

## ERIGO CUSTOMER LOYALTY AT SHOPEE E-COMMERCE

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**Abstract:** Digital marketing is using digital technology to develop channels to reach consumers more effectively. The millennial era is concerned with the consumer experience when buying, but the problems and opportunities they face are building a good consumer experience in a digital context. The aims of this study were (1) to analyze the effect of experience on Erigo's customer satisfaction, (2) to analyze the effect of satisfaction, trust and commitment on Erigo's customer loyalty, and (3) to formulate managerial implications that can increase satisfaction, trust, commitment and Erigo consumer loyalty. The participants in this study were Erigo's customers who met certain criteria using a purposive sampling technique. Five to ten samples are required for each variable parameter estimation. This study used a total sample of 347 people using SEM-PLS. Based on the research results, (1) the consumer experience variables that influence customer satisfaction are competence, helpfulness, personalization, value for time. Meanwhile, the variables of consumer experience that have little effect on customer satisfaction are accessibility, customer recognition, problem solving, and promise fulfillment, (2) Trust and commitment have an effect on consumer loyalty, but consumer satisfaction has less effect on consumer loyalty, (3) The results of the study show that the level of customer satisfaction, trust, commitment and loyalty has not been achieved optimally with the customer experience approach. Managerial implications of using the STP technique (Segmentation, Targeting, Positioning) are useful for increasing Erigo consumer satisfaction, trust, commitment and loyalty to Shopee e-commerce.

**Keywords:** digital marketing, consumer experience, consumer satisfaction, consumer loyalty, SEM-PLS

**Abstrak:** Pemasaran digital merupakan penggunaan teknologi digital dalam mengembangkan saluran untuk menjangkau konsumen secara lebih efektif. Era milenial mementingkan pengalaman konsumen saat membeli, akan tetapi masalah dan peluang yang dihadapi yaitu membangun pengalaman konsumen yang baik dalam konteks digital. Tujuan dari penelitian ini adalah (1) Menganalisis pengaruh dari pengalaman terhadap kepuasan konsumen Erigo, (2) Menganalisis pengaruh dari kepuasan, kepercayaan dan komitmen terhadap loyalitas konsumen Erigo serta, (3) merumuskan implikasi manajerial yang dapat meningkatkan kepuasan, kepercayaan, komitmen, dan loyalitas konsumen Erigo. Partisipan penelitian ini adalah pelanggan Erigo yang memenuhi kriteria tertentu dengan menggunakan metode teknik purposive sampling. Sebanyak lima sampai sepuluh sampel diperlukan untuk setiap estimasi parameter variabel. Penelitian ini menggunakan jumlah sampel total 347 orang menggunakan SEM-PLS. Berdasarkan hasil penelitian, (1) variabel pengalaman konsumen yang berpengaruh terhadap kepuasan pelanggan adalah competence, helpfulness, personalization, value for time. Sedangkan variabel pengalaman konsumen yang kurang berpengaruh terhadap kepuasan pelanggan adalah accessibility, customer recognition, problem solving, dan promise fulfillment, (2) Kepercayaan dan komitmen berpengaruh terhadap loyalitas konsumen akan tetapi kepuasan konsumen kurang berpengaruh terhadap loyalitas konsumen, (3) Hasil penelitian menunjukkan belum tercapainya tingkat kepuasan, kepercayaan, komitmen dan loyalitas konsumen dengan pendekatan customer experience secara maksimal. Implikasi manajerial menggunakan teknik STP (Segmentation, Targeting, Positioning) yang berguna untuk peningkatan kepuasan, kepercayaan, komitmen, dan loyalitas konsumen Erigo pada e-commerce Shopee.

**Kata kunci:** pemasaran digital, pengalaman konsumen, kepuasan konsumen, loyalitas konsumen, SEM-PLS

### Article history:

Received  
18 October 2022

Revised  
6 December 2022

Accepted  
9 January 2023

Available online  
31 January 2023

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## INTRODUCTION

Digital marketing, according to Sawicki (2016), is the use of digital technology to establish channels of communication with customers in order to satisfy their needs better and achieve corporate goals. digital marketing as an advertising strategy that utilizes the evolution of the digital world to create product campaigns that do not require direct execution but have a large impact on sales.

