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Research Article

Post-Merger Consumer Dynamics: How Digital Marketing and Service Quality Drive Customer Satisfaction in the TikTok Shop-Tokopedia Ecosystem

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Abstract
The integration of TikTok Shop and Tokopedia presents challenges in maintaining customer satisfaction as platform operations, shopping experiences, and service delivery evolve. This study examines whether digital marketing, service quality, promotion, and brand image influence satisfaction among TikTok Shop X Tokopedia users in Jakarta. A quantitative explanatory design was used, with primary questionnaire data collected through non-probability sampling. Data analysis included descriptive statistics, validity and reliability tests, classical assumption tests, multiple linear regression, and hypothesis testing. The findings indicate that digital marketing, service quality, promotion, and brand image each have a positive and significant effect on customer satisfaction. Together, these factors also significantly influence satisfaction, with digital marketing emerging as the strongest predictor. The study extends consumer behavior theory by combining marketing communication, service performance, promotional attractiveness, and brand perception in a framework for understanding satisfaction in post-merger social commerce. Practically, platform managers should prioritize interactive digital campaigns, reliable transactions, responsive customer support, relevant and transparent promotions, and consistent brand communication. These efforts can strengthen customer confidence, improve shopping experiences, and support lasting customer relationships across the integrated platform.

Keywords: Digital Marketing, Service Quality, Promotion, Brand Image

JEL Classification: M31, M37, M10

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1. Introduction

The development of technology and internet connectivity has significantly transformed people's lifestyles, consumption patterns, and business activities in Indonesia. In the digital era, online business has become an increasingly important commercial activity, shifting conventional purchases to digital platforms.

This transformation has enabled consumers to conduct transactions more conveniently through electronic devices and internet technology. Furthermore, digital platforms have expanded beyond conventional online marketplaces by integrating social media interactions, promotions, and purchasing into a more interconnected shopping experience.

TikTok is one of the leading social media platforms actively driving e-commerce innovation. The platform lets users create and share short videos in an interactive content-sharing environment. In response to growing demand for online shopping, TikTok introduced the TikTok Shop feature on 17 April 2021, allowing consumers to discover products and complete transactions directly in the app. According to Annur (2021), Indonesia was the second-largest TikTok user market globally, showing the platform's substantial potential in digital commerce. Through short videos and live streaming, TikTok Shop gives businesses opportunities to introduce products, interact with consumers, and encourage purchases through engaging digital marketing activities.

However, TikTok Shop's development in Indonesia faced a significant challenge after the government implemented regulations restricting direct e-commerce transactions through social media. Consequently, TikTok Shop temporarily ceased its shopping operations on 4 October 2023 (CNBC, 2023). To resume its commercial activities, TikTok subsequently collaborated with Tokopedia through PT GoTo, integrating its social commerce capabilities with Tokopedia's established marketplace infrastructure. This collaboration marks an important shift in Indonesia's e-commerce landscape by combining content-driven consumer engagement with traditional marketplace transaction capabilities. Nevertheless, the integration also raises questions regarding the consistency of service quality, the effectiveness of digital marketing strategies, promotional activities, brand perceptions, and ultimately, customer satisfaction.

The integration of TikTok Shop and Tokopedia creates a distinctive business environment in which consumers experience both social media-based product discovery and marketplace-based purchasing transactions. Differences in platform characteristics and consumer expectations may influence how customers evaluate their shopping experiences following the integration. Therefore, customer satisfaction becomes an essential indicator of the platform's ability to maintain consumer confidence, meet expectations, and establish sustainable customer relationships. In this context, digital marketing, service quality, promotion, and brand image represent important factors that may influence customer satisfaction. Effective digital marketing can attract consumer attention through interactive content and live streaming, while service quality determines how well platform services meet customer expectations. Furthermore, attractive promotions can encourage consumer engagement, whereas a positive brand image can strengthen consumer perceptions and trust.

Previous studies have provided evidence regarding the relationship between marketing and service-related factors and customer satisfaction. Andriani and Nasution (2023) found that service quality and promotion significantly influence consumer purchasing behavior on TikTok Shop. Their findings highlight the importance of providing satisfactory services and appropriate promotional strategies to attract and retain consumers. Furthermore, Setiawan and Irawati (2023) showed that digital marketing strategies positively and significantly influence customer satisfaction, suggesting that interactive digital communication can contribute to a more favorable consumer experience. Similarly, Pangow et al. (2024) found that brand image has a significant positive effect on customer satisfaction, emphasizing the importance of maintaining a positive brand perception in influencing consumer evaluations.

