

CHAPTER V

CONCLUSION

The research findings from the previous chapter's investigation into the impact of Tokopedia's gamification strategy (Tokopedia Membership) on customer loyalty are summarized in this chapter. This chapter also discusses the managerial implications, as well as the research's limitations and recommendations for further studies that might want to use this work as a reference.

5.1 Conclusion

Based on data findings and discussion that have been explained in the previous chapter, the main conclusions that can draw as follows:

1. H1 gamification positively affects customer loyalty (H1 accepted). It can be understand that there is a positive and significant influence between gamification and customer loyalty in Tokopedia.
2. H2 gamification positively affects customer experience (H2 accepted). It can be understand that there is a positive and significant influence between gamification and customer experience in Tokopedia.
3. H3 gamification positively affects customer engagement (H3 accepted). It can be understand that there is a positive and significant influence between gamification and customer engagement in Tokopedia.
4. H4 gamification positively affects customer satisfaction (H4 accepted). It can be understand that there is a positive and significant influence between gamification and customer satisfaction in Tokopedia.
5. H5 customer experience positively affects customer loyalty (H5 accepted). It can be understand that there is a positive and significant influence between customer experience and customer loyalty in Tokopedia.
6. H6 customer experience positively affects customer engagement (H6 accepted). It can be understand that there is a positive and significant

influence between customer experience and customer engagement in Tokopedia.

7. H7 customer experience positively affects customer satisfaction (H7 accepted). It can be understood that there is a positive and significant influence between customer experience and customer satisfaction in Tokopedia.
8. H8 customer engagement has a positive effect on customer loyalty (H8 rejected). It can be understood that there is a positive but insignificant influence between customer engagement and customer loyalty in Tokopedia.
9. H9 customer engagement positively affects customer satisfaction (H9 accepted). It can be understood that there is a positive and significant influence between customer engagement and customer satisfaction in Tokopedia.
10. H10 customer satisfaction positively affects customer loyalty (H10 accepted). It can be understood that there is a positive and significant influence between customer satisfaction and customer loyalty in Tokopedia.

5.2 Managerial Implications

1. In this research, it is found that gamification influences customer loyalty. Therefore, Tokopedia needs to maintain and improve its gamification strategy to attract more customers with an attractive and addicting one. This can be done by developing new gamification strategies method through research and development that focuses on customer preferences that are fresh and may attract customers from different ages.
2. In this research, it is found that gamification influences customer experience. Therefore, Tokopedia needs to improve its gamification strategy and increase customer experience. This can be done by enhancing the gaming experience by developing more complex and engaging gameplay, adding more regular events and a ranking system can encourage frequent play and foster competition, and offering diverse rewards that can be redeemed for discounts, cashback, and other incentives can also motivate customers.

3. In this research, it is found that gamification influences customer engagement. Therefore, Tokopedia can improve its gamification strategy to increase customer engagement by focusing on entertainment aspects, such as rewards, points, levels, and leaderboards. This approach has been shown to be effective in increasing user engagement and loyalty. Additionally, Tokopedia can leverage its large user base and high monthly web visitors to create a sense of community and competition among users, further enhancing the gamification experience.
4. In this research, it is found that gamification influences customer satisfaction. Therefore, Tokopedia can improve its gamification strategy to increase customer satisfaction by maintaining and offer diverse and attractive reward types, such as coupons and loyalty points, which can be exchanged for discounts, free shipping, or cashback. This approach will likely increase customer satisfaction by providing a more interactive and rewarding experience, ultimately fostering loyalty and retention.
5. In this research, it is found that customer experience influences customer loyalty. Therefore, to improve customer experience and increase customer loyalty in Tokopedia, the platform can focus on enhancing its digital-based customer service, Tokopedia Care, which integrates human touch, technology, and customer feedback. This can be achieved by investing in artificial intelligence and automation.
6. In this research, it is found that customer experience influences customer engagement. Therefore, Tokopedia can improve its customer experience to increase customer engagement by leveraging its innovative customer service center, Tokopedia Care. This digital-based center combines human touch through the Customer First Squad (CFS), technology, and voice of customer feedback to provide personalized and efficient solutions.
7. In this research, it is found that customer experience influences customer satisfaction. Therefore, Tokopedia can improve its customer experience by integrating three key elements: human touch through the Customer First Squad (CFS), technology, and the voice of the customer. This approach

ensures that customer inquiries are handled quickly, precisely, and transparently.

8. In this research, it is found that customer engagement influences customer loyalty. Therefore, Tokopedia can improve customer engagement to increase customer loyalty by providing high-quality services, ensuring responsiveness and reliability, and implementing measures to build trust. Additionally, Tokopedia can leverage its application and website features to offer loyalty programs, discounts, and special promotions, which can encourage repeat purchases and foster a sense of commitment among customers.
9. In this research, it is found that customer engagement influences customer satisfaction. Therefore, Tokopedia can develop a strong customer engagement strategy that focuses on building meaningful relationships with customers through personalized communication, tailored experiences, and timely responses to inquiries or feedback. Additionally, Tokopedia can implement loyalty programs that reward customers for repeat business and encourage them to continue engaging with the brand.
10. In this research, it is found that customer satisfaction influences customer loyalty. Therefore, Tokopedia can improve customer satisfaction to increase customer loyalty by focusing on enhancing its electronic service quality dimensions. This includes improving responsiveness by providing timely and effective procedures for sellers to respond to customer orders, enhancing website functionality, and ensuring service reliability. Additionally, Tokopedia should prioritize customer trust by bolstering the assurance of customer privacy security systems and providing clear product information to customers.
11. In addition, this research also implies the customer beneficial value instead of only for Tokopedia. Through high customer engagement done through Tokopedia's gamification strategy, customers may benefit from the discount coupons and cash-back gained, which can be earned through various games and activities on the platform. Moreover, when the level of customer loyalty

risers, it also raises the loyalty points in Tokopedia, which are awarded to customers for completing tasks and participating in games, which can be redeemed for rewards and benefits, such as free shipping, cashback, and other incentives.

5.3 Research Limitations

1. This research uses an outer loading value of 0.6., while Smart PLS recommends an outer loading value of 0.7.
2. There are relatively many invalid indicators questions in the outer loading that need to be customized.
3. The result of Cronbach's Alpha of the customer experience variable shows a slightly below-requirement result of 0.577 with the requirement of 0.6.
4. This research is done solely to the object of Tokopedia and the sample of the research includes only Tokopedia users in Indonesia, therefore the result of this research may vary with different objects of study (other e-commerce platforms) and different samples of research (sample from outside Indonesia).

5.4 Suggestions for Future Research

1. For future research, it is advised to use the outer loading value suggested by Smart PLS of 0.7. To achieve this, the questionnaire can be made better and more representing so that the subsequent study's findings are more favorable.
2. For future research, it is advised to formulate more in-depth question indicators for each variable to avoid the chances of a question indicator becoming invalid in the outer loading analysis.
3. For future research, it is advised to provide more variables related to the study in order to achieve more accurate result of research.

