# DeReMa

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## DAFTAR ISI

# PENGARUH MANAJEMEN HUBUNGAN MASYARAKAT DAN ORIENTASI PEMASARAN HUBUNGAN TERHADAP LOYALITAS MEREK DENGAN KETERLIBATAN PELANGGAN DAN KEPERCAYAAN MEREK SEBAGAI VARIABEL MEDIASI

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**ABSTRAK**

Kafe merupakan salah satu jenis usaha yang cepat bertumbuh seiring dengan perubahan gaya hidup masyarakat. Kafe tidak hanya menjadi tempat untuk menikmati makanan dan minuman, namun menjadi tempat percampuran budaya dan subkultur bagi komunitas sosial yang menjadi tempat untuk bersosialisasi. Penelitian ini dilaksanakan untuk mengetahui pengaruh manajemen hubungan masyarakat dan orientasi pemasaran hubungan terhadap loyalitas merek dengan keterlibatan pelanggan dan kepercayaan merek sebagai mediator. Penelitian ini menggunakan metode kuantitatif dan teknik pengumpulan data menggunakan *Google form* dengan menggunakan metode *sampling* non probabilitas yaitu, sampling bertujuan. Sampel yang diambil untuk penelitian ini adalah 188 responden. Data dianalisis menggunakan *Structured Equation Modelling-Partial Least Square* (PLS-SEM). Hasil penelitian ini menunjukkan bahwa terdapat pengaruh positif manajemen hubungan masyarakat dengan keterlibatan pelanggan, dan kepercayaan merek. Terdapat pengaruh positif orientasi pemasaran hubungan dengan keterlibatan pelanggan dan loyalitas merek. Terdapat pengaruh positif keterlibatan pelanggan dengan kepercayaan merek dan loyalitas merek. Terdapat pengaruh positif kepercayaan merek dengan loyalitas merek. Terdapat pengaruh positif orientasi pemasaran hubungan dengan loyalitas merek yang di mediasi oleh keterlibatan pelanggan. Terdapat pengaruh positif orientasi pemasaran hubungan dengan loyalitas merek yang di mediasi oleh kepercayaan merek. Terdapat pengaruh positif keterlibatan pelanggan dengan loyalitas merek yang di mediasi oleh kepercayaan merek. Kemudian tidak terdapat pengaruh positif manajemen hubungan masyarakat dengan loyalitas merek. Tidak terdapat pengaruh positif orientasi pemasaran hubungan dengan kepercayaan merek. Tidak terdapat pengaruh positif manajemen hubungan masyarakat dengan loyalitas merek yang di mediasi oleh keterlibatan pelanggan. Tidak terdapat pengaruh positif manajemen hubungan masyarakat dengan loyalitas merek yang di mediasi oleh kepercayaan merek.

Kata kunci : Loyalitas merek, kepercayaan merek, keterlibatan pelanggan, orientasi pemasaran hubungan.

***ABSTRACT***

*The development of the food and beverage industry, especially the cafe business, is classified as fast growing. Cafes are a type of business that is rapidly growing along with changes in people's lifestyles. Cafes are not only a place to enjoy food and drinks, but a place for mixing cultures and subcultures for social communities which are places to socialize. This research was conducted to determine the effect of public relations management and relationship marketing orientation on brand loyalty with customer involvement and brand trust as mediating variables. This study uses quantitative methods and data collection techniques by distributing electronic questionnaires using non-probability sampling methods, namely purposive sampling. The samples taken for this study were 188 respondents. Data were analyzed using Structured Equation Modeling-Partial Least Squares (PLS-SEM) with SmartPLS3 software. In this study there are ten hypotheses and supported and four unsupported hypotheses. The results of this study indicate that there is a positive influence between community relationship management and customer engagement and brand trust. There is a positive influence between relationship marketing orientation and customer engagement and brand loyalty. There is a positive influence between customer engagement with brand trust and brand loyalty. There is a positive influence between brand trust and brand loyalty. There is a positive influence between relationship marketing orientation and brand loyalty mediated by customer engagement. There is a positive influence between relationship marketing orientation and brand loyalty mediated by brand trust. There is a positive influence between customer engagement and brand loyalty mediated by brand trust. Then, there is no positive influence between community relationship management and brand loyalty. There is no positive influence between relationship marketing orientation and brand trust. There is no positive influence between* *community relationship management and brand loyalty mediated by customer engagement. There is no positive influence between community relationship management and brand loyalty mediated by brand trust. This study provides theoretical implications, managerial implications, and recommendations for further research.*

*Keywords : Brand loyalty, brand trust, customer engagement, relationship marketing orientation.*

## 1. PENDAHULUAN

Kafe merupakan salah satu jenis usaha yang cepat bertumbuh seiring dengan perubahan gaya hidup masyarakat yang berkembang pesat (Damanik, 2016). Berkembangnya gaya hidup masyarakat dan bervariasinya kebutuhan konsumen akan sesuatu lalu diikuti dengan kreatifitas para pengusaha kafe untuk memenuhi keinginan masyarakat (Pandu, 2020). Dengan mengembangkan konsep kafe sesuai yang *demand* atau tren, pengusaha kafe didorong untuk membuat konsep dan strategi-strategi yang menarik bertujuan untuk menarik minat konsumen (Pandu, 2020). Menurut Badan Pusat Statistik (2020) di terdapat 5.159 usaha rumah makan/r*estaurant, café* di daerah DKI Jakarta. Persaingan menjadikan pengusaha café untuk terus mengembangkan strategi secara cepat, dan dinamis menjadikan pelaku usaha melakukan inovasi-inovasi baru yang unik (Charan *et al.* 2008 dalam Suhaeni, 2018).