Despite these findings, previous research has not fully explained how digital marketing, service quality, promotion, and brand image jointly influence customer satisfaction within an integrated social commerce and marketplace environment. Existing studies generally examine these factors within individual digital platforms or conventional e-commerce settings, offering limited insight into customer satisfaction after integrating social media and marketplace functions. This limitation is particularly relevant because the TikTok Shop and Tokopedia collaboration introduces a different consumer experience in which social interactions, product discovery, promotional content, and transaction services operate within an interconnected commercial ecosystem.

Furthermore, previous empirical findings regarding the influence of service quality on customer satisfaction remain inconsistent. Pramesti et al. (2021) found that service quality positively influences customer satisfaction in e-commerce, whereas Safavi and Hawignyo (2021) reported that the relationship was statistically insignificant. This disparity suggests that the influence of service quality may vary depending on platform characteristics and consumer expectations. These inconsistencies create an empirical research gap that warrants further investigation, particularly in the context of the TikTok Shop and Tokopedia integration. Understanding this relationship is important because customers evaluate not only the quality of individual services but also the overall consistency of their shopping experiences across the integrated platform.

This study's theoretical novelty lies in extending Consumer Behavior Theory by examining the combined influence of digital marketing, service quality, promotion, and brand image on customer satisfaction in a post-integration social commerce environment. Unlike previous research that focuses primarily on individual e-commerce or social commerce platforms, this study examines consumer satisfaction in an integrated platform environment that combines social media engagement with marketplace transaction functions. By examining these factors simultaneously, this research provides a broader understanding of how marketing communication, service performance, promotional attractiveness, and brand perception contribute to consumer evaluations in an evolving digital commerce ecosystem. This approach also contributes to the global e-commerce literature by extending the discussion of customer satisfaction beyond conventional online marketplace environments toward integrated social commerce business models.

Based on these gaps, this study analyzes the influence of digital marketing, service quality, promotion, and brand image on customer satisfaction among TikTok Shop X Tokopedia users in Jakarta. Specifically, this research examines the individual and simultaneous effects of these independent variables and identifies the factor that contributes most strongly to customer satisfaction. The findings are expected to extend the application of Consumer Behavior Theory in understanding consumer responses to integrated social commerce platforms. From a managerial perspective, this research provides practical insights for platform managers and participating businesses to develop more effective digital marketing strategies, improve service reliability and customer support, implement relevant promotional programs, and strengthen consistent brand communication. Ultimately, these strategies are expected to enhance customer satisfaction, maintain consumer confidence, and support sustainable business relationships within the evolving global e-commerce ecosystem.

2. Literature Review and Hypothesis

Literature Review

Grand Theory

Consumer Behavior Theory serves as a grand theory in this study. According to Mothersbaugh et al. (2017), the field of consumer behavior is defined as the study of how individuals, groups, or organizations select, acquire, utilize, and dispose of goods or services to meet their needs and the impact on customers and society. Customer satisfaction is greatly influenced by digital marketing, service quality, promotion, and brand image, where effective digital marketing and good service quality can increase customer satisfaction, while promotions that match promises and a positive brand image also play an important role.

Customer Satisfaction

According to Indrasari (2019), consumer satisfaction is a person's feeling after comparing product performance with their expectations, and the main factor in customer satisfaction is the company's ability to recognize, meet, and satisfy customer needs, making it a central concept in business strategy. Syah (2021) added that consumer satisfaction is a person's feelings after comparing product performance with their expectations. According to Irawan (2008) and Worek and Sepang (2021), customer satisfaction is measured by comparing perceived and expected benefits.

Digital Marketing
According to Sanjaya et al. (2019), digital marketing is a marketing activity that uses various media, such as blogs, websites, e-mail, AdWords, and social media networks, for companies. Ayesha et al. (2022) added that digital marketing is a marketing or promotion activity for a brand or product using digital media or the internet.