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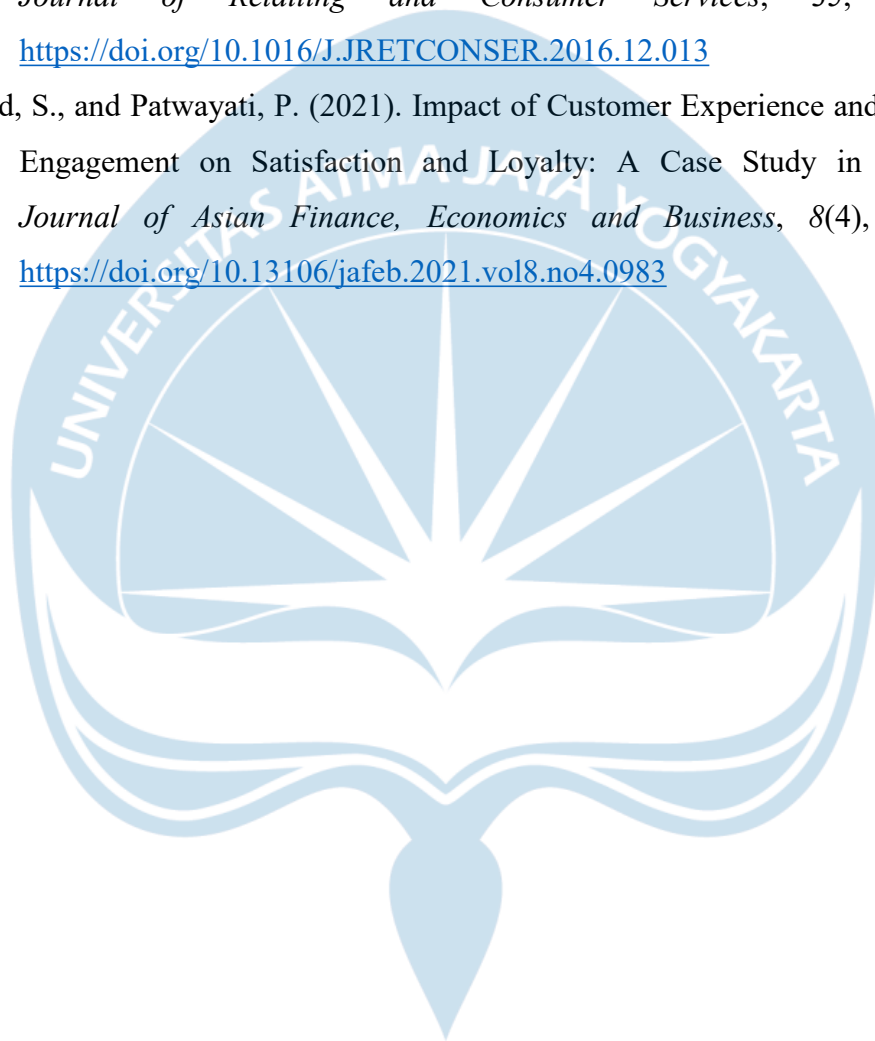
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APPENDIX

Questionnaire



Dampak Strategi Gamifikasi Tokopedia (Tokopedia Membership) Terhadap Kepercayaan Pelanggan

Halo semuanya!

Terima kasih sudah meluangkan waktu Anda untuk membantu mengisi kuisisioner ini. Sebelumnya perkenalkan, saya adalah Kefas Luberta Mahasmara, mahasiswa International Business Management Program, Fakultas Bisnis dan Ekonomika, Universitas Atma Jaya Yogyakarta.

Saat ini, saya sedang melakukan penelitian untuk skripsi (thesis) yang berjudul:

"Dampak Strategi Gamifikasi Tokopedia (Tokopedia Membership) Terhadap Kepercayaan Pelanggan."

Sebelumnya, berikut adalah kriteria yang harus dipenuhi untuk dapat mengisi kuisisioner ini, yakni:

1. Responden berusia antara 21-50 tahun.
2. Responden telah melakukan transaksi beli-beli (barang, tagihan, top-up e-money, tiket, dll.) melalui Tokopedia dalam setidaknya satu tahun terakhir.
3. Responden saat ini adalah anggota Tokopedia Membership.

Waktu yang dibutuhkan untuk mengisi kuisisioner ini adalah hanya sekitar 3-6 menit. **Seluruh informasi yang Anda berikan akan dijaga kerahasiaannya dan hanya digunakan untuk kepentingan penelitian.** Saya berharap Saudara/i untuk mengisi dengan jujur demi kelancaran penelitian skripsi saya.

Atas kesediaan dan partisipasi Anda dalam mengisi kuisisioner penelitian ini, saya ucapkan terima kasih sebanyak-banyaknya dan semoga Tuhan memberkati kita semuanya.

Hormat saya,

Kefas Luberta Mahasmara.

[Login ke Google](#) untuk menyimpan progres. [Pelajari lebih lanjut](#)

Pertanyaan Filter 1

Apakah anda saat ini berusia 21 hingga 50 tahun? *

- ☐ Ya
- ☐ Tidak

Pertanyaan Filter 2

Apakah Anda dalam kurun waktu setahun terakhir pernah melakukan transaksi di Tokopedia? (transaksi mencakup pembelian barang, pembayaran tagihan, *top-up* uang elektronik, pembelian tiket, dll.) *

- ☐ Ya
- ☐ Tidak

Pertanyaan Filter 3

Apakah saat ini Anda merupakan anggota dari Tokopedia Membership? (Dapat Anda cek melalui tautan berikut: [Tokopedia Membership](#)) *

- ☐ Ya
- ☐ Tidak

Gamifikasi (Gamification)

Strategi Gamifikasi adalah proses implementasi elemen permainan/game seperti kompetisi, penghargaan, dan tantangan, dengan tujuan untuk meningkatkan keterlibatan pelanggan, membangun kesetiaan merek, meningkatkan penjualan, dan memperluas jangkauan pemasaran

Kuesioner ini diukur menggunakan skala perhitungan 1-5 dengan penjelasan di bawah ini:

- 1 : Sangat Tidak Setuju
- 2 : Tidak Setuju
- 3 : Netral
- 4 : Setuju
- 5 : Sangat Setuju

Saya sering memeriksa *badge* dan *progress bar* Tokopedia Membership saya (*Silver, Gold, Platinum* dan *Diamond*) *

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Saya suka tantangan (Misi Seru) yang diberikan Tokopedia Membership demi mendapatkan hadiah berupa voucher diskon. *

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Tokopedia Membership menarik perhatian saya karena ada hadiah berupa voucher setiap kali saya melakukan transaksi di Tokopedia *

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Semakin banyak uang yang saya belanjakan di Tokopedia, semakin banyak keuntungan melalui Tokopedia Membership yang saya peroleh *

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Hadiah berupa voucher diskon sangat berpengaruh bagi saya untuk kembali menggunakan aktivitas gamifikasi (dengan cara melakukan transaksi) di Tokopedia Membership *

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

</

Kuesioner ini diukur menggunakan skala perhitungan 1-5 dengan penjelasan di bawah ini:

- Fitur Tokopedia Membership memberikan kesan baik pada indera penglihatan saya sehingga saya tidak bosan saat menggunakannya.

Desain atau visual Tokopedia Membership (warna, bentuk, logo, dll) menarik perhatian saya *

Program dan sistem yang ditawarkan Membership Tokopedia menarik bagi saya *

Tokopedia Membership nyaman dan mudah digunakan *

1 2 3 4 5

Sangat Tidak Setuju ○ ○ ○ ○ ○ Sangat Setuju

Saya merasa terhibur dengan menggunakan Tokopedia Membership *

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Secara keseluruhan, Tokopedia Membership memberi saya pengalaman yang ★
mengesankan

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Kepuasan Pelanggan (Customer Satisfaction)

Kepuasan pelanggan merupakan tingkat kepuasan atau keterpuasan pelanggan terhadap produk atau jasa yang diterima dari suatu perusahaan.

Kuesioner ini diukur menggunakan skala perhitungan 1-5 dengan penjelasan di bawah ini:

1 : Sangat Tidak Setuju
 2 : Tidak Setuju
 3 : Netral
 4 : Setuju
 5 : Sangat Setuju

Saya menyukai layanan yang diberikan oleh Tokopedia Membership *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Layanan yang ditawarkan Tokopedia Membership sesuai harapan *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Hadiah yang ditawarkan oleh Tokopedia Membership sesuai dengan ekspektasi saya *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya menyukai pengalaman yang saya dapatkan dalam menggunakan Tokopedia Membership *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Menurut saya, Tokopedia Membership lebih baik dibandingkan brand lain yang memberikan layanan serupa *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Tokopedia Membership bermanfaat bagi saya *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya merasa puas dengan Tokopedia Membership *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Interaksi dengan Pelanggan (Customer Engagement)

Interaksi dengan pelanggan merupakan proses menggunakan strategi, proses, dan teknologi untuk menghubungi pelanggan dan mempertahankan keterlibatan mereka, yang menjadi cara membangun hubungan dengan pelanggan.

