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Linking between Brand Leadership, Customer Satisfaction, and Repurchase Intention in the E-commerce Industry

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Abstract *- The purpose of this study is to investigate the effect of brand leadership (which consists of the dimensions of quality, value, innovation, and popularity) perceived by consumers of an e-commerce website on customer satisfaction among private college students. In addition to testing the effect of customer satisfaction on repurchase intention. The sample of this research was taken from 1026 students using simple random sampling techniques and using SEM (Structural Equation Model) with SmartPLS software version 3.0 as a statistical tool. The results of this study indicate that all dimensions of brand leadership have a positive and significant effect on customer satisfaction. Likewise, the customer satisfaction variable has a positive and very significant effect on repurchase intention among respondent students. The quality dimension has the greatest influence on increasing customer satisfaction on e-commerce sites. Then followed by the dimensions of value, innovation, and popularity dimensions.*

Keywords: *Brand leadership, customer satisfaction, e-commerce, repurchase intention.*

I. INTRODUCTION

Digital developments have changed the way consumers behave. It is undeniable that currently, people in the world and Indonesia have made a lot of purchases online. The number of transactions from year to year is increasing and the types of goods that people buy are also increasingly diverse. From survey data conducted in the first semester of 2019 conducted by jakpat, it is known that 60.5% of respondents prefer to do online shopping activities rather than visiting offline stores. The reasons respondents prefer to make transactions online are because it is faster and more efficient (65.7%), there are many promos and discounts (62.9%), competitive prices tend to be cheaper (59.3%), and time flexibility for shopping (59%). Taking sources from the wearesocial.com report in January 2019, there was an increase in the number of people who made e-commerce transactions by 5.9% compared to the previous year and this could still grow because the penetration of the e-commerce market in Indonesia was still quite low, which is at 40% (Binus.ac.id, 2019).

In addition, global e-retail sales accounted for 10.2 percent of all retail sales worldwide in 2017, and this number is expected to reach 17.5 percent by 2021 (Chiu & Cho, 2019). Still referring to the report from *Wearesocial.com*, that there is a significant increase in the online shopping behavior of the Indonesian people. The highest growth was in the food and care product category, which was 30%, the second was the toy and hobby product category at 25%, and the third was in the electronic goods category at 24%. However, in terms of transaction value, the highest sales were in the online travel category with a nominal value of USD 9,376 billion, followed by sales of furniture at USD 1,674 billion and toys and hobbies amounting to USD 1.46 billion. Looking at the results of these data, it can be seen that nowadays many people have started to switch from those who usually like shopping for household needs by visiting stores, gradually switching to shopping for household needs online. Traveling and buying a toy and hobby have become a lifestyle and a necessity for people in Indonesia (Binus.ac.id, 2019).

Due to the intensification of online shopping, the e-commerce war is becoming more and more intense, especially among the most popular e-commerce websites in the US, such as Amazon, eBay, BestBuy, and Target. These e-commerce websites offer an easy and economical way for manufacturers or retailers to distribute their goods more effectively and reach potential consumers (Garín-Muñoz et al., 2019). Meanwhile, consumers have more choices and better transactions on different e-commerce websites. Thus, from a consumer and business point of view, e-commerce managers and academics need to understand these virtual distribution channels (Tsagkias et al., 2021).

In addition, as consumers become more technology-savvy, e-commerce managers and academics need to comprehensively understand consumer needs and the factors that influence their decisions to select and shop on e-commerce websites. In general, there are two stages of understanding online consumption behavior. The first stage is concerned with how to encourage people to buy online, and the second stage is to encourage them to repurchase, the important thing is how to retain customers who have visited e-commerce websites. It costs time and effortless to retain existing customers than to acquire new ones. These repeat customers spend more money on their purchases and generate more profitability than new customers (Chiu & Cho, 2019).

Thus, how to retain existing customers to make repurchases is a major concern for e-commerce websites than ever before (Sullivan & Kim, 2018). However, it is said that the repurchase rate is the most neglected indicator for e-retailers. Moreover, it should be noted that only 32 percent of customers repurchase on the same e-commerce website in their first year (Chiu & Cho, 2019).

