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Factors Influence MSME's Switching Behavior in Digital Marketing Channel: Evidence from Indonesia

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ABSTRACT

In realizing digital-based services and the application of people's economy, the Surabaya, Indonesia. The government has launched a website called E-Peken. It is hoped that the presence of digital marketing infrastructure can help MSME actors increase their business potential by expanding the marketing reach of their superior products. This study aims to determine the desire to switch to e-commerce regarding the failure of e-commerce services and the experience of using the E-Peken website. The research method used was quantitative used SEM-PLS with data collection through observation and questionnaires on 346 MSMEs in Surabaya City who were recorded as users of the E-Peken website. The results obtained show that the failure of e-commerce services has proven to affect switching intentions; usage experience is proven to affect switching intentions and switching intentions are proven to affect switching behavior from E-Peken to other e-commerce. In this manner, it is suggested that assist investigation include mediating or moderating variables. Managerial suggestions that can be submitted to the Surabaya Government as the E-Peken site service provider are to make strides in administrations on a progressing premise and continuously react to the desires of MSME's players as users.

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Introduction

Surabaya local government intended to overcome the problem of MSMEs in Surabaya which were in decline during the Covid-19 Pandemic (Mendo et al. 2023). Due to that reason, the Surabaya Government officially launched a digital marketing infrastructure in the form of a website called E-Peken on 31 October 2021. The E-Peken website provides a variety of products which are categorized into three, namely household MSME products, fast food from Surabaya's Culinary Tourism Center, and staple food from grocery stores. E-Peken's digital marketing infrastructure innovation had been designed in such a way that MSMEs and consumers feel safe, and comfortable in making transactions easier (Alysia 2021).

In its implementation, the E-Peken Website Innovation also adapted the types of products produced by Surabaya MSMEs, so that the Surabaya government divided the MSME's product categories provided in the E-Peken Website Innovation into three, namely food and drink, fashion, and crafts. As of March 2024, 2559 MSMEs had been registered, with 2196 food and beverage MSMEs, 233 fashion MSMEs, and 130 craft MSMEs (Akbhari and Prathama 2023). As time passed, the experience of using E-Peken was starting to be impactful for MSMEs in Surabaya. A grocery trader can reap profits of tens of millions per month (www.harianbhirawa.co.id 2022), and the achievement of online transactions via E-Peken Surabaya in early 2022 was reported to have reached IDR 3.34 billion (surabaya.liputan6.com 2022).

On the other hand, MSME also experienced technical obstacles in using the E-Peken website. Previous researchers, Akbhari & Pratama (Akbhari and Prathama 2023), stated that although MSMEs in Surabaya had experienced the benefits, convenience, comfort, and security in making transactions via the E-Peken website, there were still things that needed to be evaluated, namely regarding the performance of functions, features, and website server. Regarding features, there was a feature that was not yet available, namely the order cancellation feature which results in consumers having to contact MSMEs if they want to cancel an order. Apart from that, the order feature also did not include shipping costs, so there was often a misperception between sellers and consumers who thought that their purchases included shipping costs.

Other MSMEs complained that E-Peken was still difficult for traders to access when using an Android cellphone. There is no register feature on the main display after the website is downloaded, making traders experience login failures. The E-Peken website was only compatible when accessed via a computer or laptop, while not all MSMEs owned this device (www.suarasurabaya.net 2022). A Micro, Small, and Medium Entrepreneur (MSME) in Surabaya, East Java, complained that they had not received orders after a year of registering as an E-Peken partner (www.jawapos.com 2023). Apart from that, other traders complained that the E-Peken website was often inaccessible for several days which caused them to have no orders (Jatim.antaranews.com 2023). The group of batik craft MSMEs in Tin Batik Village, Bubutan District, Surabaya also could not rely on E-Peken as a means of marketing their hand-drawn batik products. This is because E-Peken consumer interest was more in food and beverage products than hand-drawn batik or craft products which have a high selling price that were not affordable for some consumers (Lestari et al. 2023).