During 2020, three of the 17 creative economy sub-sectors, based on data, are currently the main contributors to the GDP structure and exports, one of which is fashion which accounts for 17%. The Ministry of Industry (Kemenperin) encourages fashion industry players to play a bigger role in the country's economic recovery. The export performance of the textile and apparel sector in 2020 amounted to USD 10.62 billion, contributing 6.76% to the GDP of the non-oil and gas processing sector.

In the online shopping culture, consumers want and buy fashion and accessories products the most, according to research from Katadata Insight Center (KIC) and Sirclo. Consumers are looking for goods in droves, with 66.6 percent deciding to buy them. One of the platforms that consumers use to shop online is e-commerce.

Many people choose to shop online due to the increasing incidence of COVID-19. Businesses can benefit from e-commerce by earning more money at lower costs, reducing delays through electronic transfers, providing faster service to consumers, and providing more responsive services. Erigo is one of the Indonesian brands that utilizes an e-commerce platform.

Erigo is a local Indonesian brand that Muhammad Sadad founded in 2011. This local brand focuses on streetwear fashion that can be used by both men and women and has succeeded in becoming a local brand that is selling well in the market and even starting worldwide. Erigo products are available in various e-commerce platforms such as Shopee, Tokopedia, Lazada and Blibli. One of Erigo's pride e-commerce is Shopee which has 5.4 million followers, 2.1 thousand products and more than 3.1 million ratings for products sold at the Erigo official store.

As the founder of Erigo, Muhammad Sadad encountered counterfeit products being sold on the Shopee e-commerce platform. As a result, Erigo received negative responses from consumers who were dissatisfied with goods obtained from outlets other than official stores. There are around 14 thousand reviews of dissatisfaction with Erigo products on the official Erigo Shopee store account. To sustain a successful business, these components must be taken into account in terms of customer satisfaction and building consumer loyalty.

Technology presents new challenges for business and marketing science to adapt and change, especially in terms of packaging consumer experiences. According to Lemon & Verhoef (2016), the problems and opportunities facing companies today are building customer experiences in a digital context.

Every consumer transaction of goods and services must have an experience, both positive and negative. This happens in both online and offline shopping situations. According to Chaffey & Ellis Chadwick (2016), consumer experience is a combination of emotional and rational variables that affect consumers' views of online brands when using online services provided by companies.

One of the most important marketing goals is for a company to have loyal customers. According to Dharma (2017), consumer loyalty is a repurchase that solely involves purchasing the same brand repeatedly. Consumers who are loyal to certain online businesses are valuable assets for companies (Afsar et al. 2013). Online loyalty is very important for online businesses because it is the key to the company's sustainability (Nadeem et al. 2015). Since acquiring new customers costs four times as much as retaining existing loyal customers, online loyalty can save on marketing costs (Alnaser et al. 2017).

According to research conducted by Eid (2011) and Kim et al. (2009), consumer loyalty is determined by customer trust and satisfaction. Meanwhile, Anderson & Srinivasan (2003) describe loyalty as a customer's commitment to online sites and willingness to make repeat purchases.

To maintain consumer loyalty, businesses must ensure that customers have a positive online buying experience. Consumer Experience according to Chen & Lin (2015), is a perceptual or cognitive introduction

that can motivate consumers. The term “online consumer experience” refers to a psychological state that manifests itself in subjective responses to e-commerce websites (Nilsson & Wall, 2017). Consumer perception or recognition can increase the value of a product, service or product. Issues affecting online loyalty have been extensively studied in various studies on consumer loyalty, and various factors have been used (Humairah, 2009). In the business sector, trust, satisfaction and commitment are key factors to consider.

The results of a pre-survey questionnaire with 30 respondents regarding loyalty, satisfaction, trust and consumer commitment conducted by researchers with the target respondents, namely consumers who have purchased Erigo products more than once in Shopee e-commerce transactions stated that 50% of consumers were declared disloyal, 30% of consumers declared dissatisfied, 47% of consumers stated that they had lost trust and 43% of consumers were declared not to be committed to the Erigo company.

The results of the pre-survey above show that there are problems with the Erigo official store on the variables of loyalty, satisfaction, trust and consumer commitment to Shopee e-commerce. the purpose of this study was to analyze the effect of experience on consumer satisfaction Erigo; Analyzing the influence of satisfaction, trust and commitment to consumer loyalty Erigo as well; formulate managerial implications that can increase customer satisfaction, trust, commitment, and loyalty of Erigo.

