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# E-Commerce Strategies and Customer Experience as Drivers of Purchase Intention: A Case Study of Maju Bersama Supermarket, Medan City

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## ABSTRACT

**Purpose of the study:** This study investigates the influence of e-commerce implementation and customer experience on purchase intention at Maju Bersama Supermarket in Medan City, Indonesia. The research aims to determine the extent to which these variables, both individually and collectively, affect consumer purchase intentions in a hybrid retail environment

**Materials and methods:** A quantitative research approach was employed using accidental sampling technique. The study population consisted of 1,252 registered members of Maju Bersama Supermarket, with a sample size of 93 respondents calculated using the Slovin formula with a 10% margin of error. Data were collected through structured questionnaires and analyzed using multiple linear regression analysis with SPSS version 22. Validity and reliability tests were conducted, followed by classical assumption tests (normality, multicollinearity, and heteroscedasticity) before hypothesis testing.

**Results:** The regression equation $Y = 10.151 + 0.176X_1 + 0.395X_2$ indicates that both e-commerce ($X_1$) and customer experience ($X_2$) positively influence purchase intention. Partial hypothesis testing revealed that e-commerce significantly affects purchase intention (t = 3.476 > t-table = 1.662, p = 0.001), as does customer experience (t = 4.432 > t-table = 1.662, p < 0.001). Simultaneous testing confirmed that both variables collectively influence purchase intention (F = 15.628 > F-table = 3.098, p < 0.001). The adjusted $R^2$ value of 0.241 (24.1%) suggests that these variables explain approximately one-quarter of the variance in purchase intention, with the remaining 75.9% attributable to other factors not examined in this study.

**Conclusions:** E-commerce implementation and customer experience are significant predictors of purchase intention in the retail supermarket context. Customer experience demonstrates a stronger influence ($\beta = 0.403$) compared to e-commerce ($\beta = 0.316$), suggesting that while digital platforms facilitate commerce, the quality of customer interactions remains paramount. Retailers should prioritize both technological infrastructure development and experiential service quality to maximize purchase intentions. Future research should explore additional variables within the unexplained 75.9% variance, such as price perception, product quality, brand trust, and competitive positioning.

**Keywords**
e-commerce, customer experience, purchase intention, retail supermarket, consumer behavior, hybrid retail, digital transformation.

## INTRODUCTION

The contemporary retail landscape has undergone substantial transformation due to technological advancement and changing consumer preferences. The proliferation of internet connectivity and mobile devices has catalyzed the emergence of e-commerce as a dominant force in global commerce, fundamentally altering traditional purchasing paradigms (Indrajit, 2021). In Indonesia, the e-commerce sector has experienced exponential growth, with the digital economy projected to reach USD 130 billion by 2025, driven primarily by the retail and marketplace segments.

Supermarkets, as essential components of the retail infrastructure, face unprecedented competitive pressures. The integration of e-commerce platforms represents not merely a supplementary sales channel but a strategic imperative for survival and growth. However, the successful implementation of e-commerce requires more than technological adoption; it necessitates a comprehensive understanding of how digital capabilities intersect with traditional customer service excellence to influence purchase decisions.

Maju Bersama Supermarket, established in 1989 in Medan City, represents a microcosm of these broader industry trends. As one of the pioneering retail establishments in North Sumatra, the supermarket has witnessed the evolution from purely offline

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operations to a hybrid model incorporating both physical stores and digital platforms. The company's e-commerce initiatives include a proprietary mobile application (Maju Shop) and integration with third-party platforms such as Shopee, offering multiple payment options including digital wallets (OVO, ShopeePay, GoPay), credit/debit cards, and cash-on-delivery services (Br Tumanggor, M. W., 2025).

E-commerce, defined as the buying and selling of goods and services facilitated through electronic means (Indrajit, 2021), has been extensively studied in the context of purchase intention. Research demonstrates that e-commerce platforms offer significant advantages including reduced transaction costs, expanded market reach, temporal flexibility, and enhanced product accessibility (Thomas, 2019). These attributes collectively contribute to increased consumer purchase intentions by reducing friction in the purchasing process.