Thus, e-commerce websites that focus on these attributes can create a “branded” shopping experience for consumers (Mohseni et al., 2018). Meanwhile, consumers are becoming more aware of the value of e-commerce websites and evaluating various attributes and services provided by e-commerce websites (Garín-Muñoz et al., 2019). Nevertheless, the role of consumer-perceived brand leadership of e-commerce websites' inexperience and repurchase intention is still unknown. Therefore, the main objective of this study was to investigate the effect of perceived brand leadership of e-commerce websites on repurchase intention. This study explores the dimensions of brand leadership consisting of quality, value, innovation, and popularity. This research seems to be a pioneer in the same study by making university students the subject and unit of analysis.

Therefore, it is important to identify the factors that influence online consumer repurchase behavior. Previous studies have examined various factors that influence online consumers' repurchase intentions on e-commerce websites. These include perceived value, website quality, functionality, innovation, and popularity (Chiu & Cho, 2019). These factors mainly explore consumer perceptions and attributes of a particular e-commerce website. Previous studies have found that consumers perceive brand leadership as influencing their decision-making behavior (Widiandita & Ketut, 2020). More specifically, consumers may prefer a reputable brand or service not only because it provides better quality or value, but also because it represents a self-image (Chang & Ko, 2014). Today, more e-commerce platforms allow consumers to easily browse and compare different e-commerce platforms before making a purchase.

II. RESEARCH METHOD

According to Creswell & Creswell (2017), if the purpose of this study is to determine the relationship between the variables studied, the quantitative approach is the best. Quantitative research methods are suitable for testing theories and hypotheses through the use of a set of statistical tools (Creswell & Creswell, 2017). Hence, this study uses a survey method to test the formulated hypothesis. So that a questionnaire was adopted as an instrument to collect the required data. The study population consisted of 1205 students at private universities in Tangerang. Using simple random sampling, 1205 questionnaires were sent online to the population. A total of 1026 questionnaires were returned and valid, making up a response rate of 85.1%. Therefore, according to Roscoe et al. (1975), the number of samples obtained was very adequate.

The nature of this study involves a dependent effect between latent constructs and manifest variables, therefore, the reflective measurement model is suitable for this study (Hair Jr et al., 2017). All adopted items were rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Brand leadership instrument (KM) consists of four dimensions, namely quality consisting of 3 items (KUL1-KUL3), value consisting of 3 items

(NIL1-NIL3), innovation consisting of 3 items (INO1-INO3), popularity consisting of 3 items (POP1-POP3) adapted from Chang & Ko (2014). The instrument to measure repurchase intention consists of 3 items (NPU1-NPU3) adapted from Chiu et al. (2014).

The most popular statistical techniques under the Structural Equation Model SEM are the covariance-based approach (CB-SEM) and the variance-based partial least squares technique (PLS-SEM) (Sarstedt et al., 2014). However, PLS-SEM has recently received wide attention in many disciplines such as marketing, strategic management, management information systems, and other disciplines (Hair et al., 2012). The ability of PLS-SEM to deal with problematic modeling problems that commonly occur in the social science environment such as unusual data characteristics (e.g. non-normal data) and highly complex models is an important reason behind the increased use of this approach. Considering the advantages of this approach, this study uses PLS-SEM to fully test the proposed hypothesis. SmartPLS 3.0 software was performed to evaluate each outer model and inner model. Testing of the outer model is carried out to ensure the reliability and validity of the measurements, while the hypotheses introduced are checked through the inner model. Furthermore, the final results of the questionnaire which were then used in this study are as mentioned in Table 1.