## METHODS

Erigo’s customers in the Indonesian region were focused on this research. Because the majority of Erigo buyers are based in Indonesia. The research was conducted online from March 2022 to June 2022 on consumers who had purchased products through the Shopee Erigo official store. The cross-sectional design was used to collect data only once in the context of this study by distributing questionnaires to consumers who had purchased products through the Erigo official store on Shopee e-commerce.

The participants of this study are Erigo customers who meet the criteria. The sampling method with purposive sampling technique is used with five to ten samples required for each variable parameter estimation (Hair et al. 2010). Because there are 45 indicator variables in this study, if five to ten observations are needed, the maximum number of samples is  $45 \times 5 = 225$  to  $45 \times 10 = 450$ .

Primary data and secondary data were the sources of the data used in this study. 30 respondents participated in the questionnaire testing. Through a google form, questionnaires were distributed to research participants who had made purchases from the Erigo official store on Shopee. The questionnaire includes inquiries that are pertinent to the goals, sources, and forms of the research. After gathering secondary data from books, journals, and the internet, an instrument is built, and its outcomes are evaluated.

the results of the validity test on 30 respondents using the SPSS software stated that all indicators were valid because they had an R-count value that exceeded the R-table, namely 0.361. and the following results of the reliability test on all variables can be seen in Table 1.

In Table 1 the reliability test can be seen in the Cronbach alpha value. According to Sujarweni (2015) if the Cronbach alpha value is  $> 0.60$  the variable dimension statement construct is reliable. Indicators of customer experience, customer satisfaction, customer trust, customer commitment, and customer loyalty have a Croanbach alpha value of more than 0.6, thus it can be concluded that all variable dimension statement constructs are reliable.

Table 1 Reliability Test Results (n=30)

Indicator	Croanbach Alpha	Description
Customer Experience	0.952	Reliable
Customer Satisfaction	0.830	Reliable
Customer Trust	0.825	Reliable
Customer Commitment	0.707	Reliable
Customer Loyalty	0.673	Reliable

The only two variables used in this inquiry were the independent variable (X) and the dependent variable (Y). Customer experience is the X variable in this study. Meanwhile, customer satisfaction, trust, commitment and loyalty are Y variables. Variable indicators are written in the form of questions or statements. Variables are measured using the Likert scale, which has five levels: very agree, agree, quite agree, disagree, and strongly disagree.

Descriptive analysis is also useful in describing research findings in more depth. The Structural Equation Modeling (SEM) type of Partial Least Square in this study has several steps described in (Indrawati, 2015). Following the testing of the exterior model, comes the testing of the inside model. After that, tests for convergent validity, discriminant validity, composite reliability, and average variance were extracted to assess the measurement model. The path coefficient estimation test and the R-squared test assessed the structural model.

One aspect of the customer experience is accessibility, which favours customer satisfaction (Njoto et al. 2016). Customer satisfaction is influenced by accessibility (Mulyono & Djatmiko, 2018). The following hypotheses were generated based on empirical studies: H1: Accessibility has a positive and significant effect on customer satisfaction.

Competence is a component of the customer experience that has an impact on client satisfaction (Mulyono & Djatmiko, 2018). Customer experience services are included in the good category because of their high competency value (Ridho & Octavia, 2016). The following hypotheses are generated based on empirical studies: H2: Competence has a positive and significant effect on customer satisfaction.

Customer satisfaction will increase along with increasing customer recognition (Njoto et al. 2016). Customer satisfaction may be impacted by good customer recognition, which is represented in a favorable customer experience (Ridho & Octavia, 2016). The following hypotheses are generated based on empirical studies: H3: Customer recognition has a positive and significant effect on customer satisfaction.

Customer satisfaction with the business will rise if the customer experience is good. Being helpful has been

found to affect customer satisfaction positively. This is a factor in the customer experience (Njoto et al. 2016). The following hypotheses are generated based on empirical studies: H4: Helpfulness has a positive and significant effect on customer satisfaction.

The customer experience aspect of personalization significantly impacts customer satisfaction. Effective personalisation positively impacts customer satisfaction (Ridho & Octavia, 2016). The following hypotheses are generated based on empirical studies: H5: Personalization has a positive and significant effect on customer satisfaction.