Rachmawati, et al (2021) explained that the problem of lack of orders had been anticipated previously by the Surabaya Government with direct instructions from the mayor requiring ASN (State Civil Apparatus) of Surabaya to shop on this website with a predetermined minimum purchase. Therefore, E-Peken is more popular among ASN of the Surabaya Government as a medium for shopping than for the general public, so it is very reasonable that not many Surabaya residents know about the existence of the E-Peken website (Siswanto, Safitri, and Faroqi 2023). In addition, the E-Peken's goal to expand the market has not been fully achieved.

The previous study by Lin and Huang (2014) proposes a conceptual model to explain the factors driving consumers to switch from one technology product to another based on the standards. Their findings show that the pull factor of relative advantage and the push factors of low satisfaction and disconfirmation positively influence a consumer's intention to switch technology products. Moreover, the mooring factors negatively influence switching intentions. On the other hand, the previous study conducted by Santoso (2014) examined the factors affecting consumer switching behavior on cellular cards in Malang, Indonesia. Consumer switching behavior factors included customer service, knowledgeable employees, waiting time to get customer service, error billing, network coverage, frequent network problems, new schemes, plans for different ages, value-added service, call rates, hidden charges, short message service charges, internet charges, recharge facilities, offered by competitor family and friend, fancy number, and recharge cost. Results of the study showed that the factors of consumer switching behavior had a significant effect on cellular cards.

Another study by Tan, Benbasat, and Cenfetelli (2016) empirically validates a model of digital service failure for consumers by integrating three dimensions from Tan's failure model and one dimension from DeLone and Mclean's Information Success model. The findings suggest that information, functional, system, and service failure has an impact on the consumers through the outcome, process, cost, and user satisfaction of digital services. The study of Hino (2017) examines how switching intention drives customers to either replace the current store or cross to others. The study results point to the positive relationship between cross-shopping and total switching. Hartono and Wahyono (2018). This study was to examine the direct effect of satisfaction, variety seeking, and alternative attractiveness on switching behavior through switching intentions. The result of that study showed that satisfaction has a direct effect negatively and significantly on switching behavior while variety-seeking and attractiveness alternatives have a positive and significant direct influence on switching behavior. The results of the path analysis test proved that satisfaction, variety seeking, and attractiveness alternatives have indirect effects on switching behavior through switching intentions. The study of Sozer and Civelek (2018) observed how customer experience influences customer satisfaction and switching behavior. The results of the study prove that customer experience is proven to affect attitude toward switching and intention to switch.

The previous research of Suryawardani and Wulandari (2020) this study aimed to find out which factors have the most influence on customers' switching behavior for online transportation and how they impact their satisfaction and loyalty for future consumption. The results of the study showed that the contribution of price, promotion, and e-service quality simultaneously influenced on directly affected customer satisfaction. There are some previous studies relating to switching behavior for E-Commerce. Maulana (2022) researched the effect of e-commerce service failures and change experience on switching intentions, and the effect of change experience on customers' switching intentions and behavior. The result of this study found that switching intentions are positively influenced by information failure, functional failure, system failure, and change experience. Then switching behavior is positively influenced by switching behavior is positively influenced by change experience on customers' switching intentions.

On the other hand, a previous study conducted by Theresiawati, and Afrizal (2022) observed e-commerce application users in Indonesia who have experienced transaction difficulties and have switched to E-commerce applications. This study aims to determine the factors that influence users to migrate with push, pull, and mooring (PPM) factors. The subjects are those who have shopped online through social commerce and E-commerce. The results of this study indicate that the Pull factor has a significant positive effect on Switching Intention. Moreover, the pull factor has a positive but insignificant effect on Switching Intention and the Mooring factor could affect negatively switching intention by customers.

