The Impact of Brand Leadership and Customer Satisfaction on Customer Loyalty: Evidence from Indonesia

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Abstract - This research aims to determine the influence of brand leadership (consisting of the dimensions of quality, value, innovation, and popularity) felt by consumers of e-commerce sites on customer loyalty through the mediation variable of customer satisfaction among private students. The sample for this research was taken from 1026 private university students in Indonesia using simple random sampling techniques and using SEM (Structural Equation Model) with SmartPLS version 4.0 software as a statistical tool. The results of this research show that all dimensions of brand leadership have a positive and significant effect on customer satisfaction. Likewise, customer satisfaction has a positive effect on customer loyalty. The quality dimension has the greatest influence on encouraging customer satisfaction on e-commerce sites. Then followed by the dimensions of value, innovation, and popularity.

Keywords: Brand leadership, customer satisfaction, e-commerce, customer loyalty.

I. INTRODUCTION

Digital developments have changed the way consumers behave. It cannot be denied that currently many people in the world and Indonesia are making online purchases. The number of transactions is increasing from year to year and the types of goods people buy are also becoming more diverse. Online shopping has become a new habit of modern society in the last few years. This is reflected in the emergence of e-commerce services such as Tokopedia, Shopee, Bukalapak, et al. Social media services such as TikTok are intensively working on live shopping features to accommodate people's needs for shopping on the internet. According to the latest report from research firm We Are Social, as many as 178.9 million Indonesians will shop online from 2022 to early 2023. This figure is up 12.8% year-on-year (YoY). The estimated value of online shopping for Indonesian citizens last year was US$55.97 billion or Rp. 851 trillion (Krisabella, 2023). The reasons respondents prefer to make transactions online are because it is faster and more efficient (65.7%), there are lots of promos and discounts (62.9%), competitive prices, and even tend to be cheaper (59.3%), and time flexibility. shopping (59%). Taking sources from the wearesocial.com report in January 2019, there was an increase in the number of people carrying out e-commerce transactions by 5.9% compared to the previous year and this can still grow because the penetration of the e-commerce market in Indonesia is still quite low, namely at 40% (Ansari Harahap, 2018).

Additionally, 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 in 2021 (Chiu & Cho, 2019). Still referring to the report from Wearesocial, that there has been a significant increase in the online shopping behavior of Indonesian people. The highest growth was in the food and care products category, namely 30%, second was the toys and hobby products category at 25%, and 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, then there were furniture sales of USD 1,674 billion and toys and hobbies of USD 1.46 billion. Looking at the results of this data, it can be seen that currently, many people are starting to switch from usually liking to shop for household needs by visiting shops, little by little switching to shopping for household needs online. Traveling and buying toys and hobbies have become a lifestyle and necessity for people in Indonesia (Harahap, 2018).

Due to the intensification of online shopping, the e-commerce war has become increasingly intense, especially among the most famous e-commerce websites in the US, such as Amazon, eBay, BestBuy and Target. These e-commerce websites offer a convenient 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 (Novitasari et al., 2021, 2022; Novitasari, Asbari, et al., 2020; Novitasari, Goestjahjanti, et al., 2020). Thus, from a consumer and business perspective, it is critical for e-commerce managers and academics to understand these virtual distribution channels (Tsagkias et al., 2020).

Additionally, as consumers become more tech-savvy, e-commerce managers and academics need to comprehensively understand consumer needs and the factors that influence their decisions to choose and shop on e-commerce websites (Amri et al., 2021; Purwanto et al. al., 2022; Suroso et al., 2021; Wiyono et al., 2021). In general, there are two stages of understanding online consumption behavior. The first stage concerns how to encourage people to buy online; and the second stage is to encourage them to repurchase, what is important is how to retain customers who have already visited the e-commerce website. It costs less time, time, and effort to retain existing customers than it does 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 repeat purchases 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 overlooked indicator for e-retailers. Additionally, it is worth noting 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 the various attributes and services provided by e-commerce websites (Garín-Muñoz et al., 2019). However, the role of consumer-perceived brand leadership from e-commerce websites in customer experience and satisfaction remains unknown. Therefore, the main objective of this study is to investigate the influence of perceived brand leadership of e-commerce websites on customer satisfaction. This research explores the dimensions of brand leadership consisting of quality, value, innovation, and popularity. This research also tests the influence of customer satisfaction on customer loyalty. This research contributes to the field of marketing among university students which in this research is used as the subject and unit of analysis.