Kuesioner ini diukur menggunakan skala perhitungan 1-5 dengan penjelasan di bawah ini:

- 1 : Sangat Tidak Setuju
- 2 : Tidak Setuju
- 3 : Netral
- 4 : Setuju
- 5 : Sangat Setuju

Saya merasa bersemangat dengan kegiatan Tokopedia Membership *

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Saya sangat memperhatikan fitur dan kegiatan Tokopedia Membership *

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Saya senang berbagi pengalaman saya dengan layanan Tokopedia Membership kepada orang lain *

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Saya suka merekomendasikan layanan Tokopedia Membership kepada orang lain *

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Kesetiaan Pelanggan (Customer Loyalty)

Kesetiaan pelanggan merupakan keputusan pelanggan untuk membeli atau memilih produk maupun jasa secara terus-menerus.

Kuesioner ini diukur menggunakan skala perhitungan 1-5 dengan penjelasan di bawah ini:

- 1 : Sangat Tidak Setuju
- 2 : Tidak Setuju
- 3 : Netral
- 4 : Setuju
- 5 : Sangat Setuju

Saya suka Tokopedia Membership termasuk fitur dan layanannya, sehingga saya *
sering menggunakan Tokopedia

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Secara umum, saya menganggap diri saya pelanggan setia Tokopedia *

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Teman-teman saya dan orang-orang yang saya kenal lebih suka menggunakan *
Tokopedia karena adanya Tokopedia Membership

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Saya berniat untuk terus menggunakan Tokopedia Membership di masa *
mendatang

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Saya tetap memilih Tokopedia Membership meskipun diberikan pilihan layanan *
dari brand lain

	1	2	3	4	5	
Sangat Tidak Setuju	☐	☐	☐	☐	☐	Sangat Setuju

Demografi Responden

Jenis Kelamin *

- ☐ Perempuan
- ☐ Laki-laki

Umur *

- ☐ 21 - 30 tahun
- ☐ 31 - 40 tahun
- ☐ 41 - 50 tahun

Berapa yang kamu habiskan untuk berbelanja di Tokopedia dalam sebulan? *

- ☐ Dibawah Rp 500.000
- ☐ Rp 500.000 sampai Rp 1.000.000
- ☐ Diatas Rp 1.000.000

Questionnaire Data

No.	Apakah anda saat ini berusia 21 hingga 50 tahun?	Apakah Anda dalam kurun waktu setahun terakhir pernah melakukan transaksi di Tokopedia? (transaksi mencakup pembelian barang, pembayaran tagihan, <i>top-up</i> uang elektronik, pembelian tiket, dll.)	Apakah saat ini Anda merupakan anggota dari Tokopedia Membership? (Dapat Anda cek melalui tautan berikut: Tokopedia Membership)
1	Ya	Ya	Ya
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182	Ya	Tidak	
183	Ya	Ya	Ya

No.	GA 1	GA 2	GA 3	GA 4	GA 5	CE 1	CE 2	CE 3	CE 4	CE 5	CE 6	CS 1	CS 2	CS 3
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No.	Jenis Kelamin	Umur	Berapa yang kamu habiskan untuk berbelanja di Tokopedia dalam sebulan?
1	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
2	Perempuan	31 - 40 tahun	Rp 500.000 sampai Rp 1.000.000
3	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
4	Laki-laki	21 - 30 tahun	Dibawah Rp 500.000
5	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
6			
7	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
8	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
9	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
10	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
11	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
12	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
13	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
14	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
15	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
16	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
17	Laki-laki	21 - 30 tahun	Dibawah Rp 500.000
18	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
19	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
20	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
21	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
22	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
23	Perempuan	31 - 40 tahun	Diatas Rp 1.000.000
24	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
25	Laki-laki	31 - 40 tahun	Rp 500.000 sampai Rp 1.000.000
26	Laki-laki	21 - 30 tahun	Dibawah Rp 500.000
27	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
28			
29	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
30	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
31			
32	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
33	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
34	Perempuan	31 - 40 tahun	Diatas Rp 1.000.000

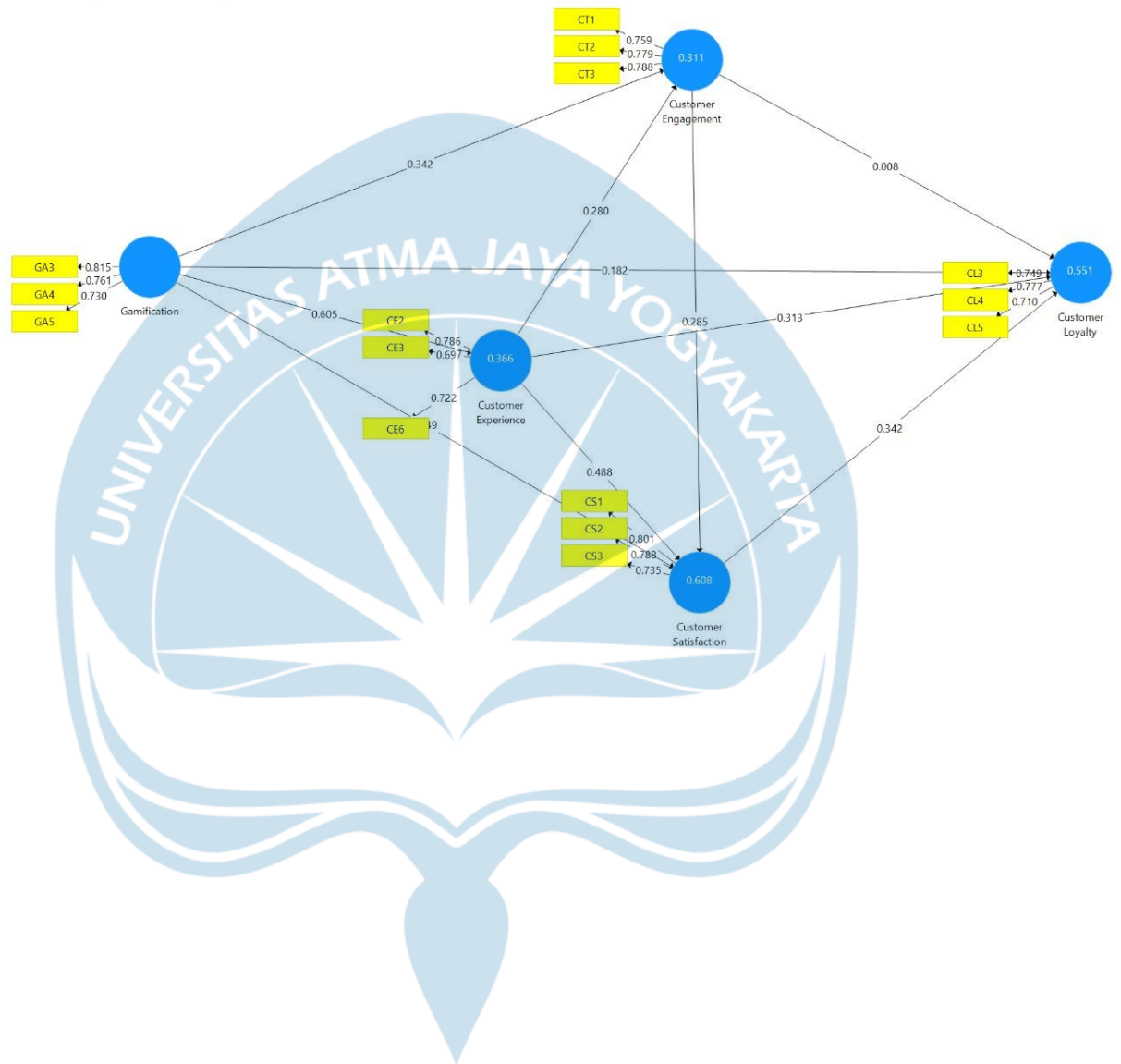
35	Laki-laki	31 - 40 tahun	Rp 500.000 sampai Rp 1.000.000
36	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
37	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
38	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
39	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
40	Laki-laki	21 - 30 tahun	Dibawah Rp 500.000
41	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
42	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
43	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
44	Laki-laki	21 - 30 tahun	Dibawah Rp 500.000
45	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
46	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
47	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
48	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
49	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
50			
51	Perempuan	31 - 40 tahun	Rp 500.000 sampai Rp 1.000.000
52	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
53	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
54	Perempuan	31 - 40 tahun	Diatas Rp 1.000.000
55	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
56	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
57	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
58	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
59	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
60	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
61	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
62	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
63	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
64	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
65	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
66	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
67	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
68	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
69	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
70	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
71	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
72	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
73	Laki-laki	21 - 30 tahun	Dibawah Rp 500.000