In terms of problem solving, customer experience is included in a good group and must be considered (Ridho & Octavia, 2016). because consumer satisfaction is positively impacted by the client experience (Dewi & Hasibuan, 2016). The following hypotheses are generated based on empirical studies: H6: Problem solving has a positive and significant impact on customer satisfaction

Customer satisfaction is influenced by eight characteristics of customer experience directly and substantially (Mulyono & Djatmiko, 2018). Customer satisfaction is influenced by several factors, one of which is promise fulfillment. The following hypotheses are generated based on empirical studies: H7: Promise fulfillment has a positive and significant impact on customer satisfaction.

Senjaya et al. (2013) found a significant and favorable direct relationship between value for time and customer satisfaction in their study. Value for time has a positive and significant impact on the customer satisfaction variable, Njoto et al. (2016) found in their study. The following hypotheses are generated based on empirical studies: H8: Value for time has a positive and significant effect on customer satisfaction.

According to several studies, customer satisfaction appears to be an important component in creating customer trust. According to Souar et al. (2015), consumer satisfaction affects consumer confidence. The more satisfied the customer, the higher the level of trust according to Dhiranty et al. (2017). The following hypotheses are generated based on empirical studies: H9: Customer satisfaction has a positive and significant effect on customer trust.

Hasan (2013) defines customer trust as a view of consumer confidence in the company's superiority, to be assessed by systematic validation of the company's expected offerings. Trust can promote a more favorable attitude, which affects the likelihood of repurchase (customer loyalty). The following hypotheses are generated based on empirical studies: H10: Customer trust has a positive and significant effect on customer loyalty.

Customer commitment can be formed by offering excellent service and upholding moral and ethical standards, both of which will result in a high level of concern for the company, as evidenced by a willingness to get the desired service. The following hypotheses are generated based on empirical studies: H11: Customer satisfaction has a positive and significant effect on customer commitment.

Loyalty is a customer's commitment to a store, brand, or supplier seen from a favorable attitude expressed by repeated purchases (Tjiptono, 2014). This makes sense, considering that high customer commitment will encourage customers to continue to establish positive relationships with service providers. The following hypotheses are generated based on empirical studies: H12: Customer commitment has a positive and significant effect on customer loyalty.

The goal of maintaining client happiness is to gain loyalty (Kusumawati, 2011). The following hypotheses are generated based on empirical studies: H13: Customer satisfaction has a positive and significant effect on customer loyalty.

Individuals prefer trust-based interactions; as a result, the groups involved will be committed to the organization as long as they experience a trust-based relationship. The following hypotheses are generated based on empirical studies: H14: Customer trust has a positive and significant effect on customer commitment.

The conceptual framework is shown in the illustration in Figure 1.

## RESULTS

### Characteristics of Respondents

347 people participated in this study as responders, and most Erigo customers were male, accounting for 201 respondents (58 percent), while female were 146 respondents (42 percent). The 130 respondents (37%) of Erigo consumers who participated in this study were between 20 and 24 years old. After that, 82 respondents (24%) were between 25 and 29 years. After that, 78 respondents (or 22 percent) were over 29 years old, and the minimum number was 57 respondents aged between 15 and 19 years (16 percent).