Therefore, it is important to identify the factors that influence online customer satisfaction behavior. Previous studies have examined various factors that influence online consumer satisfaction on e-commerce websites. These include perceived value, website quality and functionality, innovation, and popularity (Chiu & Cho, 2019). These factors primarily explore consumers' perceptions and attributes toward a particular e-commerce website. Previous studies have found that consumers perceive brand leadership to influence their decision-making behavior (Chiu & Cho, 2019b). More specifically, consumers may prefer leading brands or services not only because they provide better quality or value, but also because they represent their 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. This research also contributes to strengthening the body of knowledge regarding the influence of customer satisfaction on customer loyalty. Previous studies provide an empirical gap in that several researchers found the fact that there is a positive influence of customer satisfaction on customer loyalty as represented by the research of Sagala et al. (2021), and Sudari et al. (2019). However, quite a few people say that customer satisfaction does not have a significant positive influence on customer loyalty, as stated by the findings of Khairawati (2019), Fitri et al. (2019), and Flores et al. (2020). Therefore, the position of this research is important to confirm this empirical gap.

II. RESEARCH METHODS

According to Creswell & Creswell (2017), if this research aims to determine the relationship of influence between the variables studied, then a quantitative approach is the best. Quantitative research methods are suitable for testing theories and hypotheses through the use of se. According to Creswell & Creswell (2017), if this research aims to determine the relationship of influence between the variables studied, then a quantitative approach is the best. Quantitative research methods are suitable for testing theories and hypotheses through the use of a set of statistical tools (PH. and Chang, 2009). Therefore, this research uses a survey method to test the formulated hypothesis. Therefore, a questionnaire was adopted as an instrument to collect the required data. The research 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, which constitutes 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 research involves dependent effects between latent constructs and manifest variables, therefore, the reflective measurement model is suitable for this research (Hair et al., 2021). All adopted items were rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The Brand Leadership (BL) instrument consists of four variables, namely quality consisting of 3 items (Qul1-Qul3), value consisting of 3 items (Val1-Val3), innovation consisting of 3 items (Inn1-Inn3), popularity consisting of 3 items (Pop1-Pop3) adapted from Chang & Ko (2014). The instrument for measuring customer satisfaction consists of 3 items (CS1-CS3) adapted from Janda et al. (2002). Meanwhile, the instrument for measuring customer loyalty consists of 3 items (CL1-CL3) adapted from Fitri et al. (2019).

The most popular statistical techniques under Structural Equation Model SEM are covariance-based approximation (CB-SEM) and variance-based partial least squares technique (PLS-SEM) (Sarstedt et al., 2014). However, PLS-SEM has recently received widespread attention in many scientific disciplines such as marketing, strategic management, management information systems, and other scientific branches (Hair et al., 2012). PLS-SEM's ability to handle problematic modeling problems that commonly occur in social science environments such as unusual data characteristics (e.g. non-normal data) and very 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 hypotheses. SmartPLS 4.0 software was used to evaluate each outer model and inner model. Outer model testing is carried out to ensure the reliability and validity of the measurements, while the hypotheses introduced are checked through the inner model.

According to Sekaran & Bougie (2003), the theoretical framework is the foundation on which the entire research project is based. From the theoretical framework, hypotheses can be formulated which can be tested to find out whether the theory formulated is valid or not. Then it can be measured with appropriate statistical analysis. For this reason, the author built a research model as mentioned in Figure 1 below:
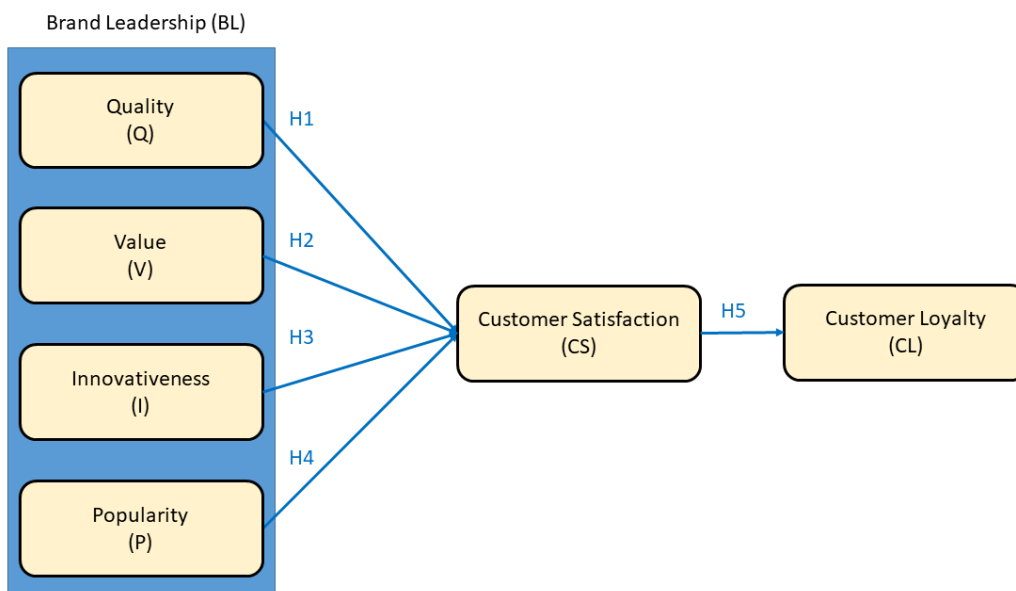