Service Quality
According to Tjiptono (2017), service quality is a measure of how well the level of service that can be provided meets customer expectations. Meanwhile, quality, according to the American Society for Quality Control, includes the overall and characteristics of products or services in meeting predetermined needs. The e-mail service quality indicator, according to Zeithaml et al. (2018) in Fahira et al. (2022), includes four main dimensions.

Promotion
According to Kotler and Armstrong (2019), promotion is an activity that conveys product benefits, persuades customers to buy, and influences the purchasing process or use of products or services. The main goal is to increase sales volume. Satriadi et al. (2021) added that promotion is a marketing mix tool that communicates products or services to consumers to create continuous demand until they eventually become customers. According to Kotler and Armstrong (2019), there are 5 indicators to measure promotion.

Brand Image
According to Daga (2017), brand image is consumers' perception of a product when they lack in-depth knowledge, so they tend to choose products that are well known and widely used. Sitorus et al. (2022) added that brand image is consumers' perception of a brand that builds trust in the brand. According to Iswanto and Rendi (2019), indicators of brand image include.

Hypothesis
Digital Marketing Has a Positive and Significant Influence on Customer Satisfaction
Sanjaya et al. (2019) explained that digital marketing is a marketing activity that uses various media that are available to companies, for example, through media such as blogs, websites, e-mail, AdWords, and various other social media networks. Digital marketing is an activity of marketing a product through social media (Ayesha et al., 2022). Research on the influence of digital marketing on customer satisfaction by Khasanah and Syahrani (2022), Sri Handayani and Hidayat (2022), Windarsari et al. (2022), and Lazuardi et al. (2020) shows that digital marketing has a positive and significant influence on customer satisfaction.
H1: Digital Marketing Has a Positive and Significant Influence on Customer Satisfaction

Service Quality Has a Positive and Significant Influence on Customer Satisfaction.
Service quality is defined as a measure of how well the level of service provided meets customer expectations (Tjiptono, 2017). According to Fahira et al. (2022), the extent to which a website can facilitate the purchase and delivery of goods and services effectively and efficiently is referred to as service quality. Research on the effect of service quality on customer satisfaction by Aisyah et al. (2022), Athallah and Wijaksana (2023), Ananda and Manik (2024), and Ramadhan and Solihin (2024) shows that service quality has a positive and significant effect on customer satisfaction.
H2: Service Quality Has a Positive and Significant Effect on Customer Satisfaction.

Promotion Has a Positive and Significant Effect on Customer Satisfaction
Kotler and Armstrong (2019) define promotion as an activity that conveys product benefits and persuades customers to buy the products offered. Promotion is the process of providing information, persuading and influencing consumers' purchasing and use of a product or service. The general purpose of promotion is to increase the sales volume of a product/service. Promotion is a marketing mix element that communicates products or services to consumers, creating continuous demand until they eventually become customers (Satriadi et al., 2021). Research on the

effect of promotion on customer satisfaction by Diondah et al. (2023), Wandini and Sari (2023), Anugrah (2020), and Ilyas and Mustafa (2022) shows that promotion has a positive and significant effect on customer satisfaction.

H3: Promotion Has a Positive and Significant Effect on Customer Satisfaction

Brand Image Has a Positive and Significant Effect on Customer Satisfaction

Daga (2017) defines brand image as a consumer's perception used to evaluate a product when consumers do not have sufficient knowledge about a product to be purchased. Consumers tend to choose products that are well-known and used by many people rather than products that are new to them. Consumers can be influenced in forming an impression of a brand's image. Sitorus et al. (2022) define brand image as consumers' perception of a brand, which builds consumer and customer trust in a brand. Research on the influence of brand image on customer satisfaction by Juan and Indrawati (2023), Aliyah and Istiyanto (2022), Antara and Rastini (2022), and Yulisetiarini and Prahasta (2019) shows that brand image has a positive and significant effect on customer satisfaction.

H4: Brand Image Has a Positive and Significant Effect on Customer Satisfaction

Conceptual Framework

The following are the dependent and independent variables used in this study, and the conceptual framework is shown in Figure 1.