74	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
75	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
76	Perempuan	31 - 40 tahun	Rp 500.000 sampai Rp 1.000.000
77	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
78	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
79	Perempuan	21 - 30 tahun	Dibawah Rp 500.000
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81	Perempuan	31 - 40 tahun	Rp 500.000 sampai Rp 1.000.000
82	Laki-laki	31 - 40 tahun	Rp 500.000 sampai Rp 1.000.000
83	Laki-laki	31 - 40 tahun	Rp 500.000 sampai Rp 1.000.000
84	Laki-laki	21 - 30 tahun	Dibawah Rp 500.000
85	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
86	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
87	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
88			
89	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
90	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
91	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
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93	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
94	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
95			
96	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
97	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
98	Perempuan	31 - 40 tahun	Rp 500.000 sampai Rp 1.000.000
99	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
100	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
101	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
102	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
103			
104	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
105	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
106	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
107	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
108	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
109	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
110	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
111	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
112	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000

113	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
114	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
115	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
116			
117	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
118	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
119	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
120	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
121	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
122	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
123	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
124	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
125	Perempuan	31 - 40 tahun	Rp 500.000 sampai Rp 1.000.000
126	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
127	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
128	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
129	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
130	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
131			
132			
133	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
134	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
135	Perempuan	31 - 40 tahun	Rp 500.000 sampai Rp 1.000.000
136	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
137	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
138	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
139	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
140	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
141	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
142	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
143	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
144			
145	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
146	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
147	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
148	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
149	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
150	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
151			

152	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
153	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
154	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
155	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
156	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
157			
158	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
159	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
160	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
161	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
162	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
163	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
164			
165	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
166	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
167	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
168	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
169	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
170	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
171	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
172	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
173			
174	Perempuan	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
175	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
176	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
177	Laki-laki	31 - 40 tahun	Diatas Rp 1.000.000
178			
179	Perempuan	21 - 30 tahun	Diatas Rp 1.000.000
180	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000
181	Laki-laki	21 - 30 tahun	Diatas Rp 1.000.000
182			
183	Laki-laki	21 - 30 tahun	Rp 500.000 sampai Rp 1.000.000

Data Analysis Result



Outer Loadings

Matrix					
	Customer...	Customer...	Customer...	Customer...	Gamificat...
CE2		0.786			
CE3		0.697			
CE6		0.722			
CL3			0.749		
CL4			0.777		
CL5			0.710		
CS1				0.801	
CS2				0.788	
CS3				0.735	
CT1	0.759				
CT2	0.779				
CT3	0.788				
GA3					0.815
GA4					0.761
GA5					0.730

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Customer...	0.670	0.673	0.819	0.602
Customer...	0.577	0.583	0.780	0.542
Customer...	0.603	0.607	0.790	0.556
Customer...	0.667	0.667	0.819	0.601
Gamificati...	0.657	0.668	0.813	0.592

Discriminant Validity

	Fornell-Larcker Criterion	Cross Loadings	Heterotrait-Monotrait Ratio (HTMT)	Heterotrait-Monotrait Ratio (HTMT)	
	Customer Engagement	Customer Experience	Customer Loyalty	Customer Satisfaction	Gamification
Customer Engagement	0.776				
Customer Experience	0.486	0.736			
Customer Loyalty	0.458	0.672	0.746		
Customer Satisfaction	0.598	0.716	0.679	0.775	
Gamification	0.511	0.605	0.577	0.590	0.769

Discriminant Validity

	Fornell-Larcker Criterion	Cross Loadings	Heterotrait-Monotrait Ratio (HTMT)	Heterotrait-Monotrait Ratio (HTMT)	
	Customer Engagement	Customer Experience	Customer Loyalty	Customer Satisfaction	Gamification
CE2	0.411	0.786	0.525	0.619	0.445
CE3	0.363	0.697	0.394	0.553	0.446
CE6	0.294	0.722	0.566	0.397	0.447
CL3	0.449	0.495	0.749	0.579	0.410
CL4	0.279	0.551	0.777	0.523	0.460
CL5	0.292	0.452	0.710	0.400	0.422
CS1	0.523	0.538	0.504	0.801	0.469
CS2	0.440	0.586	0.526	0.788	0.464
CS3	0.428	0.541	0.547	0.735	0.437
CT1	0.759	0.307	0.298	0.440	0.348
CT2	0.779	0.428	0.385	0.461	0.407
CT3	0.788	0.387	0.375	0.488	0.427
GA3	0.444	0.525	0.522	0.501	0.815
GA4	0.329	0.472	0.425	0.473	0.761
GA5	0.403	0.387	0.369	0.376	0.730

R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjusted
Customer Engagement	0.311	0.302
Customer Experience	0.366	0.362
Customer Loyalty	0.551	0.540
Customer Satisfaction	0.608	0.600

f Square

Matrix	f Square				
	Custome...	Custome...	Custome...	Custome...	Gamificat...
Customer...			0.000	0.142	
Customer...	0.072		0.095	0.358	
Customer...					
Customer...			0.102		
Gamificati...	0.107	0.577	0.041	0.033	

Construct Crossvalidated Redundancy

Total	Case1	Case2	Case3	Case4	Case5	Case6	Case7
	SSO	SSE	Q ² (=1-SSE/SSO)				
Customer Engagement	498.000	412.345	0.172				
Customer Experience	498.000	402.945	0.191				
Customer Loyalty	498.000	356.973	0.283				
Customer Satisfaction	498.000	323.350	0.351				
Gamification	498.000	498.000					

Path Coefficients

Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples		
	Original ...	Sample ...	Standard ...	T Statistic...	P Values
Gamification -> Customer Satisfaction	0.149	0.155	0.071	2.115	0.036
Gamification -> Customer Loyalty	0.182	0.189	0.078	2.338	0.021
Gamification -> Customer Experience	0.605	0.607	0.054	11.185	0.000
Gamification -> Customer Engagement	0.342	0.330	0.110	3.117	0.002
Customer Satisfaction -> Customer Loyalty	0.342	0.325	0.100	3.408	0.001
Customer Experience -> Customer Satisfaction	0.488	0.470	0.081	6.031	0.000
Customer Experience -> Customer Loyalty	0.313	0.315	0.077	4.049	0.000
Customer Experience -> Customer Engagement	0.280	0.293	0.117	2.385	0.018
Customer Engagement -> Customer Satisfaction	0.285	0.296	0.070	4.087	0.000
Customer Engagement -> Customer Loyalty	0.008	0.006	0.080	0.102	0.919

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The Effect of Gojek's Gamification Strategy (GoClub) Towards Customer Loyalty

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Abstract: *The development of technology contributes to the growth of online transportation sectors in recent years, including Gojek, an online transportation originating from Indonesia. In 2021, Gojek provides a new gamified loyalty program, GoClub, in response to the current emerging competition in online transportation services. However, although GoClub has been implemented, the brand-switching is inevitable. This indicates that the gamification that is embodied in the loyalty program might not effectively make the customer loyal. Therefore, this research aimed to assess whether the Gojek gamification strategy can have a significant effect on customer loyalty. This research is conducted using a quantitative approach by distributing surveys towards 425 GoClub users in Indonesia, analyzed using PLS-SEM. The result shows that gamification has a significant positive effect on customer loyalty. However, this study found that customer experience in the gamification has no significant positive effect on customer loyalty. The finding of this research is intended to provide marketers an insight about gamification marketing strategy and how it can increase customer loyalty in order to gain the competitive advantage in the industry.*

Keywords: Customer Experience, Customer Loyalty, Gamification, GoClub, PLS-SEM

1. Introduction

The emergence of internet and smartphone users affects the growth of many sectors, including Application-based transportation. In Indonesia itself, the online transportation sector has grown rapidly in recent years (Adawia & Aziah, 2018). The fast innovation of application-based transportation services drives the fierce competition among online transportation services. The firms are no longer just competing in ride hailing, instead, expanded the business to food delivery, goods delivery, even fintech services.

