



# Operational Management, Flash Sales and Product Ratings on the Decision to Purchase Nivea Products in the Shopee Marketplace for the Lumajang Community

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## Abstract

Information technology is currently increasing the number of Shopee marketplace users as a necessity, in the marketplace there are beauty products from the Nivea product brand. Nivea is one form of care that is very popular among teenagers. Nivea was founded in 1911. The purpose of this study is to determine and analyze how product ratings, flash sales, and payment systems influence consumer decisions to purchase goods. The population in this study were the people of Lumajang Regency who use Nivea products on the Shopee market. This research is quantitative. Respondents from the Lumajang Regency community numbered 60 people. Using a purposive sampling technique. The analysis method used is multiple linear regression. Payment systems do not have a significant impact on purchasing decisions because they are generally standard in the Shopee marketplace and uniform across various other e-commerce platforms. Flash sales have a positive and significant impact on purchasing decisions for Nivea products. Significant price discounts make consumers feel happy and anticipate the arrival of flash sales. These flash sales are carried out for a short period of time, so consumers wait for the opportunity to buy Nivea products at a lower price. Product ratings have a positive and significant influence on purchasing decisions. This shows that having many product ratings on a star scale can increase consumer confidence in purchasing Nivea products on Shopee.

**Keywords:** Operational Management, Flash Sale, Product Rating

## 1. Introduction

Theory of Planned Behavior (TPB) according to (Seni & Ratna, 2017) is a behavioral theory that can predict what will happen by considering the form of attitudes in subjective norms and behavioral control. In this case, efforts to use the Theory of Planned Behavior can overcome some of the limitations of previous research and provide a way to understand the wide gap between attitudes and behavior. Therefore, the Theory of Planned Behavior (the theory of planned behavior) is a theory that regulates a person's behavior between beliefs and predictions of behavior. This theory of planned behavior is also a psychological theory that states beliefs with how a person behaves. According to this theory, an individual's behavioral intention is formed by three components, namely starting from attitudes, subjective norms and perceived behavioral control. In turn, the TPB principle states that behavioral intention is the most proximal determinant of human social personality.

Operations management is a series of activities that generate value in the form of goods and services by transforming inputs into outputs. Therefore, the majority of large companies worldwide implement operations management (MO) techniques due to the awareness of the importance of attention to the production process to increase production value and generate profits (Ermawati, 2021). Walizer & Wienir (2015) state that operations are a complete set of instructions on what to observe and how to measure a variable, or the concept of operational definition, and can help us classify surrounding phenomena into specific categories of a variable. Hermawan (2015) defines operations as an explanation of how we can measure variables. These measurements can be made with numbers or specific attributes. Operations are a comprehensive management of elements such as labor, machinery, raw materials, equipment, and products that become commodities that will later be sold to consumers (Ermawati et al., 2022).

The rapid development of internet technology in Indonesia has led to a significant increase in internet usage. The rise of e-commerce as a platform that allows businesses to conduct online transactions has changed consumer behavior due to sales and purchases. The number of times Indonesians visit online shopping sites varies among e-commerce platforms (Riyanjaya & Andarini, 2022). In line with the growth of the internet and its increasing use over time, marketplaces in Indonesia have also continued to grow. As the Indonesian marketplace business grows and develops rapidly, many other marketplaces have emerged with various benefits and conveniences, resulting in increasingly fierce competition for top positions in various areas. Shopee, a Singaporean startup that moved to Indonesia in December 2015, is

one of the largest online store providers in the country. Shopee is one of the most well-known marketplace platforms in Southeast Asia, including Indonesia. It offers a variety of products ranging from clothing, electronics, body care and skincare, household appliances, to daily necessities.

Shopee offers easy and practical access to a variety of goods and services. Shopee's success is also marked by frequent promotions, discounts, and cashback programs that benefit buyers. Offering a variety of payment methods, including cash payments via courier services, makes Shopee more accessible to a variety of payment methods. With an easy-to-use mobile application and responsive customer support, Shopee continues to grow and plays a significant role in advancing e-commerce in Southeast Asia. Besides shopping, Shopee is known for frequently holding massive online shopping events such as "Shopee 9.9 Super Shopping Day" and "Shopee 12.12 Birthday Sale" which attract the attention of many consumers with attractive offers and online entertainment (Jannah et al., 2022).

According to Subari (2017), a payment system is an infrastructure consisting of institutions, instruments, regulations, procedures, and technical standards. According to Handayani (2021), payment methods and ease of transactions have a significant influence on purchasing decisions. In addition to the payment system, flash sales are another factor influencing purchasing decisions. Dewanti et al. (nd) showed that advertising on Shopee flash sales had a significant impact on purchasing decisions for The Body skincare products. Based on the results of this study, a re-examination of the impact of flash sales on purchasing decisions is necessary. Therefore, the researchers proposed a second hypothesis in this study. Jannah et al. (2022) stated that flash sale discounts significantly influence purchasing decisions. However, according to Zakiyah (2018), flash sales do not influence purchasing decisions. Online stores need to be tailored to each person's individual needs.