Figure 1. Research Model

Likewise, Brand Leadership dimensions that online consumers value (e.g. website content and functionality) can not only increase satisfaction but also repurchase intentions. For example, Chang et al. (2016) found that perceived Brand Leadership has a significant influence on consumer word of mouth (WOM). Thus, this research establishes the following hypothesis:

H1: Website quality has a positive influence on customer satisfaction.

H2: Perceived value has a positive influence on customer satisfaction.

H3: Perceived innovativeness has a positive influence on customer satisfaction.

H4: Perceived popularity has a positive influence on customer satisfaction.

H5: Customer satisfaction has a positive influence on repurchase intention.

III. RESULTS AND DISCUSSION

Results

A total of 1026 private university students in Tangerang participated, consisting of men (61%) and women (39%). Almost all respondents have a uniform age group, namely 17-24 years. The measurement model testing stage includes testing convergent validity and discriminant validity. Meanwhile, to test construct reliability, Cronbach's alpha and composite reliability values are used. The results of the PLS analysis can be used to test research hypotheses if all indicators in the PLS model meet the requirements for convergent validity, discriminant validity, and reliability testing. The convergent validity test is carried out by looking at the loading factor value of each indicator on the construct. In most references, a factor weight of 0.7 or more is considered to have validation that is strong enough to explain the latent construct (Chin W, 1998; Flury et al., 1988; Imam Ghozali, 2017). In this study, the minimum limit for the size of the loading factor accepted was 0.7 provided that the AVE value for each construct was > 0.5 (Imam Ghozali, 2017). After going through SmartPLS 4.0 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 research can be seen in Figure 2. So, the convergent validity of this research model has met the requirements (Purwanto et al., 2021b, 2021a; Purwanto, Asbari, Santoso, & ..., 2020a, 2020b; Purwanto, Asbari, Santoso, Paramarta, et al., 2020). The complete loadings, Cronbach's alpha, composite reliability, and AVE values for each construct can be seen in Table 1.

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 squared AVE value of each exogenous construct (values on the diagonal) exceeds the correlation between that construct and other constructs (values below the diagonal) (Ghozali, 2017). The results of the discriminant validity test are by using the square value of AVE, namely by looking at the Fornell-Larcker Criterion Value obtained as shown in Table 2. The results of the discriminant validity test in Table 2 show that all constructs have a square root value of AVE above the correlation value with the latent construct. others (through the Fornell-Larcker criteria), so it can be concluded that the model has met discriminant validity (Fornell & Larcker, 1981).

Next, a collinearity evaluation is carried out to determine whether there are collinearity problems in the model. To find this collinearity, VIF collinearity statistics are needed for each construct. If VIF is more than 5, then the model has collinearity (Hair et al., 2014). As shown in Table 3, all VIF scores are less than 5, namely the results of the structural collinearity model reveal VIF values below 3. This shows that this research model does not have multicollinearity problems.