Figure 1. Conceptual Framework

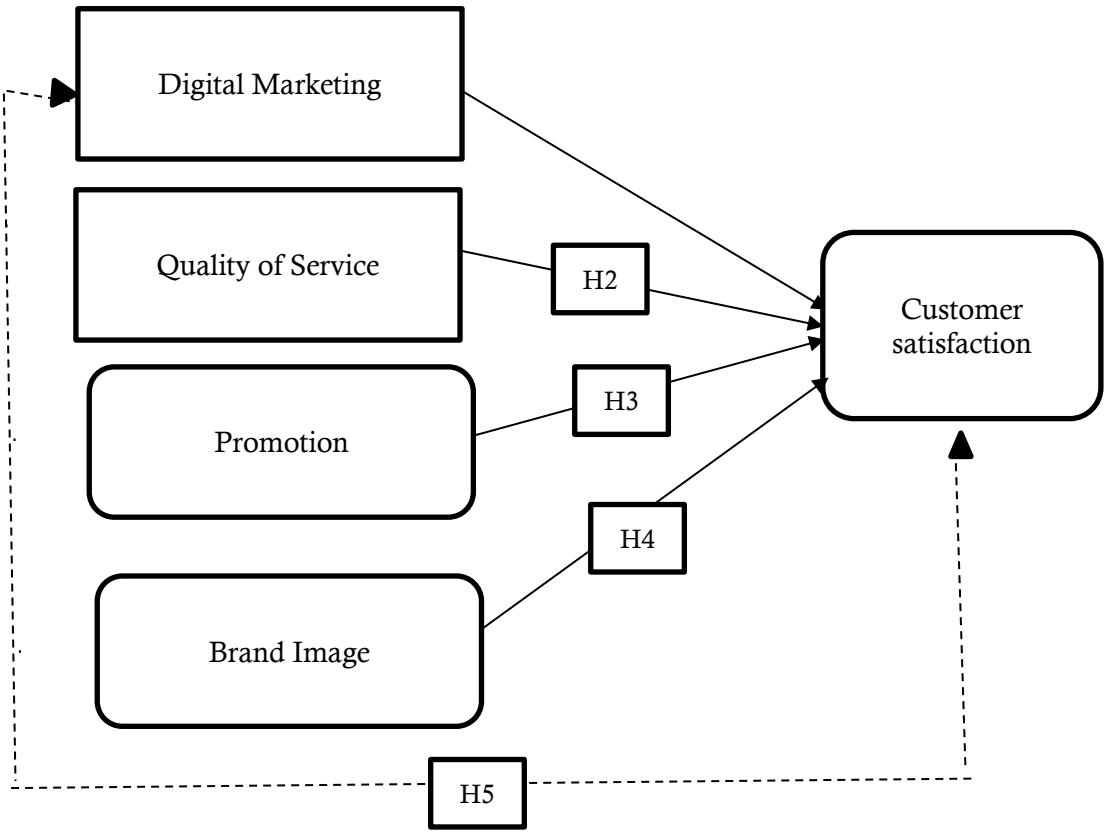


Figure 1. Conceptual Framework

3. Data and Method

Type of Research

This study employed an explanatory research design with a quantitative approach to examine the effects of digital marketing, service quality, promotion, and brand image on customer satisfaction

among TikTok Shop X Tokopedia users in Jakarta. A quantitative approach was selected because the study examines relationships between variables through numerical data and statistical hypothesis testing. Primary data were collected using a structured questionnaire distributed to eligible respondents.

Data Collection Method

Primary data were obtained through an online questionnaire consisting of six sections: (1) respondent demographic information and screening questions, (2) digital marketing, (3) service quality, (4) promotion, (5) brand image, and (6) customer satisfaction. The questionnaire used a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to measure respondents' perceptions of each research indicator. Screening questions were included to ensure that only respondents meeting the research criteria participated in the study.

Population and Sample

The target population comprised individuals residing in Jakarta who had purchased products through TikTok Shop X Tokopedia. Since the exact number of eligible users in Jakarta was unknown and a complete sampling frame was unavailable, probability sampling could not be reliably implemented. Therefore, this study used a non-probability sampling technique: purposive sampling. This technique was appropriate because respondents needed specific experience and characteristics relevant to the research objectives. Rather than selecting participants randomly from an inaccessible population, purposive sampling enabled the researchers to obtain information directly from individuals who had experienced the platform's shopping and service processes.