According to Ningsih (2019:24) in the article (Riyanjaya & Andarini, 2022), product ratings are a form of consumer opinion within a certain range, where the assessment is given in the form of a star scale, this indicates an increasingly good sales ranking. The assessment or rating listed on the product page on an e-commerce is one way consumers assess the quality of a product. (Latief and Ayustira, 2020:142). 3 product rating indicators (Engler, 2015), namely:

- 1) Information quality is the consumer's perception of the quality of information they receive regarding products or services provided by a website.
- 2) Trust is all the knowledge that consumers have and all the conclusions that consumers draw about its benefits.
- 3) Customer satisfaction is a post-purchase assessment of whether the chosen alternative at least matches or exceeds customer expectations. Therefore, companies must prepare a wide range of products to meet the varying desires of each customer.

## 2. Methods

This study employed a quantitative method, focusing on operational management, flash sales, and product ratings. Multiple linear regression was used with a purposive sampling technique, involving 60 residents of Lumajang Regency.

## 3. Results and Discussion

### Validity Test Results Summary of Validity Test Results

No	Questionnaire	$T_{count}$	$T_{table}$	Signification	Information
Operational Management					
1	1) Statement 1	0.633	0.3	0,000	Valid
	2) Statement 2	0.881	0.3	0,000	Valid
	3) Statement 3	0.713	0.3	0,000	Valid

2	Flash Sale				
	1) Statement 1	0.712	0.3	0,000	Valid
	2) Statement 2	0.577	0.3	0,000	Valid
	3) Statement 3	0.733	0.3	0,000	Valid
	4) Statement 4	0.787	0.3	0,000	Valid
	5) Statement 5	0.787	0.3	0,000	Valid
3	Product Branch				
	1) Statement 1	0.727	0.3	0,000	Valid
	2) Statement 2	0.869	0.3	0,000	Valid
	3) Statement 3	0.722	0.3	0,000	Valid
4	Buying decision				
	1) Statement 1	0.542	0.3	0,000	Valid
	2) Statement 2	0.628	0.3	0,000	Valid
	3) Statement 3	0.707	0.3	0,000	Valid
	4) Statement 4	0.836	0.3	0,000	Valid
	5) Statement 5	0.836	0.3	0,000	Valid

**Table 1.** Validity Recapitulation Results

Source: Questionnaire Data Processing with SPSS 2025

Berdasarkan hasil penilaian di atas uji Validity Test, setiap pernyataan memiliki koefisien korelasi untuk variabel (X1) sistem pembayaran, (X2) flash sale, (X3) rating produk, dan (Y) keputusan pembelian. Semua pernyataan dalam penelitian ini dianggap valid dan layak.

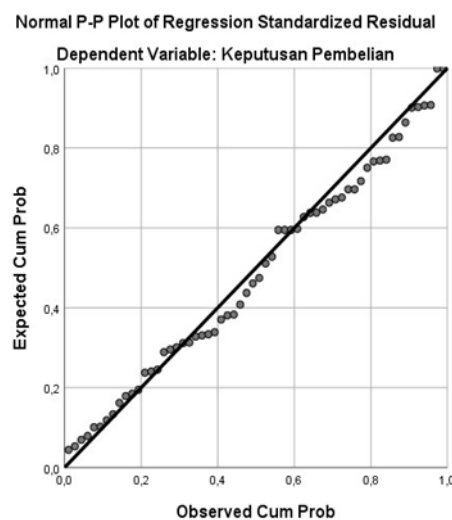
#### Result Reliability Test

Variables	Cronbach's	Criteria	Information
	Alpha		
Operational Management	0.614	0.601 – 0.80	Reliability
Flash Sale	0.751	0.601 – 0.80	Reliability
Product Branch	0.667	0.601 – 0.80	Reliability
Buyer Decision	0.759	0.601 – 0.80	Reliability

**Table 2.** Recapitulation Results of Reliability Testing

Source: Results of Questionnaire Data Management with SPSS (2025)

#### Classical Assumption Test Results and Data Normality Test Results



#### a. The Influence of Operational Management on Purchasing Decisions

Hasil penelitian menunjukkan bahwa tidak ada pengaruh signifikan dari manajemen operasional terhadap keputusan pembelian. Hal ini menjelaskan bahwa manajemen operasional tidak dapat dijadikan acuan untuk

consumers. There are various operational managements in the Shopee marketplace for Nivea products that are varied and can be done anywhere. However, this is less secure for consumers, so consumers consider other things such as flash sales and product ratings. Another reason is that the product purchasing system used in the Shopee marketplace is generally standard or many other marketplaces use a similar purchasing system. Therefore, the purchasing system in this study is considered not to affect the results, due to the uniformity of the payment system in each Shopee marketplace. This situation indicates that operational management is not an important thing for consumers. Based on the research above, the operational management variable does not significantly influence online purchasing decisions in the Shopee marketplace. In this study, operational management does not significantly influence purchasing decisions. Where the first statement is "Purchasing Nivea products on Shopee provides convenience to consumers in making transactions." This statement is explained by respondents who responded strongly agree, agree, and neutral.