Construct reliability can be assessed from the Cronbach's alpha and composite reliability values of each construct. The recommended composite reliability and Cronbach's alpha values are more than 0.7 (Ghozali, 2017). The reliability test results in Table 1 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.
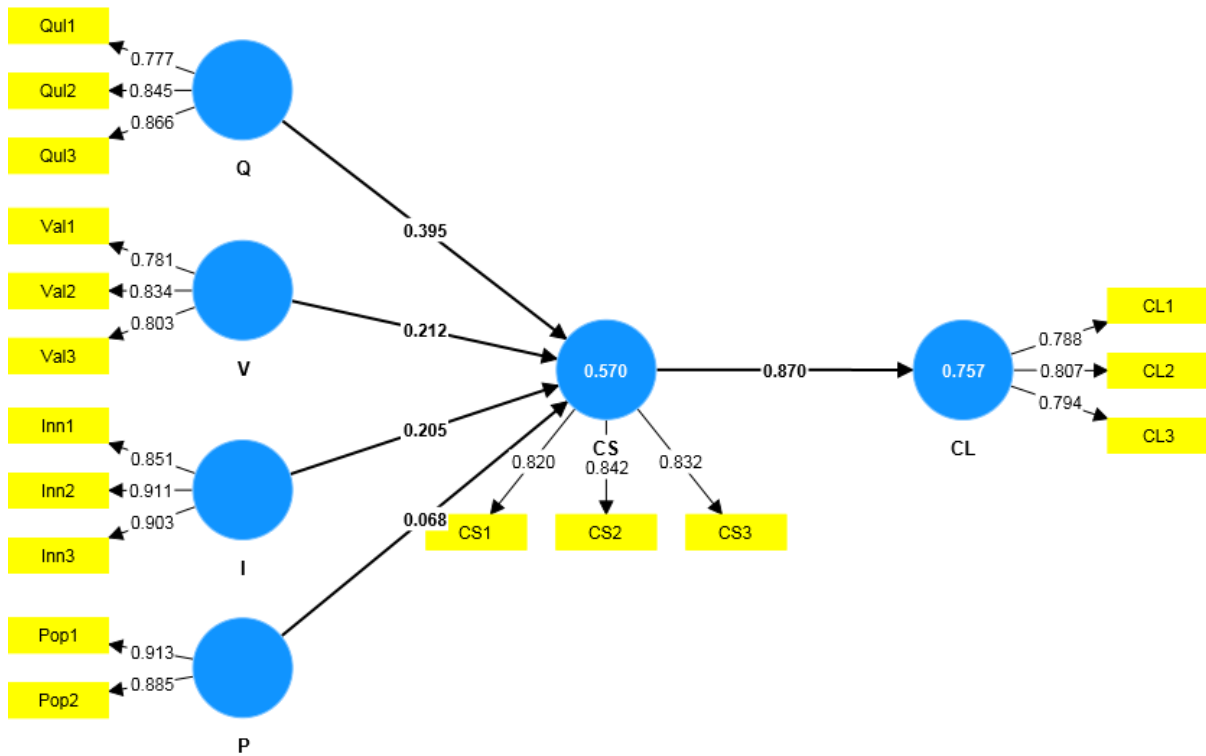
Figure 2. Valid Research Model

Table 1. 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)	Qul1	0,777	0,773	0,777	0,869	0,689
	Qul2	0,845				
	Qul3	0,866				
Brand Leadership: Value (V)	Val1	0,781	0,731	0,732	0,848	0,650
	Val2	0,834				
	Val3	0,803				
Brand Leadership: Innovativeness (I)	Inn1	0,851	0,866	0,866	0,918	0,789
	Inn2	0,911				
	Inn3	0,903				
Brand Leadership: Popularity (P)	Pop1	0,913	0,764	0,773	0,894	0,809
	Pop2	0,885				
Customer Satisfaction (CS)	CS1	0,820	0,777	0,777	0,871	0,692
	CS2	0,842				
	CS3	0,832				
Customer loyalty (CL)	CL1	0,788	0,712	0,712	0,839	0,634
	CL2	0,807				
	CL3	0,794				

Table 2. Discriminant Validity

Variables	CS	INN	POP	QUL	CL	VAL
CS	0,832					
I	0,581	0,888				
P	0,483	0,685	0,899			
Q	0,700	0,533	0,451	0,830		

Variables	CS	INN	POP	QUL	CL	VAL
CL	0,870	0,464	0,394	0,569	0,796	
V	0,667	0,564	0,457	0,782	0,537	0,806

Table 3. Collinearity (VIF)

Variables	CS	INN	POP	QUL	CL	VAL
CS					1,000	
I	2,239					
P	1,923					
Q	2,680					
CL						
V	2,795					

Tabel 4. Nilai *R Square*

Variables	R Square	R Square Adjusted
CS	0,570	0,568
CL	0,757	0,757

Table 5. Hypotheses Testing

Hypotheses	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
H1	Q -> CS	0,395	0,392	0,034	11,680	0,000	Supported
H2	V-> CS	0,212	0,214	0,038	5,576	0,000	Supported
H3	I -> CS	0,205	0,207	0,037	5,565	0,000	Supported
H4	P -> CS	0,068	0,067	0,032	2,128	0,034	Supported
H5	CS -> CL	0,870	0,871	0,006	142,868	0,000	Supported