Wijayanti and Kusumawardhani (2023) observed the influence of push, pull, and mooring on switching intention for Tokopedia e-commerce customers in Surabaya. The study shows that push and pull have a positive and significant effect on switching intention. Meanwhile, mooring has a positive but insignificant effect on switching intention. The study of Prananta et al (2023) addresses the role of customer experience and customer satisfaction in switching intentions moderated by online information. The result of this research is that customer satisfaction is negatively related to switching intention, and the online information factor further strengthens the relationship between customer satisfaction and switching intention.

Based on various previous studies, no author has comprehensively examined the relationship between e-commerce service failures, change experience, switching intentions, and switching behavior on e-commerce owned by the government. The obstacles encountered by Surabaya MSMEs in using the E-Peken website influenced their intention to switch to other E-Commerce. Therefore, this research was conducted on the influence of E-commerce service failure, usage experience, switching intentions, and switching behavior with an analysis unit of MSME actors in Surabaya

Literature Review

E-Commerce Service Failure

E-commerce service failure is an assessment given by customers after receiving/consuming the e-commerce service (Tan et al. 2016), (Maulana 2022). The application of e-commerce services in a company or institution has the aim of facilitating payment transactions for products, goods, or services purchased by users or consumers. However, Nashihuddin (2016) reminded us that the sophistication offered by information technology will bring various consequences that must be anticipated because every convenience offered by the technology always results in concerns about every risk it poses. This risk triggers failure in e-commerce services.

E-commerce service failure can be divided into three, namely information failure, functional failure, and system failure (Tan et al. 2016). Information failure is something that occurs due to less accuracy, less relevance, and less completeness in conveying information. Functional failure is a failure that refers to the inability of product acquisition, identification of alternatives, and evaluation of alternatives to the standards used by users. System failure is a failure that occurs when e-commerce services are difficult to access, difficult to use, and difficult to navigate (Wardhana, Ratnasari, and Fauziana n.d.). These failures will affect consumers as users of e-commerce services, where consumers will have the potential to switch to better services, after seeing failures in e-commerce services (Mustafa, Kar, and Janssen 2020), (Maulana 2022).

Experience Change

Experience change is a measurement of a consumer's past switching behavior. The human tendency to seek variety is a driver for seeking novelty, usually leading to the adoption of untried products. Switching behavior is experienced by customers because of the desire to try something new (Liu et al., 2016).

Switching Intentions

Switching intention is a consumer's tendency in the process of switching from one service to another service provider. This switching intention is influenced by the desire to behave after seeing or using a previously used object. This switching intention also refers to the possibility that consumers will switch from previous service providers to new or innovative service providers (Wang et al., 2019). Customers switch to other services because of the low quality of services by service providers, so customers will not

use the service (Ryandono, Permatasari, and Wijayanti 2019). On the other hand, more satisfaction and more variety of choices available cause consumers to switch to other services (Lin and Huang 2014).

Switching Behavior

Switching behavior is a process of becoming loyal to one service and switching to another service, due to dissatisfaction or other problems. Various aspects and determinants influence consumers in switching from one service to another (Prananta et al. 2023). Several factors influence switching behavior, namely push effects, pull effects, and mooring effects. In this case, the pull effect is the attractiveness of alternatives that are in line with customers' expectations of a new service provider to be better than the previous service provider. The mooring factor that influences switching behavior is the search for variety, where this search for variety will have a positive effect on switching behavior (Lin 2012).

Consumer dissatisfaction towards service use is also a factor in switching behavior. This dissatisfaction arises due to information and evaluation of the use of e-commerce services. Consumers will compare past and present e-commerce service information to get the service they expect (Zakik et al. 2022). Consumer dissatisfaction will result in either consumers possibly no longer using the service or consumers possibly reducing their use of the service (Wardhana 2021). This consumer dissatisfaction will result in consumers switching services (Loestefani et al. 2022).