It can be seen that most respondents chose strongly agree. This shows that Nivea product services on Shopee can support and meet all consumer needs such as in operational management. The second statement is "Purchasing Nivea products on Shopee is more practical and can be done with flexibility in various places". The statement explains that respondents who responded strongly agree, agree, neutral and disagree. It can be seen that most respondents chose strongly agree. This is proven that Shopee purchases can be made anywhere using several purchasing methods such as Seabank instant pay, Shopee Pay, COD (Cash On Delivery), COD - check first, spray water, bank transfer, credit card, credit card installments, BRI direct debit, BCA one click, pay in cash at partners / agents. The third statement is "Buying Nivea products on Shopee via bank transfer can reduce the risk of fraud during transactions." The statement explains that respondents who responded strongly agree, agree, neutral and disagree. It can be seen that most respondents chose strongly agree. This is proven that making transactions through purchasing methods such as banks has been proven to prevent fraud.

According to the theory put forward by Seno (2012) "States that the purchasing system is an infrastructure consisting of institutions, instruments, regulations, procedures, standards and techniques. This infrastructure is held to organize the transfer of monetary value between all parties. An efficient purchasing system reduces the cost of exchanging goods and services, and is essential for the functioning of inter-bank money, and capital markets. However, a weak purchasing system may be a significant obstacle to the stability and development of economic capacity. The payment system is an integral part of a country's financial and banking system. The success of the payment system will support the development of the financial and banking system, a safe and smooth payment system is one of the prerequisites for achieving monetary and financial stability (Subari, 2017) The reason this study does not have a significant effect on purchasing decisions is because operational management does not have a significant effect on purchasing decisions is because the operational management used by the Shopee marketplace is generally the same for payment methods such as COD (Cash On Delivery), BRI, BNI, Mandiri, and BCA bank transfers where with this same purchasing system so that respondents do not pay much attention to the payment system in the Shopee marketplace because it is relatively the same for each purchasing method. but differences of opinion according to (Handayani, 2021) stated that purchasing methods and ease of transactions have a significant influence on purchasing decisions.

## **b. The Influence of Flash Sales on Purchasing Decisions**

The research results show that flash sales significantly influence purchasing decisions on the Shopee marketplace. This is because all consumers tend to look for promotions or discounts on products before purchasing them. The more frequent promotions on the marketplace, the more likely they are to increase purchasing decisions on Shopee. Furthermore, today's consumers tend to choose lower prices but high-quality products, and flash sales are one of the factors that can attract consumer attention. In this study, flash sales significantly influence purchasing decisions. Where the first statement "Shopee holds a massive flash sale of Nivea products every month on the date corresponding to the month. The statement explains that the respondents who responded strongly agree, agree, neutral and disagree. The second statement is "Flash sale Make a good Nivea product video by giving a flash sale price so that consumers are interested" The statement explains that the respondents strongly agree, agree, neutral, and disagree. It can be seen that most respondents chose strongly agree. This is proven that flash sales can attract many new customers because the prices offered are relatively cheaper than normal prices with the creation of attractive product videos also having a good impact on consumers. Consumers will make purchases on product videos that attract them. The third statement is "Flash sale of Nivea products attracts many consumers to shop at

Shopee" The statement explains that respondents who responded strongly agree, agree, neutral and disagree. It can be seen that most respondents chose to agree. This is proven that the flash sale of Nivea products makes consumers happy to hear it because this flash sale offers relatively cheap prices so that consumers like to shop for Nivea products in the Shopee marketplace. The fourth statement is "The time for each flash sale session of Nivea products on Shopee is only carried out at certain times." This statement explains that respondents who responded strongly agree, agree, neutral and disagree. It can be seen that most respondents chose to agree. This is proven that the session in the flash sale of Nivea products for consumers is a reminder in specific hours to make purchases. The fifth statement is, "An appropriate flash sale provides appropriate targets to achieve company goals." This statement explains that respondents who responded strongly agree, agree, and are neutral. It can be seen that the majority of respondents responded strongly agree. This proves that holding an appropriate flash sale can increase targets to achieve good company goals.