Hypothesis testing in PLS is also called inner model testing. This test includes tests of the significance of direct and indirect effects as well as measuring the magnitude of the influence of exogenous variables on endogenous variables. To determine the influence of the four dimensions of Brand Leadership consisting of quality, value, innovation, and popularity on customer satisfaction, a direct influence test is needed. Likewise, to test the influence of customer satisfaction on customer loyalty, a direct influence test is needed. The influence test was carried out using the t-statistical test in the partial least squared (PLS) analysis model using the help of SmartPLS 4.0 software. Using the booth strapping technique, the R Square value and significance test value were obtained as in Table 4 and Table 5. The results are all hypotheses (H1, H2, H3, H4, H5) are supported.

Discussion

Based on Table 4, the R Square Adjusted customer satisfaction (CS) value is 0.568, 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) was 56.8%, while the remaining 43.2% was explained by other variables not discussed in this study. Likewise, the R Square Adjusted customer loyalty (CL) value is 0.757, meaning that the customer loyalty (CL) variable can be explained by the customer satisfaction (CS) variable of 75.7%, and the remaining 24.3% is explained by other variables. not discussed in this study. Meanwhile, Table 5 displays t-

statistics and p-values which show the influence between the research variables mentioned. The magnitude of the influence of the independent variable on the dependent variable is explained as follows: The magnitude of the influence of the Quality variable on customer satisfaction is 0.395, meaning that every additional unit of the quality variable will have a positive influence on customer satisfaction of 0.395 per unit or 39.5%. And so on.

The main objective of this research is to investigate the influence of Brand Leadership on customer satisfaction in purchasing on e-commerce sites based on CAPS (Mischel and Shoda, 1995) and ECT (Oliver, 1980). This research is relatively new and has been applied to the analysis unit of higher education students in Indonesia. The results of this study confirm that all Brand Leadership dimensions were found to have a positive and significant effect on customer satisfaction.

In addition, the quality dimension of Brand Leadership was found to have the most significant influence on satisfaction. Next is followed by the value dimension, innovation, and finally the popularity dimension. 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 field of e-commerce (Bai et al., 2008). The results obtained in this study support the perception that the quality of a website has a positive influence on satisfaction (H1), namely 0.392 or 39.2%. This finding amplifies previous research that the perceived quality of a website can play a positive and significant role in consumer satisfaction. Meanwhile, the popularity dimension has the lowest influence (0.067) to influence customer satisfaction among students. This means that this research indicates that student respondents use quality logic more than emotional popularity.

However, this research results differ from the findings of Chiu & Cho (2019). In Chiu & Cho's (2019) research, the dimensions of quality and innovation did not have a positive and significant effect on customer satisfaction, whereas this research found that the four dimensions of brand leadership had a positive and significant influence, with different levels of significance. This study proves that students' perceptions in assessing e-commerce sites are more logical, holistic, and comprehensive. In the perception of the respondents of this study, the quality dimension is indeed at the top of the list, but respondents still assess the need for other factors or dimensions of brand leadership that must be properly involved.

This research also confirms the results of previous research which states that customer satisfaction has a positive effect on customer loyalty, as has been researched by Sagala et al. (2021), and Sudari et al. (2019), although different from the findings of Khairawati (2019), Fitri et al. (2019) and Flores et al. (2020) which states that customer satisfaction does not affect customer loyalty.

The practical implication of this study's findings is that to attract consumers who are not tech-savvy, word of mouth is good marketing and is an effective marketing tool to build popularity. Of course, it still has to 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.

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

IV. CONCLUSION

The findings of this study confirm that all variables in the Brand Leadership construct, consisting of quality, value, innovation, and popularity, have a positive and significant influence on customer satisfaction with products marketed on e-commerce sites. Likewise, customer satisfaction has been proven to have a positive effect on customer loyalty among student respondents. This study suggests that a single dominant orientation is not necessary to maintain brand leadership. On the other hand, the accumulation of business value found in quality, value, process innovation, and popularity can facilitate product innovation that leads to successful product differentiation and enhances the brand's leadership position.

Of course, research conducted on student respondents may not be able to be used to generalize the results to other different units of analysis, such as employees, lecturers, women, etc. Therefore, continued research is needed to expand our knowledge of a variety of different phenomena. Maybe in future research, it is necessary to add repurchase intention variables, market variables, and other potential variables.

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