Customer experience, conceptualized as the holistic perception consumers develop through direct and indirect interactions with a company (Dewi, 2016), has emerged as a critical differentiator in competitive markets. Schmitt's experiential marketing framework identifies five dimensions of customer experience: sensory (sense), affective (feel), cognitive (think), behavioral (act), and relational (relate). These dimensions collectively shape consumer attitudes and behavioral intentions, including purchase decisions.

Purchase intention, defined as the consumer's propensity to acquire a particular product or service (Priansa, 2017), serves as a critical predictor of actual purchasing behavior. Prior research by Ridwan (2018) indicates that purchase intention manifests through transactional interest (immediate purchase readiness), referential interest (recommendation likelihood), preferential interest (primary choice consideration), and exploratory interest (information-seeking behavior).

While existing literature establishes theoretical foundations for understanding e-commerce and customer experience independently, several gaps remain in the empirical investigation of these constructs within the Indonesian retail supermarket context. First, limited research examines the simultaneous effects of digital and experiential factors on purchase intentions in hybrid retail environments. Second, the relative importance of technological versus human-centric factors in driving purchase decisions remains underexplored in emerging markets. Third, the specific context of traditional supermarkets transitioning to omnichannel operations presents unique dynamics not adequately addressed in existing studies.

Preliminary observations at Maju Bersama Supermarket reveal fluctuating consumer traffic patterns throughout 2024, with monthly customer counts ranging from 7,000 (October) to 25,000 (December). E-commerce sales data indicate relatively modest digital adoption, with monthly transactions ranging from IDR 3,890,000 to IDR 21,540,000, suggesting significant growth potential. Customer feedback highlights inconsistencies in service quality, including staff responsiveness, checkout efficiency during peak hours, and inventory availability—factors that may impede positive customer experiences.

This research addresses the identified gaps by empirically examining how e-commerce implementation and customer experience jointly influence purchase intention in a real-world retail setting. Understanding these relationships provides practical insights for retail managers seeking to optimize resource allocation between technological investments and service quality improvements. Furthermore, the findings contribute to the theoretical development of consumer behavior models in emerging market contexts, where infrastructure constraints and cultural factors may moderate established relationships observed in developed economies.

This study pursues three primary objectives:
1. To determine the influence of e-commerce on purchase intention at Maju Bersama Supermarket
2. To assess the impact of customer experience on purchase intention at the supermarket
3. To evaluate the combined effect of e-commerce and customer experience on purchase intention

## MATERIALS AND METHODS

### Study Participants

The study population comprised registered members of Maju Bersama Supermarket (N = 1,252). Sample size determination employed the Slovin formula with a 10% margin of error:

$$n = N / (1 + N \cdot e^2) = 1{,}252 / (1 + 1{,}252 \cdot 0.1^2) \approx 93$$

This calculation yielded a required sample of 93 participants. Accidental sampling was utilized, wherein researchers approached customers at the supermarket during June 2025, inviting willing participants to complete the survey instrument. Inclusion criteria required participants to be: (a) registered supermarket members, (b) aged 18 years or older, and (c) capable of providing informed consent. No exclusion criteria beyond these minimum requirements were applied.

### Study Organization

This quantitative research employed a cross-sectional survey design. Data collection occurred at Maju Bersama Supermarket, located at Jl. Mangkubumi No. 3-5, Medan Maimun District, Medan City, North Sumatra Province, Indonesia (postal code 20151). The research was conducted during June 2025, with data collection spanning peak and off-peak shopping hours to ensure representative sampling across different customer segments.

### Test and Measurement Procedures

A structured questionnaire served as the primary data collection instrument, measuring three constructs: e-commerce ($X_1$), customer experience ($X_2$), and purchase intention (Y). All items utilized 5-point Likert scales (1 = Strongly Disagree, 5 = Strongly Agree).