The respondents were selected based on the following criteria: (1) individuals aged 17–50 years; (2) individuals currently residing in Jakarta; and (3) individuals who had used TikTok Shop X Tokopedia and completed at least one purchase through the platform. These criteria ensured respondents had direct experience with the platform and could evaluate its digital marketing activities, service quality, promotional offers, brand image, and overall customer satisfaction.

The study obtained 110 respondents. The sample size was initially determined using the indicator-based rule of five observations per indicator. With 22 research indicators, the minimum sample requirement was calculated as follows: $N = 5 \times 22 = 110$. This approach is consistent with the respondent-to-indicator guideline discussed by Hair et al. (2019), which suggests a minimum ratio of five observations per measured item for relevant multivariate analyses. However, a larger ratio is generally preferable.

Furthermore, because this study applied multiple linear regression with four independent variables, the sample size was also assessed using Green's (1991) guideline. Green proposed a minimum sample size of ($N \geq 50 + 8m$) to test the overall multiple correlation and ($N \geq 104 + m$) to test individual predictors, where (m) represents the number of independent variables. Accordingly, the required sample sizes were 82 respondents ($(50 + 8 \times 4)$) and 108 respondents ($(104 + 4)$), respectively. The final sample of 110 respondents exceeded both minimum estimates. Nevertheless, these formulas represent methodological guidelines rather than substitutes for an a priori statistical power analysis.

Research Instrument Testing

Before conducting the main statistical analysis, the questionnaire data were evaluated to assess the validity and reliability of the measurement instrument. Both tests were conducted using IBM SPSS Statistics. Validity Testing. Item validity was assessed using the Pearson Product-Moment correlation between each questionnaire item and its corresponding total construct score. Each item was evaluated to determine whether it adequately represented the variable being measured. An item was considered valid when its calculated correlation coefficient (r-count) exceeded the critical value (r-table) at the 5% significance level, and its significance value was below 0.05. Items that did not meet these criteria required further evaluation before inclusion in the analysis. Reliability Testing. Internal consistency was examined using Cronbach's Alpha for each research variable. A construct was considered reliable when its Cronbach's Alpha coefficient was at least 0.70,

indicating acceptable internal consistency among the items measuring the same construct. The reliability assessment was conducted separately for digital marketing, service quality, promotion, brand image, and customer satisfaction. These procedures ensured that the questionnaire items demonstrated sufficient consistency before the data were used for hypothesis testing.

Data Analysis Method

The collected data were processed using IBM SPSS Statistics. The analysis included descriptive statistics, validity and reliability testing, classical assumption testing, multiple linear regression, and hypothesis testing. Classical assumption testing was conducted to assess the suitability of the regression model. At the same time, t-tests and an F-test were used to examine the partial and simultaneous effects of the independent variables on customer satisfaction.

4. Results

Heteroscedasticity Test

According to Ghozali (2018), the heteroscedasticity test tests the presence or absence of heteroscedasticity in this study using the Glejser test, namely regressing the absolute value of the residual against the independent variable. No heteroscedasticity is present if the significance value is > 0.05. Conversely, heteroscedasticity occurs if the significance value is <0.05 (Ghozali, 2018).

Table 1. Heteroscedasticity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.671	1.141		3.218	.002
	Digital Marketing	-.021	.043	-.089	-.497	.620
	Service Quality	-.014	.050	-.036	-.272	.786
	Promotion	.053	.037	.208	1.419	.159
	Brand Image	-.096	.049	-.290	-1.944	.055

Source: Processed data (2024)

Based on the Glejser test results in Table 1, there is no heteroscedasticity because each variable's significance value is >0.05. The digital marketing variable has a significance value of 0.620, which is>0.05. The service quality variable has a significance value of 0.786, so it can be said that there is no heteroscedasticity symptom because the significance value is >0.05, as well as the promotion and brand image variables because the promotion variable has a significance value of 0.159 and the brand image has a significance value of 0.55, where the significance value is greater than 0.05.

Multicollinearity Test

According to Ghozali (2018), the multicollinearity test is carried out to test whether the regression model finds a correlation between the independent variables. A good regression model should not have correlations between the independent variables. To detect the presence or absence of multicollinearity, it can be seen from the variance inflation factor (VIF) and tolerance values. A regression model free from multicollinearity has a VIF value of 0.1. If the VIF value is> 10 and the tolerance value is low.