Moreover, the competition is also supported by the massive promotions and also discounted prices. Startups form a strategy of advertising and expanding the market by spending excessively on marketing by giving promotions and discounts as their competitive advantage to become major players in Indonesia's digital realm. In fact, according to study from Henggrawan et al. (2021) and Satio (2014), the greater the discount given by the company does not guarantee the loyalty of consumers. In fact, it creates a price competition among providers that forms the behavior of customers who are dependent on discounts. As soon as another provider with the same service offers a better transaction, consumers will quickly switch (Wibawa et al., 2022), which triggers the phenomenon of brand-switching.



This has become a new challenge for brands to be able to create meaningful value and experience to form loyalty through marketing communication designs that have a motivational aspect so that consumers carry out activities and participate continuously on their platforms so that the value creation process can occur (Pratama, 2018). Gamification can be one solution to this problem due to the level of persuasion, motivation, and manipulation of gamification has a great potential shape desirable intention or behaviors (Simanjuntak, 2020).

In 2021, Gojek is one of the service providers who respond to the emerging problem related to the loyalty of customers by creating a loyalty program with gamification-based, known as GoClub. This serves as a new experience provided by Gojek for users that are divided into four tiers. To be able to stay at a certain tier, customers need to maintain a certain amount of Experience Point (XP). The points can be collected from every transaction made on the Gojek platform. The points collected can be later redeemed to various benefits, such as vouchers that can be used for other Gojek services. The higher the rank, the more benefits users will get.

However, in practice, though Gojek has been implementing a gamified loyalty program, brand switching is inevitable. The ease of users to switch among providers due to the low switching cost can be indicated by a number of consumers who have who both Gojek and Grab at once (Wibawa et al., 2022). In terms of customer loyalty, Grab customers are more loyal than Gojek, indicated by the customer loyalty index of Grab 73.%, which is slightly higher than Gojek of 71.5%. This can be an indication that cause gamification-based loyalty programs to be ineffective in increasing customer loyalty (Wibawa et al., 2022). Despite the gamification potential in business (Cramer et al., 2011), studies on the effectiveness of gamification in marketing are limited (Xu et al., 2016). The lack of evidence on how consumers will react hinders marketing managers to properly develop and use gamified services. Moreover, according to Amalgam Insights (2018), a lot of gamified business projects have failed even though the company has significantly invested in gamification.

If the gamification that based on previous research is proven to affect customer loyalty is not in accordance with customers' needs, it can cause dissatisfaction which can trigger the usage decrease of the Gojek application, thereby will affect the customer loyalty. This is supported by a study from Prakash & Rao (2015) stated that if a firm does not pay attention to the improvement in the gamification overtime, even if the company has already implemented adequate gamification, it would generate an issue such as a decrease in the usage. The customer perception on gamification is the underlying issue (Huotari & Hamari, 2012). Among users may have different responses towards the experience of gamification. According to Huotari and Hamari (2012), many users of gamification programs do not experience the gamification itself, and as a result, the users are not engaged with the company's gamification program. It would become an issue for a firm if the values are not successfully delivered into the same customer's perception thus making the customer to not engage in the 'game' that the company created (Rachman, 2020). Therefore, it has become imperative to examine whether or not the gamification is effective in fostering customer loyalty.

2. Literature Review

2.1. Gamification

Gamification describes the various systems, methods, and design concepts utilized to give a sense in motivating, engaging, and influencing individuals or communities in order to achieve desirable intentions or behaviors (Nicholson, 2015). Gamification utilized elements from computer games, like symbols, level-movement frameworks, or grants, in a non-game context



(Fels, 2015). Therefore, in a consumer-oriented application, gamification can encourage consumers to use the application that will effectively engage users in order to form loyalty (Daniels 2010; Deterding, et al., 2011).

Conaway & Garay (2014) stated that gamification is integrating the concept of customer experience and motivation throughout the process of service marketing that can be divided into three categories such as immersion, achievement, and social-related features, which offer users various experiences such as the aptitude to customizing user profile, collecting points, and competing with others (Koivisto & Hamari, 2019). Another study has distinguished current user experience design thinking into several gamification elements (Palmer et al., 2012) such as progress paths, feedback and reward, social connection, and interface and user experience (Conaway & Garay, 2014).

Various studies have stated that there is a link between gamification and customer loyalty, such as study from Wu & Chien (2015) that shows a positive influence between Gamification on brand loyalty. However, many studies also found that the connection between gamification and loyalty is often intervened by various variables, such as customer engagement, customer satisfaction, and customer experience. A study by Vdov (2020) illustrates that gamification has a significant effect towards customer experience. Other than customer experience, many studies have shown that gamification has a significant effect on customer engagement (Schlager et al., 2017; Harwood & Garry, 2015; Robson et al., 2016). Pratama (2018) also found that gamification has an effect towards customer satisfaction. Thus, the hypothesis generated are as follow:

H₁: Gamification has a significant positive effect on customer loyalty.

H₂: Gamification has a significant positive effect on customer experience.

H₃: Gamification has a significant positive effect on customer engagement.

H₄: Gamification has a significant positive effect on customer satisfaction.

2.2. Customer Experience

Customer experience is defined as the set of interactivity among customer, company, or other part of organizations when purchasing a service or product that provoke reaction (Becker & Jaakkola, 2020). Customer experience is a distinctive experience that involves the participation of customers on multiple aspects (sense, feel, think, act and relate) (Schmitt, 2007), which can evoke the customers to engage in the activity (Tyrväinen et al., 2020). Customer experience, in the form of cognitive or perceptual recognition, is regarded as an indicator of successful relationship marketing development, as it can stimulate customers' motivation, which can lead to higher product or service value (Becker & Jaakkola, 2020; Singh & Söderlund, 2020). A study by Hasanzadeh (2016) found that gamification has an effect towards customer loyalty. Other than that, the customer experience in gamification can affect the customer engagement (Djohan et al., 2022) and satisfaction (Pramita, 2019). Thus, the hypothesis generated are as follow:

H₅: Customer experience has a significant positive effect on customer loyalty.

H₆: Customer experience has a significant positive effect on customer engagement.

H₇: Customer experience has a significant positive effect on customer satisfaction.

2.3 Customer Engagement

In marketing, engagement is viewed as the product of customer experiences with the intention to create experiential interactions between providers and customers (Sashi, 2012) through various channels (Gupta et al. 2018; Islam et al., 2020). Customer engagement is one of the indicators of successful business that is closely related to the concept of relationship marketing,

and it is often interpreted as the customer's motivation to have interaction with the provider that will evoke attachment (Perez-Vega et al., 2021).

A successful customer engagement can result in an increase of consumption as well as the demand for a product or service (Islam et al., 2020). The form of positive relationship between customers and providers that is based on customer engagement will stimulate the continuity of purchasing customers company's products or services on a regular basis, that will further increase the loyalty of customers (Gupta et al., 2018). Xi & Hamari (2019) stated that customer engagement refers to emotional that relates to dedication, sense of fulfillment, and enthusiasm pictured by consumer's interests in activities; cognitive refers to the result of consumer involvement when using technology, that further will increase convenience; social aspects relates to the increase of interactions from the involvement of others (relatives, friends, or other potential customers). A study by Patyawati & Zaid (2021) found that customer engagement has an effect on customer satisfaction and customer loyalty. Thus, the hypothesis proposed is as follow:

H₈ : Customer engagement has a significant positive effect on customer loyalty

H₉ : Customer engagement has a significant positive effect on customer satisfaction

2.4. Customer Satisfaction

Customer satisfaction plays a critical role in competitive contexts due to its potential in retaining existing customers and introducing potential customers (Tandon et al., 2017; To et al., 2020). Customer satisfaction is identified as the sentiment that emerges after evaluating purchase, which is a comparison between actual perception and expectation (Vasi et al., 2019), that can be either satisfaction or dissatisfaction. In the context of experience, customer satisfaction has been defined as a customer's cumulative experience with a good or service based on assessment of consumption experience (Pandey et al., 2020).