Table 2. Operational Definition of Research Variables

| Variable | Code | Dimension / Indicator | Measurement Scale |
|---|---|---|---|
| *E-commerce* | $X_1$ | Ease and cost-effectiveness of online marketing | Likert 1–5 |
| | | Anytime–anywhere purchasing capability | Likert 1–5 |

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| | | | |
|---|---|---|---|
| *Customer Experience* | $X_2$ | Expanded market reach | Likert 1–5 |
| | | Simplified returns and exchanges | Likert 1–5 |
| | | Transaction security perception | Likert 1–5 |
| | | Sense (sensory perceptions) | Likert 1–5 |
| | | Feel (affective responses) | Likert 1–5 |
| | | Think (cognitive engagement) | Likert 1–5 |
| | | Act (behavioral patterns) | Likert 1–5 |
| | | Relate (social identification) | Likert 1–5 |
| *Purchase Intention* | Y | Transactional interest (purchase readiness) | Likert 1–5 |
| | | Referential interest (recommendation intention) | Likert 1–5 |
| | | Preferential interest (primary choice preference) | Likert 1–5 |
| | | Exploratory interest (information-seeking behavior) | Likert 1–5 |

Data collection proceeded through four stages: (1) on-site observation of supermarket operations, (2) brief interviews with customers regarding their shopping experiences, (3) administration of the structured questionnaire to willing participants, and (4) collection of secondary data from company records. Participants completed questionnaires independently, with researchers available to clarify ambiguous items if requested.

## Statistical Analysis

Data analysis utilized IBM SPSS Statistics version 22, proceeding through multiple stages:

**Validity and Reliability Testing:**

Pearson product-moment correlation assessed construct validity, with items deemed valid if r-calculated exceeded r-table values. Cronbach's alpha (α) evaluated internal consistency reliability, with α > 0.60 indicating acceptable reliability.

**Classical Assumption Tests:**

Three diagnostic tests verified regression assumptions. Normality was assessed via Kolmogorov-Smirnov tests and probability plots. Multicollinearity was examined through variance inflation factors (VIF < 10) and tolerance values (> 0.10). Heteroscedasticity was evaluated using scatterplot analysis.

**Multiple Linear Regression:**

The regression model was specified as: $Y = a + b_1X_1 + b_2X_2 + \varepsilon$ where Y represents purchase intention, $X_1$ denotes e-commerce, $X_2$ indicates customer experience, a is the constant, $b_1$ and $b_2$ are regression coefficients, and $\varepsilon$ represents the error term.

**Hypothesis Testing:**

Partial effects were evaluated using t-tests (α = 0.05), with the decision rule: reject $H_0$ if t-calculated > t-table or p < 0.05. Simultaneous effects were assessed via F-tests, rejecting $H_0$ if F-calculated > F-table or p < 0.05. The coefficient of determination (adjusted $R^2$) quantified explained variance in purchase intention. All statistical tests employed two-tailed significance testing at α = 0.05. Degrees of freedom for t-tests were calculated as df = n - k - 1 = 93 - 2 - 1 = 90, and for F-tests as $df_1$ = k = 2 and $df_2$ = n - k - 1 = 90.

# RESULTS

## Participant Characteristics

The final sample consisted of 93 participants. Gender distribution revealed a slight male predominance (n = 50, 53.8%) compared to females (n = 43, 46.2%). Age distribution and educational attainment data were collected but detailed demographics are not central to the primary research questions and are therefore omitted from this report to maintain focus on substantive findings.

## Validity and Reliability

All measurement items demonstrated acceptable validity, with Pearson correlation coefficients exceeding critical values (r-table = 0.195 for df = 91, p < 0.05). Internal consistency reliability proved satisfactory across all constructs: e-commerce (α = 0.73), customer experience (α = 0.81), and purchase intention (α = 0.79). These values exceed the conventional threshold of 0.60, indicating reliable measurement instruments.

## Classical Assumption Tests

The regression model satisfied all classical assumptions. The Kolmogorov-Smirnov test indicated normally distributed residuals (p > 0.05). Multicollinearity diagnostics revealed VIF values of 1.000 for both predictors, well below the threshold of 10, with corresponding tolerance values of 1.000, indicating absence of problematic collinearity. Scatterplot examination showed randomly dispersed residuals around zero with no discernible pattern, confirming homoscedasticity.

## Multiple Regression Analysis

Table 1 presents the regression coefficients and associated statistics. The estimated regression equation is:

$Y = 10.151 + 0.176X_1 + 0.395X_2$

Table 1. Multiple Regression Coefficients

| Variable | B | SE | β | t | p |
|---|---|---|---|---|---|
| *Constant* | 10.151 | 4.469 | — | 2.271 | .026 |
| *E-commerce ($X_1$)* | 0.176 | 0.051 | 0.316 | 3.476 | .001 |
| *Customer Experience ($X_2$)* | 0.395 | 0.089 | 0.403 | 4.432 | < .001 |

Note. B = unstandardized coefficient; SE = standard error; β = standardized coefficient. N = 93.