Hypothesis Formulation

The Effect of E-Commerce Service Failure to Switching Intentions

Failure of digital services consisting of information, functions, and systems can have an impact on service users (Mustafa et al. 2020). In addition, failures in a service process can result in consumer switching intentions (Lin and Huang 2014). The majority of consumers will tend to switch services after experiencing failure in using a service (Sumadi and Sulistyawati 2017). From this explanation, the first hypothesis in the research was formulated:

H₁: E-commerce service failure has a significant positive impact on E-Peken users' switching intention.

The Effect of Changes in Experience to Switching Intentions

Change experience is a measure of switching behavior in the past. A study conducted by Satriadi et al (2022) explained that consumers' switching intentions or behavior are influenced by their experience in looking for alternative services. Evaluations in the past provide a basis for influencing consumer activities in the future. Hence, this becomes an experience for consumers to easily make decisions (Liu et al. 2016). The more consumers have experience in shopping online, the more consumers will know about good service alternatives. Nilsson (2019) stated that consumers with their experience will have the intention and behavior to switch in the future. From this explanation, it can be seen that the second hypothesis in this research is:

H₂: Changes in experience have a significant positive impact on E-Peken users' switching intentions.

The Effect of Switching Intention to Switching Behavior

Switching intention is a tendency for consumer behavior in the process of switching from one service provider to another (Lin and Huang 2014). This switching intention is related to the concept of behavior that is carried out based on the consumer's attitude toward the previous object or behavior. In

general, the relationship between intentions and behavior can be used in the context of IT service switching (Satriadi et al. 2022). From this explanation, the third hypothesis of this research can be formulated, namely:

H₃: Switching intention has a positive effect on E-Peken users' switching behavior. Base on the hypothesis above, the research framework is described as follows:

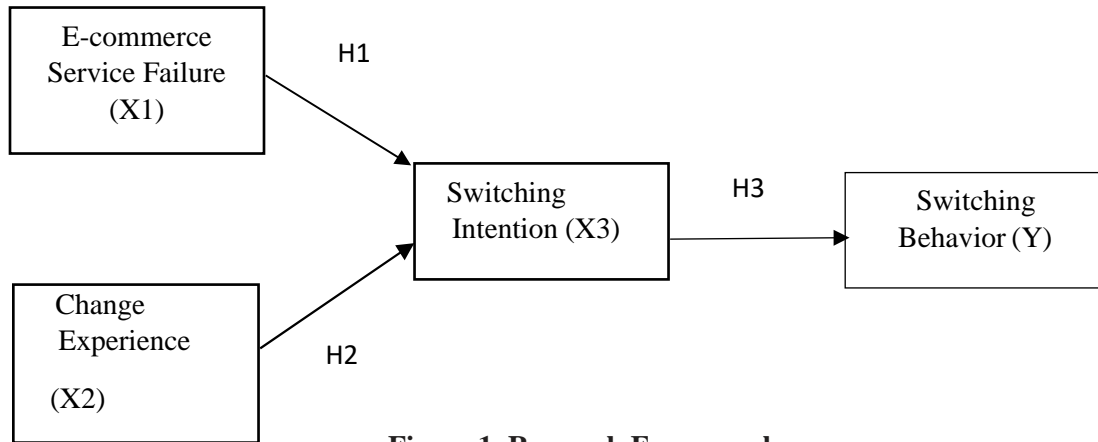


Figure 1. Research Framework

Source: Author (2023)

Methodology

This research is a quantitative research type. The variables used in this research are as follows: Independent variable (X), namely E-commerce service failure, change experience, and switching intention. The dependent variable (Y) is the switching behavior of MSME actors as users of E-Commerce websites in Surabaya.

Table 1. The Definition Operational of Research's variable

Variable	The Definition of Operational Variable
E-commerce service failure(X ₁)	an assessment given by E-peken users after using E-peken services.
Change experience (X ₂)	a measurement of the switching behavior of E-Peken users in the past
Switching intention (X ₃)	the level of possibility or certainty that E-Peken users will switch services to a new service.
Switching behavior (Y)	is a process of becoming loyal to one service and switching to another service, due to dissatisfaction or other problems

Source: Adopted from the previous research

The population in this research is MSMEs in Surabaya who used the E-Peken website, namely 2,559 MSMEs. The sample in this research is all MSMEs that used the E-Peken website in Surabaya using the Slovin formula as follows (Santoso 2017). This study used Significance score or limit of error tolerance by 5%, or 0.05 in decimal. The population of this study were N = 2,559, and the sample size after being scrutinized was n=346 respondents as the sample.