Table 1. Research Items List

Notations	Item	
Brand Leadership **(BL)**		Chang & Ko (2014)
Quality:		
Q1	This online shopping site has a higher standard of quality.	
Q2	This online shopping site excels in quality standards.	
Q3	These online shopping sites offer higher quality features.	
Value:		
V1	Products from this online shopping site have reasonable prices.	
V2	Products from this online shopping site have better benefits in terms of price.	
V3	The products of this online shopping site offer more benefits for the price.	
Innovativeness		
I1	This online shopping site is more dynamic in improvement.	
I2	These online shopping sites are more creative in products and services.	
I3	This online shopping site is more of a trendsetter.	
Popularity:		
P1	This online shopping site is preferred.	
P2	This online shopping site is well-known.	
Customer Satisfaction (CS)		Janda et al. (2002)
CS1	I am satisfied with my decision to use this online shopping site.	
CS2	Based on all my experiences with this online shopping site, I am very satisfied	
CS3	I thought I did the right thing when I decided to use this online shopping site.	
Repurchase Intention (RI)		Chiu et al. (2014)
RI1	If I can, I want to continue to use this online shopping site to buy products.	
RI2	I will likely continue to purchase products from this online shopping site in the future.	
RI3	I intend to continue buying products from this online shopping site.	

According to Sekaran & Bougie (2003), the theoretical framework is the foundation on which all research projects are based. From the theoretical framework, hypotheses can be developed that can be tested to determine whether the formulated theory is valid or not. Then later it will be measured by appropriate statistical analysis. For this reason, the authors build a research model as shown in Figure 2 below:

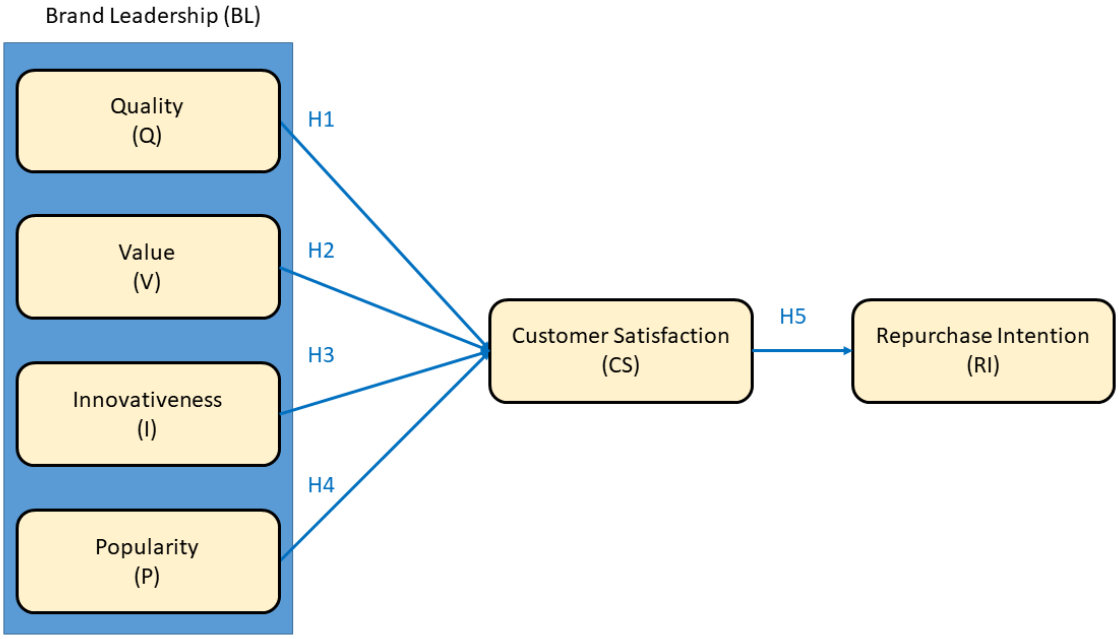

Figure 2. Research Model

In the same vein, the dimensions of brand leadership that online consumers value (e.g. website content and functionality) can increase not only satisfaction but also repurchase intention. For example, (Owen, 2020) found that perceived brand leadership has a significant influence on consumer word of mouth promotion (WOM) intentions in different service settings. Thus, this study establishes the following hypotheses:

H1: The quality of e-commerce websites has a positive influence on repurchase intentions.
H2: Perceived value on e-commerce websites has a positive influence on repurchase intention.
H3. Perceived innovation on e-commerce websites has a positive influence on repurchase intentions.
H4: Perceived popularity has a positive influence on repurchase intention.
H5: Customer satisfaction has a positive effect on repurchase intention.