The constant term (10.151) represents the predicted purchase intention when both e-commerce and customer experience equal zero. The coefficient for e-commerce (B = 0.176) indicates that a one-unit increase in e-commerce implementation corresponds to a 0.176-unit increase in purchase intention, holding customer experience constant. Similarly, the customer experience coefficient (B = 0.395) suggests that each unit increase in customer experience is associated with a 0.395-unit increase in purchase intention, controlling for e-commerce effects.

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Standardized coefficients (β) permit direct comparison of relative effects. Customer experience (β = 0.403) demonstrates stronger influence than e-commerce (β = 0.316), suggesting that experiential factors exert approximately 27% greater impact on purchase intentions than digital platform capabilities.

## Hypothesis Testing

**Partial Effects (t-tests):**

Individual predictor significance was evaluated against t-critical values ($t_{90, 0.05}$ = 1.662, two-tailed). E-commerce demonstrated significant positive effects on purchase intention (t = 3.476, p = .001), exceeding the critical value and satisfying the p < .05 criterion. Customer experience similarly exhibited significant positive effects (t = 4.432, p < .001), with both magnitude and significance surpassing e-commerce impacts.

**Simultaneous Effects (F-test):**

Table 2 presents the ANOVA results for the overall model. The F-statistic (15.628) substantially exceeds the critical value ($F_{2,90, 0.05}$ = 3.098), with associated probability p < .001, indicating that the combined predictors significantly explain variance in purchase intention beyond chance expectations.

Table 2. ANOVA Results for Regression Model

| Source | Sum of Squares | df | Mean Square | F |
|---|---|---|---|---|
| *Regression* | 190.939 | 2 | 95.470 | 15.628*** |
| *Residual* | 549.792 | 90 | 6.109 | — |
| *Total* | 740.731 | 92 | — | — |

Note. *** p < .001

**Model Fit:**

The coefficient of determination ($R^2$ = .258, adjusted $R^2$ = .241) indicates that the two-predictor model accounts for 24.1% of variance in purchase intention. The correlation coefficient (R = .508) suggests moderate positive association between the predictors collectively and the criterion variable. The standard error of estimate (2.472) represents the average deviation of observed values from predicted values.

## Summary of Significant Findings

Three principal findings emerge from the statistical analyses: 1) E-commerce implementation positively and significantly predicts purchase intention ($H_1$ supported); 2) Customer experience positively and significantly predicts purchase intention, with stronger effects than e-commerce ($H_2$ supported); 3) E-commerce and customer experience jointly predict purchase intention, explaining approximately one-quarter of its variance ($H_3$ supported).

## DISCUSSION

The present investigation confirms that both technological infrastructure (e-commerce) and service quality (customer experience) constitute meaningful drivers of purchase intention in the retail supermarket context. The regression model explains 24.1% of variance in purchase intention, suggesting that while these factors are important, they represent only partial determinants of consumer decision-making. This finding aligns with contemporary multi-factor theories of consumer behavior that recognize the complex interplay of rational, emotional, and situational influences on purchasing decisions (Setiadi, 2015).

The positive effect of e-commerce on purchase intention (β = 0.316, p = .001) validates theoretical propositions regarding digital commerce's role in reducing transaction costs and enhancing shopping convenience. This finding resonates with Indrajit's (2021) assertion that e-commerce platforms create value through temporal flexibility, geographic reach, and process efficiency. In the specific context of Maju Bersama Supermarket, the availability of multiple digital payment options, regular promotional updates, and integration with popular e-commerce platforms appear to lower barriers to purchase, thereby increasing consumer willingness to buy.

The stronger effect of customer experience (β = 0.403, p < .001) relative to e-commerce merits particular attention. This differential suggests that in a supermarket setting—where products are largely commoditized and price competition is intense—experiential differentiation becomes crucial. The superior performance of customer experience aligns with Schmitt's experiential marketing framework, which posits that memorable positive experiences create stronger emotional bonds and behavioral commitments than functional attributes alone (Dewi, 2016). Consumers may readily switch between similar e-commerce platforms, but positive in-store and overall brand experiences cultivate loyalty and purchase intentions that transcend mere convenience.