According to Kotler and Keller (2009), a flash sales discount is defined as a direct discount on the price of goods purchased during a certain period. Discounts can stimulate consumers to make purchases from these consumer transactions and will have an impact on increasing sales of certain products. According to (Darke and Chung, 2005), discounts or price cuts are very effective in attracting respondents and stimulating consumers to buy products. Retailers often use price discounts to increase turnover in their stores. The results of this study indicate that there is a significant influence of flash sales on purchasing decisions. Because of the relatively low price discounts, consumers will feel happy and wait for the flash sale to arrive. Flash sales are held within a very specific time, therefore consumers wait to get a relatively lower price, this can increase the decision to purchase Nivea products on the Shopee marketplace. The results of this study are in accordance with research. (Jannah et al., 2022) which states that flash sale discounts have a significant effect on purchasing decisions. According to (Zakiyah, 2018) found that flash sales do not affect purchasing decisions.

### **c. The influence of product ratings on purchasing decisions**

The results of the study indicate that there is a significant influence of product ratings on purchasing decisions on the Shopee marketplace. This is because all consumers will tend to seek information about the product they will buy before purchasing the product. Consumers seek this information. Consumers seek this information by looking at the ratings on Nivea products. The more ratings and information obtained, the more it will increase consumer trust and will increase purchasing decisions on the marketplace because they already know the quality of the product. In this study, product ratings have a significant influence on purchasing decisions. Where the first statement is "Product ratings are one way potential buyers get information about Nivea products." This statement explains that respondents who responded strongly agree, agree, and neutral. It can be seen that most respondents chose strongly agree. This proves that product ratings are one way potential buyers get information about products, because each platform provides information in the form of ratings or stars. The second statement "The number of Nivea product ratings on the Shopee marketplace indicates that the marketplace is trustworthy." This statement explains that respondents who responded strongly agree, agree, neutral, and no agree. It can be seen that most respondents chose to agree. This proves that the more ratings can increase consumer trust, which will increase purchasing decisions on the Shopee marketplace because they already know the quality of Nivea products. The third statement is "I feel comfortable shopping for Nivea products on a marketplace with a large number of ratings." This statement explains that respondents strongly agree, agree, neutral and disagree. It can be seen that most respondents chose to strongly agree. This is proven by the ratings or assessments already listed on the Shopee platform. When the rating on Shopee is high, consumers will feel satisfied with the product. In this case, it shows that there is a significant influence of product ratings on purchasing decisions because the presence of product ratings with a large star scale can increase purchasing decisions for Nivea products on the Shopee marketplace, this rating provides information to consumers who will buy the more ratings on this Nivea product. the more confident consumers are in making purchases.

According to Ningsih (2019:24), online customer ratings are a form of consumer opinion within a certain range, where the assessment is given on a star scale, this indicates an increasingly better sales ranking. Meanwhile, according to Halili and Lantip (2020), in consumers who have made online purchases and posted on the seller's stall or sales booth, ratings are feedback given by consumers to sellers. The results of this study indicate that product ratings have a significant influence on purchasing decisions because the results of this study are in accordance with (Cahyono & Wibawani, 2021) who stated that ratings have an influence. positive and significant on purchasing decisions.

## 4. Conclusion

This research has examined the role of the digital economy and corporate brand personality in building a sustainable brand in the Indonesian music industry. Key findings show that the digital economy has a positive and significant impact on corporate brand personality and sustainable brands. Furthermore, corporate brand personality, which is measured through the dimensions of Heart (Passionate, Compassion), Mind (Creative, Disciplined), and Body (Agile, Collaborative), has been proven to have a very significant influence on sustainable brands. This indicates that in the midst of rapid digital development, a strong and authentic brand identity, embodied in a wholesome brand personality, becomes a crucial foundation for the sustainability of an entity in the music industry.

The implications of this research are very relevant for music industry players in Indonesia. First, it's important for record labels, streaming platforms, and music collectives to not only focus on the instant monetization of the digital economy, but also on how their digital practices can support royalty fairness and musicians' well-being. Second, the development of a clear, positive, and consistent corporate brand personality in accordance with sustainability values must be a strategic priority. Brands that are perceived as "passionate and empathetic," "creative and disciplined," and "agile and collaborative" will be better able to attract and retain talent and audiences in the long run. Third, the integration between digital strategy and brand development must be done holistically to ensure that the online presence of music entities reflects their commitment to sustainability.

For further research, it is recommended to expand the scope of the sample to other regions of Indonesia and involve more types of music industry players (e.g., concert promoters, artist managers) to gain a more comprehensive perspective. Additional qualitative research, such as in-depth case studies or interviews with musicians who have successfully achieved sustainability, can also provide richer narrative insights into best practices and challenges faced. In addition, future research may explore the role of government regulation and consumer awareness in encouraging sustainable brand practices in the digital music industry.

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