discovery variable and the Use variable, respectively X_1 and X_2 variables, and loyalty variables as the dependent variable Y . The constant a is the value of the fixed variable when all variables are valued at 0 (have no effect). The following equation carries out the calculation:

$$Y = a + b_1X_1 + b_2X_2 \quad (2)[15]$$

Explanation:

Y = Non-free variable (value to be predicted)

a = Constant

b_1, b_2 = Regression coefficient

X_1, X_2 = Free variable

The circumstances or conditions that occur in the regression coefficient b_1 and b_2 are as follows [16]:

1. If the value of the variable $Y = 0$, the variable X_1 and X_2 does not influence the variable Y .
2. If Y is negative, then there is a relationship in the inverse direction between the variable Y X_1 and the variable and X_2 .
3. If Y is positive, then there is a unidirectional relationship between Y variables with X_1 and X_2 .

Table 7 Interpretation of Correlation Coefficients

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810 ^a	.656	.650	1.97413

a. Predictors Y (Loyalty), Variable X1 (Discovery), Variable X2 (Use)

The calculation table of multiple linear correlations above shows a close relationship, namely with an R-value of 0.810 or 81%, between the Discovery variable and the Use variable, to the Loyalty variable. The coefficient of determination (R Square) shows the influence of variables X_1 and X_2 on variable Y with a percentage of influence value of 65.6%; the residual percentage value of 34.4% is a value that shows the influence given by other variables outside of the variables studied.

Table 8 Multiple Linear Regression Calculation Results

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	Std. Error	Beta		
1	(Constant)	9.877	2.133		4.631	.000
	X1	.076	.114	.047	.664	.508
	X2	.651	.059	.779	11.127	.000

a. Dependent Variable: Y (Loyalty), Variable X1 (Use), Variable X2 (Use)

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 9,877 + 0,076 + 0,651$$

From the multiple linear regression calculations above, it can be concluded that there is a positive influence from the independent variables Discovery and Use, where there is an increase in the value of the influence on the Loyalty variable because the independent variables X_1 and X_2 do not have a negative value which reduces the constant value of the dependent variable Y .

Deducible interpretation:

1. The value of 9.877 is a constant or state when the consumer loyalty variable has not been influenced by other variables, namely the discovery (X_1) and use (X_2) variables. If the independent variable does not exist, the consumer loyalty variable does not change.
2. b_1 (value of regression coefficient X_1) of 0.076 shows that the discovered variable positively influences consumer loyalty, which means that every increase of 1 unit of the discovery variable will affect consumer loyalty by 0.076.
3. b_2 (value of regression coefficient X_2) of 0.651 indicates that the use variable positively influences consumer loyalty, meaning that every increase in the unit of use variable will affect consumer loyalty by 0.651, assuming that other variables are not studied in this study.

The results of multiple linear regression calculations show a positive influence between introducing application reliability to users (discovery) and customer loyalty in making purchases. Another positive impact is shown by using the application with good service provided by the Shopee company and interactive and responsive communication from the Shopee company to customer loyalty in repeated purchases.

Variable Relationships and Influence tests

The T-test is performed to partially test the effect of variables X1 and X2 on Y. Determine the value of t table; the formula is used:

$$t \text{ table} = t \left(\frac{\alpha}{2}; n - k - 1 \right) [17]$$

Information:

n = 123 (number of samples)

k = 3 (number of independent variables)

$\alpha = 0.1 = 90\%$ confidence level

The calculation results based on Table 8, data are obtained $0.1/2 = 0.05$ (double-sided test) with a value of $df = n-k-1$ or $123-2-1 = 120$. So, it is known that the t table is 1.657. [18]

1. The variable X1 has a calculated t value of $0.664 < t \text{ table}$, so the hypothesis of the influence of variable X1 on Y cannot be said to have a partial influence.
2. The variable X2 has a calculated t value of $11.127 > t \text{ table}$, so the hypothesis of the influence of variable X1 on Y can be said to have a partial influence.

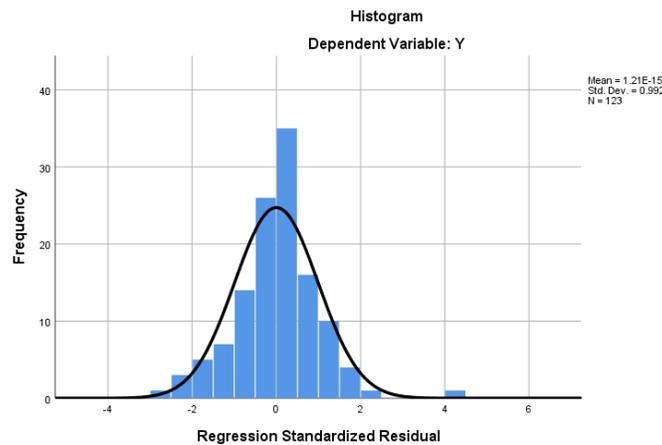


Figure 2 Histogram of Variable Relationship X1 and X2 to Y

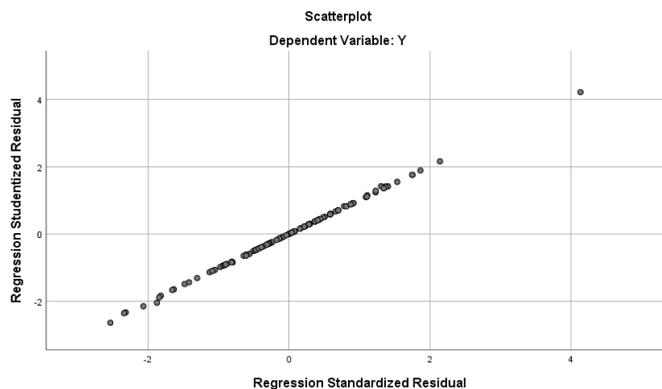


Figure 3 Scatterplot of Variable Relationship X1 and X2 to Y

The F test result data in Table 9 shows that the significance value resulting from variables X1 and X2 against variable Y is 0.00 where $\text{Sig } 0.00 < 0.05$ so that it can be concluded that both have an influence simultaneously on Y. [19]

Table 9 F Test Results

Model	ANOVA ^a				F	Itself.
		Sum of Squares	df	Mean Square		
1	Regression	890.255	2	445.127	114.217	.000 ^b
	Residual	467.664	120	3.897		
	Total	1357.919	122			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

From Table 9, it can be seen that the customer journey map (X1) and Use (X2) have a positive influence on Loyalty (Variable Y).

5. Conclusion

Customer retention strategies can be designed by Shopee companies, such as Improving the quality of promotion on social media with content that provides confidence for consumers so that consumers can be interested and have the confidence to use the services of the Shopee shopping application. Meet consumer expectations by providing promos or discounted discounts to new users. Features and how to use the application must be designed more efficiently and better so there are no obstacles during the application process (technical problems). Vouchers, promos, and cashback can be given to users within a certain period to maintain the user's desire to use the Shopee application to make purchases.

This research only discusses the variables related to the stages of the customer journey map, namely discovery, use, and loyalty, as well as the five elements of service quality, namely reliability, responsiveness, assurance, empathy, and tangibles which are used to measure the level of customer satisfaction that can drive loyalty. Hopefully, this research can be an inspiration and a good reference for future researchers who wish to develop similar research with broader and more complex research objects in adding to the information obtained through research.

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