Table 2. Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.480	1.701		1.458	.148		
	Digital Marketing	.263	.064	.389	4.103	.000	.272	3.671
	Service Quality	.221	.074	.207	2.963	.004	.503	1.987
	Promotion	.142	.055	.198	2.565	.012	.410	2.438
	Brand Image	.172	.073	.184	2.339	.021	.396	2.523

Source: Processed data (2024)

Based on Table 2, it is known that all independent variables are used, according to Table 2 above, with a VIF value of <10 and tolerance> 0.10. There are no symptoms of multicollinearity in this study.

Multiple Regression Analysis

Multiple linear regression analysis aims to determine the effect of digital marketing, service quality, promotion and brand image on customer satisfaction. Based on the regression test results in SPSS 26, the multiple regression results are presented in the following Table 3.

Table 3. Results of Multiple Regression Analysis Test

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.480	1.701		1.458	.148
	Digital Marketing	.263	.064	.389	4.103	.000
	Service Quality	.221	.074	.207	2.963	.004
	Promotion	.142	.055	.198	2.565	.012
	Brand Image	.172	.073	.184	2.339	.021

Source: Processed data (2024)

Brand image has a significant positive effect on the dependent variable. Digital marketing has the strongest effect, with a beta coefficient of 0.389 and a significance level of 0.000, indicating that an effective digital marketing strategy can significantly improve the desired results. Service quality also contributes significantly, with a beta coefficient of 0.207 and a significance level of 0.004, emphasizing the importance of maintaining quality service to achieve customer satisfaction. The promotion variable has a beta coefficient of 0.198 with a significance of 0.012, indicating that targeted promotional activities can support the company's goals. Finally, brand image has a significant effect, with a beta coefficient of 0.184 and a significance value of 0.021, indicating the importance of reputation and positive perceptions of the brand in achieving success in the market.

Results of the t-test

The partial test (t-test) basically shows how much each independent variable influences the dependent variable. Each dependent variable. The partial distribution in this research data uses a minimum significance threshold of 0.05. At a 5% significance level, the criteria are that if the significance value is <0.05 and the calculated t value > the t-table value, then this indicates a significant difference between the independent and dependent variables. Conversely, if the significance value is> the t-table value, then there is no significant difference between the independent and dependent variables.

Table 4. Results of the t-test

Model		t Account	t table	Sig.
1	(Constant)	1.458		0.148
	Digital Marketing	4.103	1.659	0.000
	Service Quality	2.963	1.659	0.004
	Promotion	2.565	1.659	0.012
	Brand Image	2.339	1.659	0.021

Source: Processed data (2024)

The t-test results show that all independent variables in this model significantly influence the dependent variable. Digital marketing has a t-count of 4.103 with a significance value of 0.000, indicating the strongest and most significant influence on purchasing decisions. Service quality also has a significant influence with a t-count of 2.963 and a significance of 0.004. Promotion and brand image also show a significant influence, with t-counts of 2.565 (sig. 0.012) and 2.339 (sig. 0.021), respectively.

F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1559.286	4	389.821	75.774	.000[b]
	Residual	540.178	105	5.145		
	Total	2099.464	109			

Source: Processed data (2024)

The F test results show that the overall regression model is significant in explaining the relationship between the independent variables and the dependent variable. With an F value of 75.774 and a significance of 0.000 ($p < 0.05$), this model meets the criteria to state that the independent variables together significantly influence the dependent variable. The Sum of Squares Regression value of 1559.286 and the Sum of Squares Residual of 540.178 indicate that most of the variations in the dependent variable can be explained by the model. Thus, this model can be relied on to analyze the relationship between variables in the study.

5. Discussion

The Influence of Digital Marketing on Customer Satisfaction

The first hypothesis states that digital marketing has a positive and significant effect on customer satisfaction. Based on the results of the study, it is proven that the digital marketing variable has a positive and significant effect on customer satisfaction. This shows that the better digital marketing is carried out, the greater the satisfaction obtained. This study aligns with research by Diansyah and Nadya (2023), which also found that digital marketing has a positive and significant effect on customer satisfaction. Another study conducted by Sri Handayani and Hidayat (2022) found that digital marketing has a significant positive effect on satisfaction. According to Windarsari et al. (2022), digital marketing has a direct positive and significant effect on satisfaction.