Customer satisfaction is important to be achieved by firms because dissatisfied consumers will most-likely look for substitute products or services that can meet their needs and desires. Hence, customer satisfaction is one of the ultimate goals and means of marketing (Kotler & Keller, 2012). On the contrary, Kotler & Keller (2012) stated that a satisfied consumer will repurchase and tell the advantages of the product to others, as well as be less likely to switch to other products or services. This is supported by the research by Hasanzadeh (2016) that found customer satisfaction has a significant effect on customer loyalty. Thus, the hypothesis is as follow:

H₁₀ : Customer satisfaction has a significant positive effect on customer loyalty

2.5. Customer Loyalty

Customer loyalty is a sequence of interaction among customers and brands, where customers involved in business practice with a positive sentiment towards the brand, buy products or services from the brand, willing to repurchase the services or products, and moreover promote the brand to their peers (Barnet & McIlroy, 2016; Bowen & Chen, 2001). A strong relationship between a customer and a brand does not just keep business relationships in the future, but also enhance other beneficial values such as initiatives to recommend and help shape the positive reputation of the company (Kotler et al., 2016). Companies that have customers with high brand loyalty can reduce marketing costs because the costs for retaining customers is much lower compared to getting new customers (Kurniawan, 2017).

Uncle et al. (2003) suggested that the characteristics of customer loyalty are separated into attitudinal and behavioral. Attitudinal refers to a customer who has a strong attitude and belief

towards the brand. Hence, a relationship will be created between customers and brands as the customers only consider themselves loyal to one brand. Meanwhile, behavioral refers to the customers who considered themselves loyal thus willing to do desirable actions for the brand.

In this digital era, loyalty is important for a brand to develop since the increasing internet use provides many information and options that exist, which in result people are less-likely to be loyal to one brand due to their characteristics of being very selective about purchases, whether it's about price, quality, or the convenience of the experience they get when shopping (Deloitte, 2016). Thus, customer loyalty is important to be considered by firms in order to achieve long-term benefits such as business sustainability and profitability (Bowen et al., 2001)

2.6. Research Framework

After reviewing previous research related to gamification, several variables are combined. The conceptual framework for this research is presented in figure 1 below.



Figure 1: Conceptual Framework

3. Research Method

The conceptual framework was analyzed using a quantitative approach in order to collect a large number of data from a wide target population. A questionnaire-based survey is conducted specifically online survey using Indonesian language through a formal-structured questionnaire. The sample of this research is Indonesian Gojek users who have registered and used Goclub. The characteristics of respondents are users aged 12-50 years old. In order to fulfill the minimum sample size for marketing research study, the minimum respondent is 200 (Malhotra, 2010). The sampling technique used in this study is purposive sampling which refers to a technique in which the respondent chosen must pass the subjective criteria created by the author (Yeo et al., 2017). This research will have two main sections of questionnaires. The first section will provide a screening question as well as list of demographic questions to classify the respondents. The second section will provide questions regarding the operational variables. The question in this research is using a six point likert scale in the range of "strongly disagree" and "strongly agree". After collecting distributing the questionnaire, the data will be analyzed using descriptive statistics analysis and PLS-SEM to code and filter the information as well as analyze the construct of the research using SmartPLS 3.0 software.

4. Data Analysis

The survey gained a total of 425 respondents, which surpassed the minimum number of sample size required. Using the Smart-PLS software, the steps conducted in the analysis include

indicator reliability, internal consistency reliability, convergent validity, as well as discriminant validity.

Table 1: Respondent's profile

Parameter	Frequency	Percentage	Parameter	Frequency	Percentage
Age			Gojek weekly usage		
12-25 years old	196	46.1%	<5x	165	38.82%
26-41 years old	204	48%	5-7x	153	36%
42-50 years old	25	5.9%	>7x	107	25.18%
Total	425	100%	Total	425	100%
Gender			Gojek weekly spending		
Female	305	71.8%	<Rp200,000	190	44.7%
Male	120	28.2%	Rp200,000-300,000	143	33.6%
Total	425	100%	>Rp300,000	92	21.6%
			Total	425	100%
Domicile			Period of time Using GoClub		
Java	392	92.2%	>6 months	199	46.8%
Sumatera	21	4.9%	6-8 months	81	19.1%
Kalimantan	7	1.6%	>8 months	145	34.1%
Bali	3	0.7%	Total	425	100%
Sulawesi	2	0.5%			
Total	425	100%			

To pass the reliability analysis, the preferred score of outer loadings in the indicator reliability for each indicator is 0.7 with the composite reliability value for each latent must be greater than 0.7 (Wong, 2013). All indicators and variables passed the minimum requirement, thus the data passed the reliability test. The next step is to test the validity. According to Wong (2013), the Average Variance Extracted (AVE) score of each variable must be greater than 0.5 and each construct in the discriminant validity should have an AVE's square root higher than the correlation among other constructs (Hair et al., 2014). According to calculation, the data passed the required validity test. Thus, the author continues to the next step of data analysis.

Table 2: descriptive statistics, validity, and reliability test result (n = 425)

Variable	Label	Indicator	Mean	Std.	Loading	CR	AVE
Gamifi- cation	GF1	I often check my badge and progress bar during each stage (Warga, Juragan, Bos, and Sultan)	5.024	1.223	0.795	0.943	0.675
	GF2	I like the challenges that GoClub provides to complete the task for the rewards	4.859	1.266	0.874		
	GF3	GoClub attracts me because of the rewards it gives me every time I make a transaction.	5.129	1.120	0.838		
	GF4	I like GoClub because I can collect points as many points as possible in the form of XP	5.224	1.016	0.843		
	GF5	The more money i spend in gojek, the more benefits i obtain	4.939	1.127	0.761		
	GF6	The point mechanism is important for me to return to using gamification activities in GoClub	4.986	1.084	0.866		
	GF7	Rewards and other tangible gifts are very important for me to return to using gamification activities in GoClub	5.153	1.015	0.814		

	GF8	I like GoClub because i often compare and compete my progress with my friends	4.393	1.682	0.775		
Customer Experience	CR1	GoClub features makes a strong impression in my visual sense or other sense thus I don't get bored when using it	4.915	1.140	0.875		
	CR2	Design or visual of GoClub (color, shape, logo, etc.) attracts me	5.087	1.066	0.812		
	CR3	The copywritings used by GoClub attracts me	5.080	1.048	0.826		
	CR4	The programs and systems offered by GoClub are interesting to me	5.144	0.954	0.830		
	CR5	It is comfortable and easy to use Go-Club	5.285	0.901	0.793		
	CR6	I feel entertained by using Go-Club	5.033	1.098	0.870		
	CR7	Overall, GoClub gives me memorable experience	4.812	1.254	0.875	0.961	0.710
	CR 8	I can relate to other users through GoClub activity	4.536	1.449	0.857		
	CR 9	Visiting GoClub evokes curiosity and knowledge	4.696	1.337	0.871		
	CR 10	GoClub helps to improve my social life with friends	4.414	1.601	0.811		
Customer Satisfaction	CS1	The services that GoClub offered are as expected.	5.014	1.014	0.898		
	CS2	Service system capabilities of GoClub meet my expectations.	5.024	1.028	0.883		
	CS3	The rewards offered of GoClub meet my expectation	4.941	1.081	0.864		
	CS4	I like the experience I get with using GoClub	5.094	0.974	0.894		
	CS5	I like the service that provided by GoClub	5.132	0.930	0.910		
	CS6	In my opinion, GoClub from GoJek is better than other brands who provide the same experience.	4.998	1.096	0.838	0.967	0.787
	CS7	The use of GoClub is beneficial for me.	5.106	1.003	0.900		
	CS8	I feel quite satisfied with GoClub.	5.162	0.954	0.911		
Customer Engagement	CE1	I feel excited about GoClub activity	4.772	1.222	0.899		
	CE2	I am heavily into GoClub activity	4.842	1.166	0.892		
	CE3	I feel passionate about GoClub activity	4.793	1.251	0.927		
	CE4	I feel enthusiastic towards GoClub activity	4.795	1.254	0.915		
	CE5	I love to learn more about Goclub feature and activity	4.882	1.221	0.850		
	CE6	I pay a lot attention to GoClub feature and activity	4.833	1.247	0.854		
	CE7	Anything related to GoClub grabs my attention	4.600	1.360	0.912	0.978	0.791
	CE8	I think about GoClub activity a lot	4.325	1.534	0.888		
	CE9	I enjoy talking and using GoClub's services when I am with my friends	4.249	1.657	0.886		
	CE10	I feel good to share my experiences with GoClub's services with others	4.475	1.522	0.901		
	CE11	Talking and using GoClub services are more fun when other people around me	4.572	1.481	0.869		