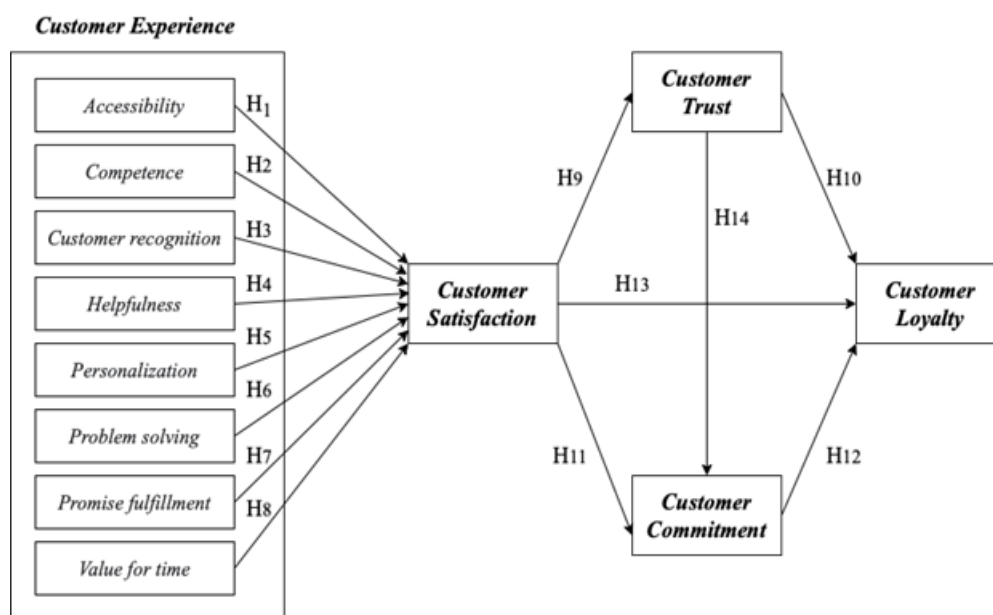


Figure 1. Conceptual model

Almost half of the respondents, as many as 163 respondents (47%) are private employees, and 91 respondents (26%) are students. By region, 78 respondents (22%) and 70 respondents (20%) were residents of West Java and Jakarta, respectively. Regarding the characteristics of respondents' opinions, the majority, 131 or 38 percent, have a total monthly income of between 5 million and 10 million rupiah. A total of 113 respondents have incomes between 1 million and 5 million rupiah (33 percent). Most respondents spend in one transaction of Erigo products of less than 200 thousand Rupiah with 217 respondents (63%). After that followed by expenditures of 200-500 thousand with 111 respondents (32%). Characteristics of Respondents in Table 2.

### Measurement Model Fit Test

The measurement outer model links the latent variable with the manifest variable to evaluate validity and reliability. Convergent and discriminant validity make up indicator validity. The convergent validity of the measuring model using reflecting indicators is assessed based on the outer loading of the indicators that measure the construct with conditions greater than 0.6. (Indrawati, 2015). The cross loading value reveals discriminant validity. Composite reliability can be used to determine reliability, however the value must be more than 0.7.

An outer loading value of each indicator in this study that is more than 0.6 indicates convergent validity, which means that all indicators are convergently valid and indicate that all constructs in this study are feasible to use. The value of the cross loading indicator serves as the foundation for the discriminant validity test. Since the cross loading value on one variable in this study is higher than that on the other variables, it can be said that the indicators are proclaimed to be discriminantly valid. The reliability values for exogenous and endogenous variables are displayed in Table 3. It may be deduced that the variables employed are trustworthy because the reliability value for each variable appears to be greater than 0.7. In Table 3 it can be concluded that the variables used can be trusted because the composite reliability value for each variable looks greater than 0.7.

Table 2. Characteristics of respondents

Characteristics	Total	(%)
<b>Gender</b>		
Male	201	58%
Female	146	42%
<b>Age</b>		
15-19 Years	57	16%
20-24 Years	130	37%
25-29 Years	82	24%
>29 Years	78	22%
<b>Occupation</b>		
Student	91	26%
PNS/ASN	28	8%
BUMN employee	32	9%
Private employees	163	47%
Entrepreneur	17	5%
Housewife	1	0%
Not yet working	13	4%
Other	2	1%
<b>Domicilie</b>		
DKI Jakarta	70	20%
Banten	44	13%
West Java	78	22%
Central Java	37	11%
D.I Yogyakarta	15	4%
East Java	24	7%
Sumatra	39	11%
Bali & Nusa -Tenggara	15	4%
Kalimantan	14	4%
Sulawesi	0	0%
Maluku & Papua	11	3%
<b>Total Income for a Month (Rupiah)</b>		
< 1 Million	68	20%
> 1-5 Million	113	33%
> 5-10 Million	131	38%
> 10 Million	35	10%
<b>Expenditures for Shopping for Erigo Products (Rupiah)</b>		
< 200 Thousand	217	63%
> 200 -500 Thousand	111	32%
> 500 -1 Million	17	5%
> 1 Million	2	1%

Table 4 is the estimated path coefficient which is the estimated value for the path relationships in the structural model obtained by the bootstrapping procedure with a value that is considered significant if the t-statistic value is greater than 1.96 (5% level of significance) for each path relationship or the p-value does not exceed 0.05 (5%) according to Abdillah, (2018). It is useful to answer all the hypotheses that exist in this study using the help of SMART-PLS software