III. RESULT AND DISCUSSION

Result

A total of 1026 students participated, consisting of boys (61%) and girls (39%). Almost all respondents have the same age group, namely 17-24 years. The measurement model testing phase includes testing of convergent validity, discriminant validity. Meanwhile, to test construct reliability, Cronbach's alpha and composite reliability values were used. The results of the PLS analysis can be used to test research hypotheses if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity, and reliability testing. Convergent validity test is done by looking at the loading factor value of each indicator to the construct. In most references, a factor weight of 0.7 or more is considered to have strong enough validation to explain the latent construct (Chin, 1998; Ghozali, 2014; J. F. Hair et al., 2010). In this study, the minimum accepted

loading factor is 0.7 and provided that the AVE value of each construct is > 0.5 (Ghozali, 2014). After going through SmartPLS 3.0 processing, all indicators have a loading factor value above 0.7 and an AVE value above 0.5. The fit or valid model of this study can be seen in Figure 2. Thus, the convergent validity of this research model has met the requirements (Purwanto et al., 2019, 2020; Purwanto, Asbari, & Santoso, 2021b, 2021a; Purwanto, Asbari, Santoso, et al., 2021). The value of loadings, Cronbach's alpha, composite reliability, and AVE for each construct can be seen in Table 2.

Discriminant validity is carried out to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (the value on the diagonal) exceeds the correlation between the construct and other constructs (the value below the diagonal) (Ghozali, 2014). The results of the discriminant validity test are using the AVE squared value, namely by looking at the Fornell-Larcker Criterion Value obtained as shown in Table 3. The results of the discriminant validity test in table 3 show that all constructs have the AVE square root value above the correlation value with other latent constructs (through the Fornell-Larcker criteria). Likewise, the cross-loading value of all items from one indicator is greater than the other indicator items as mentioned in Table 3, so it can be concluded that the model has met discriminant validity (Fornell & Larcker, 1981).

Furthermore, collinearity evaluation is carried out to determine whether there is a collinearity problem in the model. To find the collinearity, we need the VIF collinearity statistics of each construct. If the VIF is more than 5, then the model has collinearity (Hair et al., 2014). As shown in Table 4, all VIF scores are less than 5, i.e. the results of the collinearity structural model reveal VIF values below 2. This shows that this research model does not have multicollinearity problems.

Construct reliability can be assessed from the value of Cronbach's alpha and composite reliability of each construct. The recommended value of composite reliability and Cronbach's alpha is more than 0.7 (Ghozali, 2014). The results of the reliability test in table 2 show that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability.