The location of this research was in Surabaya, carried out in the period July - August 2023. The research instruments used were observation and questionnaires. To measure the variables E-Commerce Service Failure, Change in Experience, Switching Intention, and Switching Behavior respondents were asked to fill out a questionnaire using a five-point Likert scale, ranging from 1 ("strongly disagree") to 5 ("strongly agree").

This research uses model analysis techniques and hypothesis testing using the techniques provided by the PLS (Partial Least Square) - Structural Equation Model. SEM-PLS was used to avoid testing the structural model analysis requirements in the SEM-AMOS analysis technique which could have an impact on problems in testing the analysis requirements. Therefore, although SEM-AMOS is better used on large samples, to avoid problems in testing normality, outliers, goodness of fit, and others, SEM-PLS was used (Abdillah and Jogiyanto 2015).

Results and Discussion

Results of Data Analysis

The respondents sampled in this research were 346 MSMEs in Surabaya who used the E-Peken website. The following is a description of the profiles of the 346 MSME actors who were part of the research sample.

Table 2. Respondents' Profiles

	Frequency	Percentage
Sex		
Male	59	17.1
Female	287	82.9
Total	346	100.0
Age	Frequency	Percentage
20 – 30 Years Old	36	10.4
31 – 40 Years Old	299	86.4
41 – 50 Years Old	8	2.3
51 – 69 Years Old	3	0.9
Total	346	100.0
Educational Background	Frequency	Percentage
Junior High School Graduate	18	5.2
High School Graduate	275	79.5
Diploma 3 Graduate	18	5.2
Bachelor Degree Graduate	35	10.1
Total	346	100.0
Length of Business	Frequency	Percentage
1 – 5 Years	291	84.1
6 – 10 Years	53	15.3
11 – 15 Years	2	0.6
Total	346	100.0

Staff	Frequency	Percentage
1 – 5 People	289	83.5
6 – 25 People	57	16.5
Total	346	100.0
Field of Business	Frequency	Percentage
Food and Beverages	305	88.2
Craft	11	3.2
Fashion	30	8.7
Total	346	100.0
Length of Use of the E-Peken Website	Frequency	Percentage
6 Months	298	86.1
>6 Months – 1 Year	46	13.3
> 1 Year	2	0.6
Total	346	100.0
Using Other Market Place	Frequency	Percentage
Yes	340	0.98
No	6	0.02
Total	346	100.0

Source: Data processed (2023)

Table 2 includes the description of respondent profiles containing information that the MSME actors used as samples in this study are mostly women, with an age ranging from 31 to 40 years, have secondary education and have been using the E-Peken website for 6 months or were relatively new and almost all of them used other commerce besides the E-Peken website. Judging from the number of workers, all respondents are micro, small, and medium enterprises. Evaluation of the inner model of the partial least squares structural model was carried out based on the bootstrapping estimation results. Evaluation of the inner model explains the Goodness of fit results through scores of the R-square, F-square, and Q-square as well as testing research hypotheses developed by the structural model. The results of the structural model bootstrapping estimation with PLS 3.2.9 are as follows:

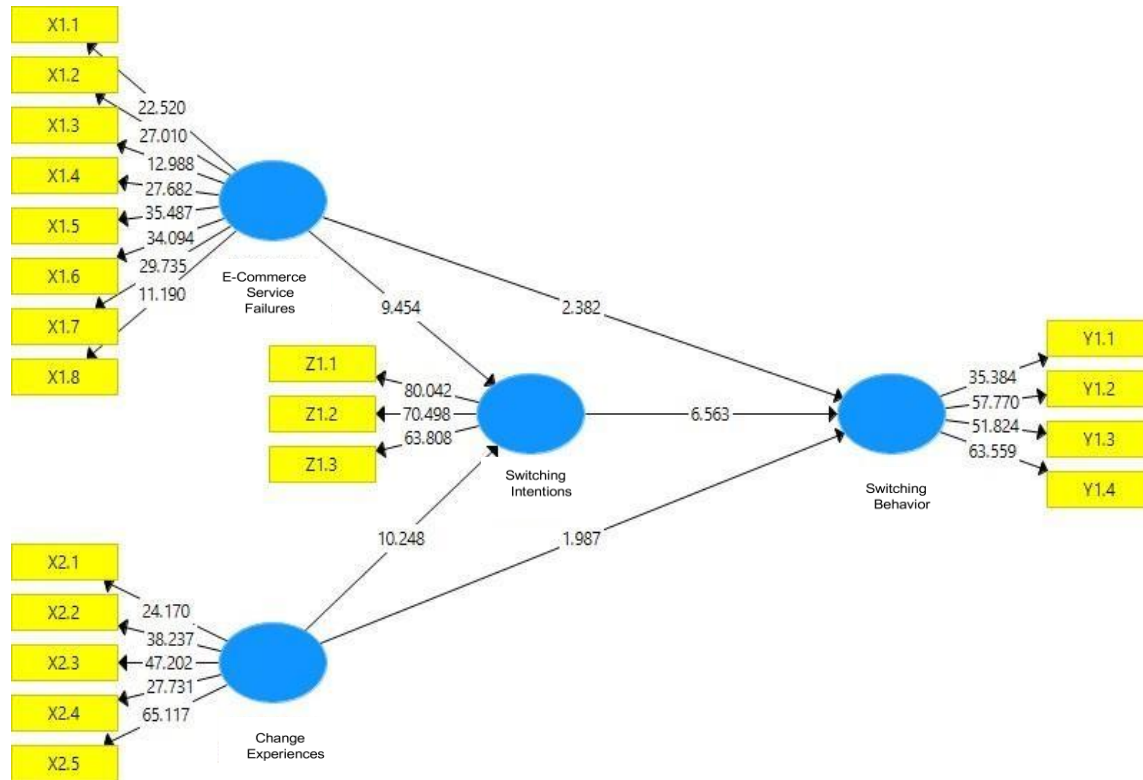


Figure 2. Smart PLS 2 Bootstrapping Estimation Results

Source: Data processed (2023)

Evaluation of multicollinearity in the SEM structural model using the VIF is shown as follows:

Table 3. VIF Values

Path	VIF
E-Commerce Service Failures→Switching Intention	1.204
Change Experience → Switching Intention	1.204
Switching Intention → Switching Behavior	2.897
E-Commerce Service Failures→Switching Behavior	1.882
Change Experience → Switching Behavior	1.870

Source: Processed data (2023)

The VIF value for each variable is smaller than the specified value of 5, which indicates that there is no multicollinearity problem between the research variables in the PLS structural model. Based on data processing using the PLS method, the R-square obtained is as follows.

Table 4. R-Square Value

Variable	R Square
Switching Intention	0.655
Switching Behavior	0.423

Source: Data processed (2023)

The R Square value on the influence path between the variables E-Commerce Service Failure and Change Experience on Switching Intentions was 0.655, which indicates that the diversity of MSME respondents' perceptions of Switching Intentions can be explained by the variables E-Commerce Service Failure and Changes Experience of 65.5 %. Meanwhile, on the influence path between the E-Commerce service failure variables, change experience, and switching intentions on Switching Behavior, the R-square value was 0.423, indicating that the diversity of MSME's respondent's perceptions of Switching Behavior can be explained by the E-Commerce Service Failure variable. Change Experience and Switching Intention were 42.3%.