		do it too					
	CE12	I like recommending GoClub's services to others	4.567	1.562	0.879		
Customer Loyalty	CL1	I like GoClub including the feature and service, thus I always use it frequently	4.972	1.079	0.894		
	CL2	I love every service and feature in GoClub.	4.965	1.051	0.910		
	CL3	I think that Gojek is superior to other service where I can obtain free rewards via points from GoClub	5.073	1.102	0.839		
	CL4	In general, I consider myself a loyal customer of Gojek	5.096	1.087	0.774		
	CL5	My friends and the people I know prefer to use Gojek because of the GoClub.	4.539	1.442	0.847		
	CL6	Whenever I want to get a reward, I always use GoClub	4.826	1.275	0.855		
	CL7	I tend to repeat purchase Gojek service because of the gamification strategy	4.809	1.279	0.829		
	CL8	I intend to continue using GoClub in the future.	5.134	0.992	0.832	0.968	0.733
	CL9	I always explain good information about GoClub to other people.	4.664	1.466	0.875		
	CL10	I may recommend GoClub activity to others	4.784	1.369	0.862		
	CL11	I still choose GoClub even though I was given service options from other brands.	4.852	1.286	0.890		

Analyzing from Table 2, the highest mean value is represented by the customer experience variable indicator "GoClub is comfortable and easy to use". This finding is in line with study from Conaway & Garay (2014) that user interface and experience are one of the important elements. The ease of users in applying game design characters will provide users the same opportunity to get points in exchange from any transactions thus make them more immersed in the game and tend to return to gamification activities game. This indicator also has the lowest standard deviation, which indicates that the values in a statistical data collection close to the data mean (Rumsey, 2021). Meanwhile, the lowest mean score is represented by the customer engagement indicator of "I enjoy talking and using GoClub's services when I am with my friends" which related with the social-related aspect of gamification. This statement corresponds to the highest mean score that users are comfortable using GoClub due to its easiness rather than interacting with friends when using the GoClub service.

The next step is to test the inner model by bootstrapping to generate T-statistics values that can be used to assess the significance of the inner and outer models. This test is conducted to test the hypothesis in order to assess the significance of the variables proposed. The T- statistics must be greater than 1.96 with p-value below 0.05 for the path coefficient to be considered significant by using the two-tailed-t-test 5 percent of the significant amount (Wong, 2013).

Hypothesis	Structural Path	T Stat	P Values	Result
H1	Gamification -> Customer Loyalty	2.023	0.044	Accepted
H2	Gamification -> Customer Experience	42.895	0.000	Accepted
H3	Gamification -> Customer Engagement	4.549	0.000	Accepted
H4	Gamification -> Customer Satisfaction	4.400	0.000	Accepted
H5	Customer Experience -> Customer Loyalty	1.168	0.243	Rejected
H6	Customer Experience -> Customer Engagement	13.115	0.000	Accepted
H7	Customer Experience -> Customer Satisfaction	6.171	0.000	Accepted

H8	Customer Engagement -> Customer Loyalty	6.908	0.000	Accepted
H9	Customer Engagement -> Customer Satisfaction	3.664	0.000	Accepted
H10	Customer Satisfaction -> Customer Loyalty	5.684	0.000	Accepted

Hypothesis 1 assumes that gamification has a significant positive effect on customer loyalty. Based on the calculation, the T-value of this hypothesis is 2.023, greater than 1.96 with a p-value below 0.05. Thus, the hypothesis is accepted. This finding is aligned with the research from Alzyoud (2020) that found gamification has a significant positive effect on consumer loyalty. The respondents feel that the point and reward mechanism in gamification evokes their motivation, proven by the indicator for point and rewards has the highest mean among the other indicators. This is supported by the study of Prakarsa & Emanuel (2020) that stated among the elements used for gamification, points and reward elements are the game elements that are most often used to form loyalty, especially the reward element since the loyalty program is identical to the reward system. The reward system in GoClub is that the higher the level, the more the rewards, which can intrigue the behavior of repeat purchasing. A study by Kumar & Shah (2004) supported that the rewards offered by gamification loyalty programs effectively increased consumer loyalty. Hence, the gamification feature on Gojek has a significant positive effect on customer loyalty.

Hypothesis 2 assumes that gamification has a significant positive effect on customer experience. Based on the calculation, the T-value of this hypothesis is 42.895, which is greater than 1.96 with p-value lower than 0.05. Thus, the hypothesis is accepted. This is in line with a study by Vdov (2020). The four elements of gamification such as reward, fun, competition, and storytelling in games are positively related to customer experience (Lee & Jin, 2019). The GoClub visualization also gives a good impression for users. In the GoClub context, there is a unique identity or characteristic that can be seen through the stimulus by providing interesting information from the color and appearance that appeals to the visual sense of users. This is in line with previous research which explains that color, appearance, and physical presentation are product differentiators that foster user experience (Dharmayanti & Lokito, 2017). Therefore, this confirms that gamification has a positive effect on customer experience.

Hypothesis 3 assumes that gamification has a significant positive effect on customer engagement. Based on the calculation, the T-value of this hypothesis is 4.549, which is greater than 1.96 with p-value lower than 0.05. Thus, the hypothesis is accepted. This is in line with a study by Eisingerich et al (2019) that found gamification has a significant positive effect on customer engagement. The element of challenges in a form of “mission” that GoClub provides has made the respondents to be more engaged with the application in order to complete the task for the rewards. The limited time in the mission feature will evoke their attention towards GoClub activity thus they will highly think about the application. The findings are in line with the study from Xi & Hamari (2020) that regarding the achievement features, such as collecting badges, accumulating points, earning virtual currency and fulfilling tasks can affect cognitive aspects of customer engagement. Therefore, this confirms that gamification has a significant positive effect on customer engagement.

Hypothesis 4 assumes that gamification has a significant positive effect on customer satisfaction. Based on the calculation, the T-value of this hypothesis is 4.400, which is greater than 1.96 with a p-value below 0.05. Therefore, this confirms that gamification has a significant positive effect on customer satisfaction, which is in accordance with a study from Lin & Wang (2006) and Pratama (2018). In gamification extrinsic and intrinsic motivation are critical to the maximum effect to the application of gamification (Xu et al., 2014). In the GoClub context,

the satisfaction can be realized through the need for rewards as extrinsic motivation and fun playing as intrinsic motivation that must be fulfilled. Element goals in the game will lead to user satisfaction when someone succeeds in achieving certain goals, thereby increasing self-efficacy (Pratama, 2018). Therefore, it can be said that gamification activity with clear goals can increase the satisfaction of customers. This is in line with the study of Koivisto & Hamari (2019), Sailer et al. (2017), and Foscari (2014) that mentioned achievement-related features are used to provide users a sense of achievement as users make progress in the game as well as satisfy users' motivational need for competence and, thus, the feeling that they have mastered a challenge. Therefore, this confirms that gamification has a significant positive effect on customer satisfaction.