**Examine the Relationship between Experience and Customer Satisfaction at Erigo**

The Effect of Accessibility on Consumer Satisfaction (H1)

Testing the H1 hypothesis based on Table 4 shows that the original sample accessibility (AC) value on customer satisfaction (CS) is 0.069 with P-values above 5% and a T-statistic value of 1.361 < T-Table 1.966, so that based on this empirical study there is insufficient evidence to state that there is an effect of accessibility (AC) on Erigo’s customer satisfaction (CS). This can be an evaluation of the accessibility (AC) that has been provided to consumers so far it is very important for Erigo to be improved again so that it can further influence Erigo’s customer satisfaction.

Table 3. The value of reliability

Variabel	Composite Reliability
Accessibility	0.789
Competence	0.770
Customer Commitment	0.798
Customer Loyalty	0.807
Customer Recognition	0.790
Customer Satisfaction	0.752
Customer Trust	0.788
Helpfulness	0.782
Personalization	0.782
Problem Solving	0.820
Promise Fulfillment	0.745
Value for Time	0.782

The Effect of Competence on Consumer Satisfaction (H2)

The second hypothesis examines the effect of Competence (CP) on Erigo’s Customer Satisfaction (CS) with an original sample value of 0.145 and a T-statistic value of 2.459 > 1.966, so that it can be concluded related to empirical studies based on test results that there is a significant influence of competence (CP) on Erigo’s customer satisfaction (CS). the original sample value of the competency variable on customer satisfaction is equal to 0.145, which means that the better the competence of Erigo’s service, the higher the customer satisfaction by 14.5%.

The Effect of Customer Recognition on Consumer Satisfaction (H3)

Testing the H3 hypothesis based on Table 4 shows that the original sample customer recognition (CR) value for customer satisfaction (CS) is 0.097 with a T-statistic value of 1.424 < T-table 1.966, so that it can be concluded empirically that there is not enough evidence of the effect of customer recognition on Erigo’s customer satisfaction. The no effect on customer recognition (CR) arises because consumers feel that their existence is not recognized by the company and this must be re-evaluated by Erigo so that it can affect customer satisfaction in terms of customer recognition.

Table 4. Hypothesis Test Results

	Original Sample	T Statistics	P Values
(H1)	0.069	1.361	0.174
(H2)	0.145	2.459	0.014
(H3)	0.097	1.424	0.155
(H4)	0.211	2.972	0.003
(H5)	0.196	2.966	0.003
(H6)	0.044	0.685	0.494
(H7)	0.049	0.890	0.374
(H8)	0.140	1.965	0.050
(H9)	0.710	20.509	0.000
(H10)	0.441	6.884	0.000
(H11)	0.290	4.779	0.000
(H12)	0.356	5.836	0.000
(H13)	0.064	1.092	0.275
(H14)	0.500	8.707	0.000

#### The Effect of Helpfulness on Consumer Satisfaction (H4)

The fourth hypothesis (H4) tests the effect of Erigo's helpfulness on consumer satisfaction with an original sample value of 0.211 and a T-statistic value of 2.972 > 1.966, so that it can be concluded empirically that there is a significant influence of helpfulness on Erigo's customer satisfaction. Helping affects Erigo's consumer satisfaction due to the ease with which consumers ask for help when shopping.

#### The Effect of Personalization on Consumer Satisfaction (H5)

Testing the H5 hypothesis based on Table 4 shows that the original sample personalization value for customer satisfaction is 0.196 with a T-statistic value of 2.966 > T-table 1.966, based on this empirical study, it can be concluded that there is an effect of personalization on Erigo's customer satisfaction. This personalization effect can arise because consumers feel the treatment/facilities that make them comfortable.

#### The Effect of Problem Solving on Consumer Satisfaction (H6)

The sixth hypothesis (H6) tests the effect of problem solving variables on consumer satisfaction with an original sample value of 0.044 and a T-statistic value of 0.685 < 1.966, based on these studies empirically there is not enough evidence to state the effect of problem solving on consumer satisfaction Erigo. It can be concluded that Erigo's consumers feel that the problem is not yet perfect for the company to solve. This can be used as a future evaluation so that the company can solve any problems that consumers get when making purchases.