The results of the Q² value from the structural model in this research are as follows:

Table 5. Coefficient Q2

Variable	Q ²
E-Commerce Service Failure	0.397
Change Experience	0.480
Switching Intention	0.569
Switching Behavior	0.542

Source: Data processed (2023)

The results of the Q² coefficient in Table 5 show that the E-Commerce Service Failure variable was 0.397, the Change Experience variable was 0.480, the Switching Intention variable was 0.569 and the Switching Behavior variable was 0.542. Referring to the results of the Q² value, the level of predictive relevance in the structural model of this research was included in the good category because the value is greater than 0.35. The following are the results of the F² value in the structural model:

Table 6. F² Value

Path	F ²	Effect Size
E-Commerce Service Failure → Switching Intention	0.563	High
Change Experience → Switching Intention	0.553	High
Switching Intention → Switching Behavior	0.131	Medium

Source: Data processed (2023)

Based on the results listed in Table 6 the effect size provided by the variables E-Commerce Service Failure and Change Experience on Switching Intentions is included in the high category (F² value > 0.35), while the effect size of the switching intention variable on switching behavior is included in the medium category (f² value < 0.15 and f² value < 0.02). Hypothesis testing in partial least squares analysis is based on the results of inner weight estimates produced through a bootstrapping process using previously collected data. A description of the research hypothesis using inner weight can be displayed in Table 7 as follows:

Table 7. Evaluation of Research Hypotheses

Path Influence	Original Sample	T statistic	p- value	Information
E-Commerce Service Failure → Switching Intention	0.484	9.454	0.000	Significant
Change Experience → Switching Intention	0.479	10.248	0.000	Significant
Switching Intention → Switching Behavior	0.467	6.563	0.000	Significant

Source: Data processed (2023)

Based on the results, the T-statistics values are $9.454 > 1.96$ and the p-values are $0.000 < 0.05$. In addition, there is a significant positive influence between the E-Commerce Service Failure variable on the Switching Intentions of MSMEs in Surabaya on the E-Peken website. Thus, Hypothesis 1 was accepted. Based on the results, the T-statistics values are $10.248 > 1.96$ and the p-values are $0.000 < 0.05$. In addition, there is a significant positive influence between the Change Experience variable on the Switching Intentions of MSMEs in Surabaya on the E-Peken website, thus the second hypothesis is accepted. Based on the results, the T-statistic values are $6.563 > 1.96$ and the p-values are $0.000 < 0.05$. In addition, there is a significant positive influence between the Switching Intention variable on the Switching Behavior of MSME actors in Surabaya on the E-Peken website. As a result, the 3rd hypothesis was accepted.

The Effect of E-Commerce Service Failure on Switching Intention

Based on hypothesis testing, the E-Commerce service failure has a significantly positive effect on E-Peken users' switching intentions. It can be interpreted that the higher the E-Peken service failure (which was caused by information failure, functional failure, and system failure), the more tendency for MSME actors in Surabaya to switch to other E-Commerce. The failure forms include information failure (no information about shipping costs), functional failure (no product cancellation feature, as well as limited market reach in the sense that the majority of consumers are ASN, while not many Surabaya residents know about it), and system failure (inaccessible from all devices). These results were in line with the opinion of the study conducted by (Tan et al. 2016) who stated that if consumers experience service failure, they will consider switching services.

The Effect of Change Experience on Switching Intention

The second hypothesis test found that the change experience significantly had a positive effect on E-Peken users' switching intentions. This is in line with the results of previous research conducted by Nilsson (Nilsson 2019) which stated that past behavior influences consumer activities in the future because they already have experience as a reference for making decisions. This result can be interpreted that the higher the change experience, the greater the intention to switch to E-Commerce other than E-Peken. Judging from the experience of using the E-Peken website, the majority of which have only been around for 6 months and the majority of them also use other e-commerce, this period is a period where MSMEs are still adapting or looking for new experiences from E-Peken services. According to Liu (2016), it has become commonplace that some consumers want changes and have more experience. Consumers with many change experiences tend to switch services after trying them on a particular occasion. This is important for E-Peken website providers to know because if users encounter difficulties or if they do not meet their expectations, they tend to move to a better E-Commerce which supports their business performance.