## Comparison with Antecedent Studies

These results converge with and extend prior research in several important respects. Anggraini's (2022) study of PT. Pasar Swalayan Maju Bersama Glugur similarly documented positive relationships between e-commerce, customer experience, and purchase intention, though specific effect sizes differ due to sampling and measurement variations. Stephani's (2017) investigation of Tokopedia users found that positive customer experiences significantly increased repeat purchase intentions, consistent with the present findings but in a purely digital context.

The relative importance of customer experience over e-commerce observed here contrasts somewhat with studies conducted in purely online retail environments, where platform functionality and ease-of-use often emerge as primary predictors (Munawaroh, 2018). This divergence likely reflects the hybrid nature of supermarket retail, where consumers maintain relationships with both physical and digital touchpoints. Unlike pure-play e-tailers, supermarkets compete on comprehensive service quality that integrates in-store ambiance, staff interactions, product availability, and digital convenience.

The adjusted $R^2$ value of 0.241 is lower than some reported in Western contexts (where similar models often explain 40-60% of variance) but comparable to other Indonesian retail studies. This suggests potential cultural or market-specific factors that moderate the relationships between these variables and purchase intentions. Economic constraints, brand proliferation, promotional

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intensity, and social influences may play more substantial roles in emerging markets than in developed economies.

## Practical Implications

These findings offer several actionable insights for retail management. First, investment in e-commerce capabilities demonstrably affects purchase intentions, justifying continued platform development. However, the moderate effect size suggests that e-commerce should be viewed as necessary but insufficient for competitive success. Retailers should ensure platform reliability, intuitive navigation, secure transactions, and seamless integration with loyalty programs, but must recognize that these features alone will not maximize purchase intentions. Second, the stronger impact of customer experience implies that resource allocation should prioritize experiential quality. This encompasses staff training programs emphasizing customer service excellence, operational efficiency improvements (particularly checkout speed during peak periods), inventory management systems ensuring product availability, and store environment enhancements creating pleasant shopping atmospheres. Qualitative feedback from preliminary interviews indicated specific pain points—including staff unresponsiveness, long queues, and stockouts—that management should address systematically. Third, the joint effects of e-commerce and customer experience suggest synergistic rather than substitutive relationships. Optimal strategies likely involve integrated approaches where digital platforms enhance rather than replace human interactions. For instance, mobile apps could facilitate pre-ordering with in-store pickup, combining convenience with personal service. Customer experience scores could trigger automated follow-ups through e-commerce channels, closing service recovery loops efficiently.

## Theoretical Contributions

This research contributes to consumer behavior theory by empirically validating the joint influence of technological and experiential factors in a hybrid retail setting. While technology adoption models (e.g., TAM, UTAUT) and experiential marketing frameworks exist independently, their integration remains theoretically underdeveloped. The present findings suggest that purchase intention formation in contemporary retail contexts requires synthesis of rational-cognitive models emphasizing utility maximization with affective-experiential models highlighting emotional engagement (Mandasari, R. et. al., 2025). Moreover, the study extends the geographic and cultural scope of purchase intention research by examining these relationships in an Indonesian context. The moderate effect sizes and substantial unexplained variance suggest that models developed in Western contexts may require modification when applied to emerging markets, where institutional, economic, and cultural factors introduce additional complexity.