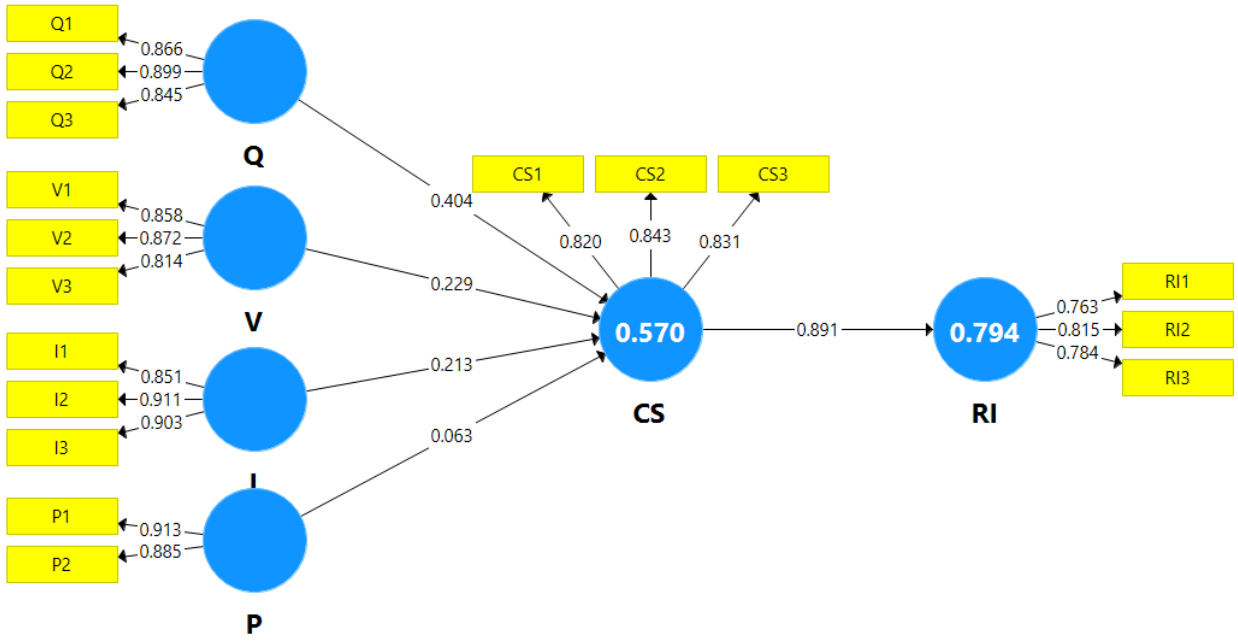

Figure 2. Valid Research Model
Source: SmartPLS 3.0 Processing Results (2022)

Table 2. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
Brand Leadership: Quality (Q)	Q1	0,866	0,840	0,840	0,904	0,758
	Q2	0,899				
	Q3	0,845				
Brand Leadership: Value (V)	V1	0,858	0,805	0,808	0,885	0,720
	V2	0,872				
	V3	0,814				
Brand Leadership: Innovativeness (I)	I1	0,851	0,866	0,866	0,918	0,789
	I2	0,911				
	I3	0,903				
Brand Leadership: Popularity (P)	P1	0,913	0,764	0,773	0,894	0,809
	P2	0,885				
Customer Satisfaction (CS)	CS1	0,820	0,777	0,777	0,871	0,692
	CS2	0,843				
	CS3	0,831				
Repurchase Intention (RI)	RI1	0,763	0,693	0,696	0,830	0,620
	RI2	0,815				
	RI3	0,784				

Source: SmartPLS 3.0 Processing Results (2022)

Table 3. Discriminant Validity

Variables	CS	I	P	Q	RI	V
CS	0,832					
I	0,581	0,888				
P	0,483	0,685	0,899			
Q	0,675	0,483	0,431	0,870		
RI	0,891	0,456	0,377	0,546	0,787	
V	0,625	0,565	0,434	0,615	0,507	0,848

Source: SmartPLS 3.0 Processing Results (2022)

Table 4. Collinearity (VIF)

Variables	CS	I	P	Q	RI	V
CS					1,000	
I	2,279					
P	1,932					
Q	1,714					
RI						
V	1,893					

Source: SmartPLS 3.0 Processing Results (2022)

Table 5. Nilai *R Square*

Variables	R Square	R Square Adjusted
CS	0,570	0,569
RI	0,794	0,793

Source: SmartPLS 3.0 Processing Results (2022)

Table 6. Hypotheses Testing

Hypotheses	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
H1	Q -> CS	0,404	0,403	0,025	16,152	0,000	Supported
H2	V -> CS	0,229	0,228	0,035	6,592	0,000	Supported
H3	I -> CS	0,213	0,215	0,039	5,486	0,000	Supported
H4	P -> CS	0,063	0,062	0,032	1,977	0,049	Supported
H5	CS -> RI	0,891	0,891	0,006	137,930	0,000	Supported

Source: SmartPLS 3.0 Processing Results (2022)

Hypothesis testing in PLS is also known as inner model testing. This test includes a test of the significance of direct and indirect effects as well as measuring the magnitude of the effect of exogenous variables on endogenous variables. To determine the effect of the four dimensions of brand leadership consisting of quality, value, innovation, and popularity on customer satisfaction, and the effect of customer satisfaction on repurchase intention, a direct influence test is needed. The effect test was carried out using the t-statistical test in the partial least squared (PLS) analysis model using the SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and the significance test value were obtained in Table 5 and Table 6. The results for all of the hypotheses (H1, H2, H3, H4, H5) are supported.