#### The Effect of Promise Fulfillment on Consumer Satisfaction (H7)

Testing the H7 hypothesis based on Table 4 shows the original sample Promise Fulfillment value for customer satisfaction of 0.049 with a T-statistic value of 0.890 < T-table 1.966, so it is concluded that empirically there is not enough evidence to state that there is an effect of promise fulfillment on Erigo's customer

satisfaction. Fulfillment of promises from Erigo or disappointment from consumers makes the value of this promise fulfillment not significantly affect consumer satisfaction.

#### The Effect of Value for Time on Consumer Satisfaction (H8)

The eighth hypothesis (H8) tests the effect of the value for time variable on customer satisfaction with an original sample value of 0.140 and a T-statistic value of 1.965 > 1.966, so a decision is made that there is a value for time effect on Erigo's customer satisfaction. One of the factors in this study's analysis that influences how satisfied customers are with Erigo's services is value for time.

#### **Examine the effect of satisfaction, trust and commitment to consumer loyalty Erigo**

#### The Effect of Consumer Satisfaction on Consumer Trust (H9)

Testing the H9 hypothesis based on Table 4 shows that the Original sample customer satisfaction value for customer trust is 0.710 with a T-statistic value of 20.509 > T-table 1.966, so a decision is made that there is an effect of customer satisfaction on Erigo's customer trust. This means, the higher the satisfaction felt by Erigo consumers, the higher the trust felt by consumers because consumer satisfaction is an attitude that comes from the consumer's experience in buying or consuming a product.

#### The Effect of Consumer Trust on Consumer Loyalty (H10)

The tenth hypothesis (H10) tests the effect of the consumer trust variable on consumer loyalty with an original sample value of 0.441 and a T-statistic value of 6.884 > 1.966, so that a decision is made that there is a significant influence of customer trust on Erigo's customer loyalty. This means, the higher the trust felt by Erigo's consumers, the higher the consumer loyalty will be felt by Erigo. Consumers who have trust in the company tend to buy products frequently as proof of consistency.



### The Effect of Consumer Satisfaction on Consumer Commitment (H11)

Testing the H11 hypothesis based on Table 4 shows that the original sample customer satisfaction value for consumer commitment is 0.290 with a T-statistic value of  $4.779 > T\text{-table } 1.966$ , so it is concluded that there is a significant effect of customer satisfaction on Erigo's customer commitment. This means, the higher the satisfaction felt by Erigo consumers, the higher the commitment created by consumers towards the company. Herryanto & Riana (2020), said that the higher the perceived satisfaction, the higher the customer commitment.

### The Effect of Consumer Commitment on Consumer Loyalty (H12)

The twelfth hypothesis (H12) tests the effect of the consumer commitment variable on consumer loyalty with an original sample value of 0.356 and a T-statistic value of  $5.836 > 1.966$ , so that it can be concluded that there is a significant influence of customer commitment on Erigo's customer loyalty. This proves that there is a correlation between commitment and consumer loyalty, if there is an increase in commitment it will be in line with an increase in consumer loyalty (Setiawan & Ukudi, 2007).

### The Effect of Consumer Satisfaction on Consumer Loyalty (H13)

Testing the H13 hypothesis based on Table 4 shows that the original sample customer satisfaction value for customer loyalty is 0.064 with a T-statistic value of  $1.092 < T\text{-table } 1.966$ , so that a decision is obtained that empirically there is not enough evidence to say that there is an effect of customer satisfaction on Erigo's customer loyalty. Consumer satisfaction is an important factor in ensuring consumer loyalty, the higher the customer satisfaction, the more consumers will survive. However, in this study Erigo failed to create customer loyalty from the satisfaction obtained by consumers.

### The Effect of Consumer Trust on Consumer Commitment (H14)

The fourteenth hypothesis (H14) tests the effect of the consumer trust variable on consumer commitment with an original sample value of 0.500 and a T-statistic value

of  $5.836 > 8.707$ , so that it can be concluded that there is a positive and significant influence of the customer trust variable on Erigo's customer commitment. This proves that there is a strong correlation between trust and consumer commitment, which means that when Erigo's consumer trust increases, it will increase consumer commitment in maintaining relations with the company.