The majority of respondents were women, based on previous research by Indriani (2016), that in terms of adopting new technology, women tend to rely on convenience, while men focus more on the benefits and results of using e-commerce. Considering that the majority of respondents in this research also use other E-commerce besides E-Peken, these E-Peken users, if they have not found it easy to use the E-Peken website in the past, will have the intention to switch to other E-commerce. This inquiry about moreover understanding with the explanation of studies conducted by Amelia and Hurriyati (2022) as well as Sutresno and Affandi (2023). They expressed that a great discernment of data innovation frameworks, to be specific accepting that they can give benefits, and can be effortlessly utilized by them, at that point buyers will utilize the framework.

From the results of interviews with respondents, apart from using the marketplace, product requests generally come from their social media such as WhatsApp, Facebook, GoFood, Grabfood, and Shopeefood that they have. Referring to the results of this study, if the use of E-Peken does not affect product demand, they tend to continue using their social media. This is following the results of research from Hidayah, Rohmah, and Saifuddin (2021) that social media such as Facebook, WhatsApp, Shopeefood, Grab Food, and Go Food are effective tools for marketing food and beverage products.

Responding to this, referring to previous research conducted by Siswanto, et al (Siswanto et al. 2023) recommended that to increase the level of significance of relationships between users of the E-Peken website, the Surabaya Government should continue to innovate in developing features that are often used by MSMEs as users. Public complaints that reflect their past experiences in using the E-Peken website must be accommodated. This is conducted to create satisfaction and loyalty from users.

The Effect of Switching Intentions to Switching Behavior

The results of the third hypothesis test conclude that switching intentions were proven to influence switching behavior. The results of this test can be interpreted as the higher the intention to switch from E-Peken, the higher the behavior to switch to another E-Commerce. However, if we refer to Table 6, the influence of the intention to switch from E-Peken to the behavior of switching to another E-commerce is classified as moderate, meaning that the switching intention of MSME players did not necessarily direct their behavior to switch to another E-Commerce. Surabaya MSME actors still had confidence that the E-Peken Website would be perfected and if they had registered as E-Peken partners, then they would get other benefits from the Surabaya Government, for example, training in using E-Peken, other marketing facilities, and various mentoring programs necessary to increase business capacity.

Conclusion

This research aims to understand the influence of e-commerce service failure, in this case, E-Peken, as well as usage experience on switching intentions and the influence of switching intentions on switching behavior. After testing and analyzing, the e-commerce service failures were proven to affect switching intentions. usage experience was proven to affect switching intentions and switching intentions are proven to affect switching behavior.

Managerial implications that can be submitted to the Surabaya Government as the E-Peken website service provider are to improve services on an ongoing basis and always respond to the needs of MSME players as users. The government should take steps to mitigate service failures (informationally, functionally, and systems) so that it can improve the performance of its services to MSMEs in Surabaya as users of the E-Peken website. Regarding user experience, the government should continue to improve and innovate features that are often used, including regularly holding socialization and education about E-Peken and its features if there are any new ones. It cannot be denied that the presence of new technology owned by other E-Commerce will make E-Peken users compare themselves, therefore, the willingness to always update the platform on an ongoing basis remains a must. Lastly, the aim of helping MSMEs in Surabaya reach a wider market through the use of E-Peken for the wider community must be realized immediately, starting from socialization and training so that the impact can be immediately enjoyed by MSMEs in Surabaya.

Author's Contribution

The corresponding author, Tri Siwi Agustina, contributed to drafting manuscripts and drawings, drafting key conceptual ideas, doing research and analysis also revising articles. The second author, Rico Adi Suwardianto, and the third author Muhebullah Jamali have contributed to collecting data, doing research and analysis also revising articles.

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Declaration of Competing Interest

The author declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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