Discussion

Based on Table 5, the R Square customer satisfaction (CS) value is 0.570 which means that the customer satisfaction (CS) variable can be explained by the four dimensions of Brand Leadership, namely quality (Q), value (V), innovation (I), and popularity. (P) is 57.0%, while the remaining 43.0% is explained by other variables not discussed in this study. Meanwhile, the R Square value of repurchase intention (RI) is 0.794, which means that the variable repurchase intention (RI) can be explained by the customer satisfaction variable of 79.4%, while the remaining 20.6% is explained by other variables not discussed in this study. Meanwhile, Table 6 displays the t-statistics and p-values that show the influence between the research variables that have been mentioned.

The first objective of this study is to investigate the effect of brand leadership on customer satisfaction on e-commerce sites. The results of this study stated that all dimensions of brand leadership were found to positively affect repurchase intentions. The following discussion describes the effect of each dimension of brand leadership on repurchase intention. In addition, the quality dimension of Brand Leadership was found to have the most significant effect on satisfaction.

Next followed by the dimensions of value, innovation and the last is the dominance of popularity. The discussion of this research describes each dimension of Brand Leadership. First, it has been noted that, among the various aspects of Brand Leadership, the perceived quality of online sites is the most important area in the e-commerce field (W. Chiu & Cho, 2019; Pebrina et al., 2021; G. Sharma & Lijuan, 2015; Wiyono et al., 2021). The results obtained in this study support the perception that the quality of a website has a positive effect on satisfaction (H1). This finding corroborates previous research that the perceived quality of a website plays an influential role in consumer satisfaction. Meanwhile, the popularity dimension has the lowest effect (0.065) to influence customer satisfaction among students. That is, this study indicates that the student respondents use the logic of quality rather than emotional popularity.

However, this study differs from the findings of Chiu & Cho (2019). In Chiu & Cho's research (2019), the dimensions of quality and innovation do not have a positive and significant effect on customer satisfaction, while this study finds that the four dimensions of brand leadership have a positive and significant effect, with different levels of significance. This study proves that students' perceptions of evaluating e-commerce sites are more logical, holistic, and comprehensive. In the perception of the respondents in this study, the quality

dimension does rank at the top, but the respondents still assess the need for other brand leadership factors or dimensions that must be properly involved.

The practical implication of the findings of this study is that to attract non-tech-savvy consumers, word of mouth is a powerful marketing tool and an effective marketing tool for building popularity. Of course, it must be followed by adequate quality and innovation. Therefore, when service providers ensure that this quality dimension is well developed, it can encourage consumers to be loyal to the brand in question.

The second main objective of this study was to investigate the effect of customer satisfaction on repurchase intention among students. The findings of this study confirm previous research that the customer satisfaction variable has a positive and very significant influence on repurchase intention (Huarng & Yu, 2019; Mensah & Mensah, 2018; S. Sharma & Bock, 2005; Tandon et al., 2020). This research can be the basis for the e-commerce industry players who target the student market as their business goals.

However, this research is also not without limitations. This study in the future needs to involve the gender and age factors of the respondents so that they can map out in more detail each influence of the existing brand leadership dimensions. Perhaps, the findings of this study will reveal new, more detailed, and useful facts for the development of e-commerce businesses in the future. It is also possible to extend the theoretical model of this study to include additional dependent variables such as consumer satisfaction and community culture.

IV. CONCLUSION

Finally, the findings of this study confirm that all dimensions of brand leadership, which consist of the dimensions of quality, value, innovation, and popularity, have a positive and significant impact on customer satisfaction. Likewise, it was found that customer satisfaction has a positive and significant effect on repurchase intention among student respondents on products marketed on e-commerce sites. The findings and implications of this study are largely in line with the existing literature, which was discussed earlier.

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