### Managerial Implications

The outcomes demonstrated that the maximum customer experience method had not been successful in achieving the degree of satisfaction, trust, commitment, and customer loyalty. A good customer experience will cause consumers to feel satisfied and repeat purchases will grow. In order to keep customers from shopping for comparable products from rival companies, consumer loyalty must be strengthened once more. In order to increase customer satisfaction, trust, loyalty, and commitment among Erigo consumers, management implications that can be produced using the STP (Segmentation, Targeting, Positioning) method are applied.

Taking into account the results of studies on the characteristics of respondents, Erigo's segmentation method, Erigo consumers aged 20 to 24 years dominate having an online shopping culture, by having private employees and students, the income owned by consumers is dominated by monthly income of 5 million to 10 million rupiah, and expenses provided for Erigo is less than Rp200,000. In product achievement, Erigo is dominated around Jabodetabek, but can reach one Indonesia due to online marketing and e-commerce as a place to transact. Based on the demographic, geographic, psychographic, and behavioral results, Erigo is expected to meet all consumer needs more effectively.

Marketing of products according to consumer segmentation and product prices is used as a targeting strategy for Erigo. According to the study's findings, Erigo's products are marketed to people between the ages of 20 and 24. In that age range, the majority of consumers are still very quick to adapt to the existing fashion trends. Erigo must have an acceptable price standard and be able to compete with similar companies to achieve sales targets and enrich the trend of any fashion products that are popular with consumers so they don't feel bored with the products presented by

the company. At this stage, Erigo is expected to see a match between the products it owns and the potential target segment, namely consumers aged 20 to 24 years in achieving the company's profit target.

In positioning, this strategy leads to representation by potential Erigo consumers and aims to make Erigo's products have more value than competitors. The calculation of the respondent's analysis and SMARTPLS analysis that has been carried out resulted in a significant influence between competence, helpfulness, personalization, and value for time with customer satisfaction. In the competence variable, Erigo has the quality standard of the products sold, which is the aspect that consumers most highly value. In the helpfulness variable, the convenience provided by Erigo at Shopee in asking for customer service assistance is an aspect that must always be considered and must be maintained. In the value for time variable, Erigo at Shopee has a good server network, making it easily accessible to be the most dominating indicator. Erigo will have a substantially higher level of client happiness, trust, dedication, and loyalty if these elements are maintained and improved.

According to the SEM-PLS analysis, customer satisfaction significantly affects customer commitment and trust. However, the loyalty value of Erigo consumers is still small, this can be caused by the tendency of consumers to try other products in the age range of 20-24 years. Consumer loyalty can be achieved by giving rewards from their loyalty to Erigo such as points or special discounts on repeated purchases.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Men, private employees, and students make up the majority of the study's respondents, who are 20 to 24 years old, have an average monthly income of 5 million to 10 million Rupiah, and spend less than Rp200,000 at Erigo.

According to the study, customer experience, competence, helpfulness, personalisation, and value for time have a positive and significant impact on customer satisfaction. In other words, as long as there are greater qualities like competence, helpfulness, personalisation, and value for time, customer happiness will keep rising. Customer satisfaction is unaffected significantly by the

customer experience factors of accessibility, customer recognition, problem handling, and promise fulfillment. Consumer happiness substantially impacts consumer commitment and trust, but hasn't had a significant enough impact on Erigo's customer loyalty.

Based on management implications, there are a number of recommendations that can be made to develop alternative marketing tactics in order to increase consumer happiness, trust, commitment, and loyalty. Consumer segmentation should be focused on age characteristics between 20 to 24 years. Erigo's targeting strategy to increase sales is one of them. [Erigo must have reasonable and optimal price standards to increase company profits to compete with similar companies and see product trends that consumers demand and need. In the positioning strategy, representation by Erigo consumers and aims for Erigo products to have more advantages compared to competitors. In order to maintain and increase customer satisfaction, trust, commitment and loyalty, regular evaluation of service and product quality is important to increase the loyalty of the millennial generation by giving rewards for the loyalty they give to Erigo.

### Recommendations

Erigo needs to pay attention to factors that affect customer satisfaction, trust, commitment and loyalty such as competence, helpfulness, personalization, and value for time to increase customer satisfaction. Suggestions for further research is to add variables such as customer relationship marketing, consumer behavior. This research is only limited to researching Erigo on Shopee e-commerce, so further research can examine TikTok Shop, Tokopedia, Lazada, Blibli, and the Erigo website itself.

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