Hypothesis 5 assumes that customer experience has a significant positive effect on customer loyalty. Based on the calculation, the T-value of this hypothesis is 1.168, which is below 1.96 with a p-value more than 0.05. Thus, the hypothesis is rejected. This result is contradictory with the previous studies by Wardaya (2017), Japutra et al., 2020, and Hapsari et al. (2020) which all revealed that customer experience has a significant positive effect on customer loyalty. In this study, it indicates that the customer experience can affect customer loyalty through customer engagement and customer satisfaction. According to Putra (2020), customer loyalty has several factors that influence it, namely engagement and satisfaction. Thus, the customer experience in GoClub must evoke the engagement and satisfaction thus the customer will become loyal. This is supported by the study of Djohan et al. (2022) that the customer engagement mediates the path of customer experience to the future intention. Generally, other than customer engagement, companies use customer satisfaction measures as a standard to unite customer loyalty (Brian, 2020; Loureiro, 2010) which is supported by Pramita (2019) who found that customer satisfaction mediates the path of customer experience to customer loyalty. The lowest mean score in the customer experience is related with the social aspect of gamification. The social feature of gamification limits the interaction among users since there is no feature such as ranking, collaboration, competition, etc. In fact, according to Matke & Maier (2021), social-related features can provide a sense of community and the ability to connect with others who share their interests. These features meet users' motivational need for social relatedness, which can trigger the attitudinal loyalty such interacting the service to others (Koivisto & Hamari, 2019; Sailer et al., 2017). Therefore, this confirms that customer experience has no significant positive effect on customer loyalty. Other than that, the gamification pattern in Gojek has the tendency to become monotonous. This is in accordance with the result study from Taruli et al. (2020) that assessed the gamification in Shopee. The study found that giving gifts increases the motivation of users to continue using the gamification, but on the other hand, some respondents admitted that they were bored of using the game because the game pattern tends to be monotonous.

Hypothesis 6 assumes that customer experience has a significant positive effect on customer engagement. Based on the calculation, the T-value of this hypothesis is 13.115, which is greater than 1.96 with a p-value below 0.05. Therefore, this confirms that customer experience has a significant positive effect on customer engagement. It implies that the better experience GoClub provides, it will increase their engagement, which is similar to previous studies by Iqbal (2020) and Akram & Kortam (2020). Other than that, the study found that respondents are comfortable in using GoClub due to its ease of play. The ease of use and excitement generated by the experience lead to the emergence of intrinsic motivation from within consumers. As a result, fulfilling motivation does not solely focus on monetary benefits such as rewards obtained. Gamification, on the other hand, must satisfy intrinsic motivations related to the consumer experience when used, such as feelings of pleasure, challenge, or tension from

each game element. According to Ryan and Deci (2000), if both types of motivation, intrinsic and extrinsic, are met, a person will have an interesting experience and will not stop doing certain activities, which is an indicator of cognitive customer engagement. It implies that the more satisfied customers are with their game-playing experience, the easier it is to engage them (Djohan et al., 2022).

Hypothesis 7 assumes that customer experience has a significant positive effect on customer satisfaction. Based on the calculation, the T-value of this hypothesis is 6.171, which is greater than 1.96 with a p-value below 0.05. Thus, the hypothesis is accepted. Therefore, this confirms that customer experience has a significant positive effect on customer engagement. The result supports previous research from Quach et al (2020) which implies that the better the experience that customers perceived through gamification features, the higher the level of customer satisfaction. In this case, most of the respondents are satisfied with the experience provided by GoClub in terms of rewards, visual appearance, as well as system mechanism indicated by the indicator of customer satisfaction "I like the experience I get with using GoClub" that has a high mean score. The experience that Gojek customers have as a result of multiple purchases has implications for increased customer satisfaction. These results are in accordance with a study from Sastra and Indrawati (2017), which assessed the Indihome consumers which revealed that the experience they get from the service increases their satisfaction.

Hypothesis 8 assumes that customer engagement has a significant positive effect on customer loyalty. Based on the calculation, the T-value of this hypothesis is 6.908, which is greater than 1.96 with a p-value below 0.05. Thus, the hypothesis is accepted. Therefore, this confirms that customer engagement has a significant positive effect on customer loyalty, which is in accordance with the research from (Abu-Shouk & Soliman, 2021). Specifically, customer engagement can be increased by giving them motivation to involve in special actions that the company provides. For example, the gamification feature has a certain level ranging from "Warga" to "Anak Sultan". The loyalty of GoClub users is embodied through the engagement towards the particular badges. The engagement evoke their willingness to share their achievement in current level with others which refers to behavioral loyalty. Furthermore, the element of price or a reward will make them more likely to participate in special actions that include game design elements. In GoClub context, customers' eagerness to receive a reward for their purchases from a specific task leads to a stronger bond between the customers and the service. As a result, customers continue to return to make purchases, and these customers are rewarded for their loyalty (Stegenga, 2018).

Hypothesis 9 assumes that customer engagement has a significant positive effect on customer satisfaction. Based on the calculation, the T-value of this hypothesis is 3.664, which is greater than 1.96 with a significance point of 0.05 (confidence interval 95%). Therefore, it indicates that the more users engage with GoClub, the more satisfied they will become. This supports the previous research by Al-Dmour et al. (2019) and Marino & Presti (2019), which stated that the higher customer engagement, the higher customer satisfaction. The study also mentioned that customer satisfaction is significantly affected by the cognitive and emotional dimensions of customer engagement. Therefore, this confirms that customer engagement has a significant positive effect on customer satisfaction.

Hypothesis 10 assumes that customer satisfaction has a positive effect on customer loyalty. Based on the calculation, the T-value of this hypothesis is 5.684, which is greater than 1.96 with a p-value below 0.05. The relationship between the desires, expectations, and needs that are met can be seen from the manifestation of satisfaction with something they consider to be

in accordance with expectations. These result is in line with several previous studies by Nguyen et al. (2020); Pandey et al. (2020); Raza et al. (2020); and Wu et al. (2020), which explained that customer satisfaction has a significant effect on customer loyalty. In the goclub context, one way to get loyalty is through user satisfaction with the program and also the rewards offered. Once they are satisfied with the offer, they will have a favorable attitude such as recommending it to others, which is an indicator of customer loyalty. This is in line with the study from Evans and Berman (1997): "Satisfied customers will give firms the opportunity to make them into loyal customers". From the performance dimension, GoClub's performance that fulfilled expectations will allow users to optimize the functions of GoClub itself, one of which is the possibility to return to using Gojek services as a result of prizes that can be redeemed for later use in other Gojek services. This can contributes to the degree of loyalty in which they are willing to repurchase the service.

5. Conclusion and Implication

The study found that the gamification strategy has a significant effect on the customer loyalty. Thus, it indicates that the gamification strategy by Gojek is an effective strategy to improve the customer loyalty in terms of attitudinal and behavioral. The affordance aspect in gamification that is embodied in elements such as rewards, points, and also missions has a high level of persuasion which can lead to increased customers' motivation in continuing using the gamification in the transaction. The elements embodied in gamification system creates a novel experience that evoke the interaction with the gamification and the satisfaction from program offered, supported by the findings that gamification also has a significant positive effect to other variables such as customer experience, customer engagement, and customer satisfaction. However, only the customer experience that has no significant positive effect on customer loyalty. In this study, customer experience in the gamification can affect customer loyalty through customer engagement and customer satisfaction. According to the findings, the rejection hypothesis has its relation to the findings in the descriptive analysis, which the indicator of "relate" in customer experience variable shows a low mean score which indicates that the social feature of gamification has not been fully utilized. In the gamification context, among millennials and generation Z may have different responses and expectations towards the whole experience. Thus, the experience in gamification should also involve the interactivity and play element to prevent the gamification from being monotonous. Engaging Generation Z and Millenials with gamification is more practical by implementing the fun strategies. They consider that the games embodied offer a fun and entertaining experience, thus they are more immersed with the application as a result of game components such as paying more attention, being passionate, and having fun with it (Djohan et al., 2022). In GoClub context, an excellent customer experience encourages them to participate more in the application by posting their experiences, reviewing the experience, and becoming emotionally attached to the application.

The findings in this study can be a reference for other marketers who intend to implement gamification, specifically gamified loyalty programs, by providing data and analysis on how an effective gamification can stimulate the loyalty of customers. The elements of games that are embodied in the gamification has been proven to increase customers' motivation to keep interacting with the brand. However, as mentioned in the discussion, marketers should also pay attention to the customer experience aspect in order to shape behavior of customers who will most-likely do the attitudinal and behavioral loyalty.



6. Future Research

Further research can include other variables that may significantly influence the loyalty of customers besides customer experience, customer engagement, and customer satisfaction. In this study, not all gamification elements can be assessed since GoClub only has elements of points, rewards, badges, levels, progress paths, and challenges. Thus, further research can be focusing on elements that do not exist in this study such as storytelling, avatars, leaderboards, competition, etc on subjects who have all these elements as indicators of gamification. Further research can also be more focusing on comparing the response towards the gamification among age generations since there will be different responses towards the whole experience.

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