The Influence of Service Quality on Customer Satisfaction

The second hypothesis states that service quality has a positive and significant effect on customer satisfaction. Based on the results of the study, it is proven that the service quality variable has a positive and significant effect on customer satisfaction. This shows that the better the quality of service provided, the greater the satisfaction obtained. This study aligns with Meilita et al. (2024), which also found that service quality has a positive and significant effect on customer satisfaction. Athallah and Wijaksana (2023) also found that service quality significantly affects customer satisfaction. Another study conducted by Aisyah et al. (2022) showed that Service Quality has a positive and significant effect on customer satisfaction.

The Influence of Promotion on Customer Satisfaction

The third hypothesis states that promotion has a positive and significant effect on customer satisfaction. Based on the results of the study, it is proven that the promotion variable has a positive and significant effect on customer satisfaction. This shows that the more intensive the promotion is, the greater the satisfaction obtained. This study aligns with Diondah et al. (2023), which also found that promotion has a positive and significant effect on customer satisfaction. According to Wandini and Sari (2023), the promotion analysis test results show a significant effect on customer satisfaction. Anugrah's research (2020) also found that promotion influences customer satisfaction. Based on the results, promotion has a positive and significant effect on customer satisfaction.

The Influence of Brand Image on Customer Satisfaction

The fourth hypothesis states that brand image has a positive and significant effect on customer satisfaction. Based on the results of the research conducted, it is proven that the brand image variable has a positive and significant effect on customer satisfaction. This shows that the more positive the image, the greater the satisfaction. This study aligns with research by Juan and Indrawati (2023), which also found that brand image has a positive and significant effect on customer satisfaction. Antara and Rastini (2022) also found that brand image has a positive and

significant effect on customer satisfaction. Harnianda and Maharani (2023) also found a positive and significant partial effect of brand image on customer satisfaction.

The Influence of Digital Marketing, Service Quality, Promotion and Brand Image on Customer Satisfaction

The fifth hypothesis states that digital marketing, service quality, promotion, and brand image have a simultaneous effect on customer satisfaction. Based on the results of the research conducted, it is proven that digital marketing, service quality, promotion, and brand image have a significant effect on customer satisfaction on the TikTok Shop X Tokopedia platform.

6. Conclusion

This study demonstrates that customer satisfaction in the TikTok Shop X Tokopedia ecosystem is shaped by the combined performance of digital marketing, service quality, promotion, and brand image. Although all four factors have positive and significant effects on customer satisfaction, digital marketing emerges as the most influential factor, indicating the importance of engaging and relevant digital interactions in shaping consumers' shopping experiences. Nevertheless, the findings suggest that effective marketing communication alone cannot sustain satisfaction. Consumers' overall evaluations also depend on reliable service delivery, attractive promotions, and a consistent brand image. In the context of platform integration, these factors need to work together to address differences in customer expectations and perceptions inherited from the two platforms.

Managerially, e-commerce platforms navigating post-merger or partnership-based brand integration should prioritize coordinated strategies rather than treating marketing, operations, and branding as separate functions. Platform managers should strengthen interactive digital campaigns through engaging content and live-streaming activities while ensuring that promotional messages accurately reflect the offers available to consumers. At the operational level, service quality should be improved through responsive customer support, reliable transaction and delivery processes, effective complaint handling, and continuous evaluation of customer feedback. Furthermore, consistent brand communication across the integrated platform is essential to reduce customer confusion and build trust during the transition. By aligning digital engagement, service performance, promotional transparency, and brand identity, e-commerce platforms can create a more coherent shopping experience and strengthen long-term customer satisfaction.

Recommendation

Tokopedia and TikTok managers should prioritize targeted digital marketing by using TikTok's short-video content, creator-led product reviews, and scheduled live-shopping sessions featuring products relevant to Jakarta consumers. Audience segmentation based on browsing behavior, purchase history, and product interests can improve campaign relevance and promotional conversion. Live sessions should include real-time product demonstrations, interactive Q&A, and clearly displayed vouchers with transparent terms. To reinforce these campaigns, managers should synchronize product information, stock availability, pricing, and delivery updates across both platforms. Customer service teams should also monitor complaints and response times, particularly during promotional events, to ensure that increased engagement is supported by reliable service experiences.

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