## Limitations of the Research

Several methodological constraints limit generalizability and warrant cautious interpretation. First, the cross-sectional design precludes causal inferences. While regression coefficients suggest directional relationships, reciprocal causation cannot be ruled out—positive purchase experiences may enhance subsequent evaluations of e-commerce and customer experience quality. Longitudinal or experimental designs would strengthen causal claims. Second, accidental sampling introduces potential selection bias. Participants were customers present at the supermarket during data collection periods, potentially overrepresenting satisfied frequent shoppers and underrepresenting dissatisfied or infrequent customers. Systematic random sampling from membership databases would improve representativeness. Third, self-report measures are susceptible to common method bias, social desirability effects, and retrospective recall errors. Although validity and reliability tests suggest acceptable measurement quality, objective behavioral data (actual purchase records) would complement self-reported intentions. The gap between stated intentions and actual behaviors is well-documented in consumer research. Fourth, the single-site focus limits external validity. Maju Bersama Supermarket operates in a specific geographic and competitive environment that may not generalize to other markets, formats, or customer segments. Multi-site studies encompassing diverse retail contexts would enhance generalizability. Finally, the substantial unexplained variance (75.9%) indicates omitted variables that likely influence purchase intentions. Candidates include price perceptions, product quality evaluations, competitive alternatives, promotional activities, peer influences, and individual difference variables (e.g., price sensitivity, technology readiness). Future research should incorporate these factors to develop more comprehensive explanatory models.

## Future Research Directions

Several promising research avenues emerge from this investigation. First, longitudinal studies tracking changes in e-commerce adoption, customer experience quality, and purchase patterns over time would illuminate dynamic relationships and potential lagged effects. Second, experimental manipulations of specific e-commerce features (e.g., personalization algorithms, chatbot support) or experiential elements (e.g., staff service scripts, store layout) could establish causal effects and identify optimal configurations. Third, comparative studies across retail formats (hypermarkets, convenience stores, specialty retailers) would reveal boundary conditions and context-specific moderators. Fourth, mediation analyses examining pathways through which e-commerce and customer experience influence intentions (e.g., via trust, satisfaction, perceived value) would clarify underlying mechanisms. Finally, qualitative research exploring customers' subjective experiences, decision processes, and meaning-making could enrich understanding of the psychological processes underlying quantitative relationships.

## CONCLUSION

This investigation empirically demonstrates that e-commerce implementation and customer experience significantly influence purchase intention in the retail supermarket context, both independently and collectively. Customer experience exerts stronger effects than e-commerce, suggesting that while digital capabilities facilitate commerce, experiential quality remains paramount in shaping consumer purchase decisions. The moderate explained variance indicates that additional factors warrant investigation, presenting opportunities for theoretical development and practical refinement. From a practical standpoint, retail managers should pursue balanced strategies that integrate technological advancement with service excellence. E-commerce platforms provide necessary infrastructure for competitive parity, but superior customer experiences create differential advantages.

Resource allocation decisions should reflect this hierarchy, prioritizing experiential quality while maintaining functional digital capabilities.

The research findings reinforce theoretical propositions regarding the multi-dimensional nature of purchase intention formation. Contemporary consumers evaluate retailers holistically, considering technological convenience alongside human interactions, environmental attributes, and emotional resonances. Successful retail strategies must address this complexity through integrated approaches that synthesize operational efficiency, technological innovation, and experiential engagement.

The substantial unexplained variance highlights the limitations of two-factor models and underscores the need for expanded theoretical frameworks. Future research incorporating price perceptions, product attributes, competitive dynamics, and individual differences would advance understanding and enhance predictive accuracy. Longitudinal and experimental designs would strengthen causal inferences and reveal dynamic processes underlying consumer decision-making.

In the broader context of retail transformation, this study illustrates the ongoing evolution from transactional to relational commerce. Digital technologies enable transactions, but relationships—built through consistent positive experiences—sustain business success. As retail environments become increasingly hybrid, understanding the complementary roles of technology and human touchpoints becomes essential for competitive positioning.

This research offers empirical evidence supporting the strategic importance of both e-commerce and customer experience in driving purchase intentions. Retailers seeking to maximize consumer engagement should develop integrated capabilities that leverage digital platforms while cultivating memorable human interactions. As markets evolve and consumer expectations rise, competitive success will increasingly depend on organizations' abilities to deliver seamless, satisfying experiences across all touchpoints—digital and physical, technological and human, transactional and relational.

The path forward for retail supermarkets lies in strategic synthesis: using e-commerce to enhance accessibility and efficiency while investing in customer experience to build lasting relationships. Organizations that successfully integrate these complementary capabilities will be best positioned to thrive in the increasingly competitive and dynamic retail landscape.

## ACKNOWLEDGMENTS

## CONFLICT OF INTERESTS

The author declares no conflicts of interest related to this research. No financial or personal relationships with organizations or individuals existed that could have influenced the study's design, execution, analysis, or interpretation.

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