Penelitian ini perlu dilakukan karena tiga alasan. Pertama, membantu peneliti memahami topik yang dibahas, dan untuk membantu peneliti mencari teori berdasarkan hasil yang diperoleh (Sekaran & Bougie, 2016). Kedua, mendukung penelitian sebelumnya dengan mengidentifikasi dan memvalidasi model yang ada. Ketiga, mengembangkan konsep yang meningkatkan efektivitas usaha kafe. Oleh karena itu, penelitian ini dilakukan dengan menggunakan dukungan dari jurnal utama yang menjadi acuan dalam penelitian ini. Karena penelitian ini merupakan penelitian replikasi dari penelitian sebelumnya yang dilakukan oleh Wongsansukcharoen (2022). Maka pada studi ini, peneliti memutuskan untuk menggunakan seluruh variabel yang ada pada penelitian yang direplikasi.

## 2. TINJAUAN PUSTAKA

### 2.1 Teori Operan Kondisional

Operan Kondisional atau pengkondisian operan adalah suatu proses penguatan perilaku operan dengan penguatan positif atau negatif (Skinner, 1958 dalam Syah, 2013). Penguatan positif atau negatif dapat mengakibatkan perilaku tersebut dapat berulang kembali atau menghilang sesuai dengan keinginan. Teori Operan Kondisional merupakan teori belajar yang dikembangkan dan ditemukan oleh Burrhus Frederic Skinner. Sistem Skinner mengenai Operan Kondisional adalah satu bentuk behaviorisme deskriptif yang berusaha menegakkan hukum tingkah laku lewat studi mengenai belajar secara operan (Chaplin, 2011 dalam Baharuddin 2015).

Teori operan kondisional digunakan dalam penelitian ini karena memiliki kajian literatur dalam stimulus dan respon, yang dapat dikaitkan dengan variabel dependen penelitian ini yaitu loyalitas merek. Penguatan positif dan negatif yang disajikan oleh teori operan kondisional sesuai dengan konsep loyalitas merek yang menjadi objek penelitian ini. Menurut Mowen & Minor (2016) kesetiaan merek dipandang sebagai sejauh mana seorang pelanggan menunjukkan sikap positif terhadap suatu merek. Kemudian memiliki niat untuk terus membelinya kembali di lain waktu.

Sehingga teori operan kondisional dinilai sesuai untuk menjadi implementer bagi variabel loyalitas merek.

### 2.2 Loyalitas Merek

Loyalitas merek merupakan komitmen konsumen dalam melakukan pembelian ulang secara konsisten walaupun konsumen memiliki pilihan untuk beralih ke merek produk yang lain (Bilgin, 2019). Ukuran ini memberikan gambaran tentang mungkin tidaknya seorang pelanggan beralih ke merek lain yang ditawarkan oleh pesaing, terutama jika merek tersebut didapati adanya perbedaan dalam harga atau atribut lainnya (Laroche, 2013 dalam Wongsansukcharoen, 2022). Loyalitas merek memiliki peran sebagai preferensi konsumen yang secara konsisten melakukan pembelian pada merek yang sama untuk produk yang spesifik dengan kategori pelayanan tertentu (Schiffmann & Kanuk, 2016).

Loyalitas merek diartikan sebagai sejauh mana seorang konsumen menunjukkan sikap positif terhadap suatu merek, sejauh mana konsumen mempunyai komitmen pada merek tertentu dan berniat untuk terus membelinya dimasa depan (Laroche, 2013). Loyalitas merek dipengaruhi oleh kepuasan atau dengan ketidakpuasan dengan merek yang di akumulasi dalam jangka waktu tertentu (Kosiba *et al.*, 2018). Menurut Griffin (2016) karakteristik pelanggan yang loyal terhadap suatu merek yaitu melakukan pembelian secara berulang-ulang pada badan usaha yang sama secara teratur, membeli lini produk dan jasa

### 2.3 Manajemen Hubungan Masyarakat

Manajemen hubungan masyarakat merupakan strategi yang dirancang untuk mewakili perusahaan untuk terlibat dan memberikan kontribusi positif kepada komunitas (Hendrikx, 2022). Kontribusi positif diberikan dengan memelihara hubungan antara perusahaan melalui berbagai media. Dalam praktiknya, manajemen hubungan masyarakat dilakukan tidak hanya untuk kepentingan perusahaan dalam memaksimalkan sarana *marketing.*

### 2.4 Orientasi Pemasaran Hubungan

Orientasi pemasaran merupakan pembentukan dan pemeliharaan hubungan antara perusahaan dan konsumen yang saling menguntungkan, melalui pengembangan keinginan untuk saling empatik, timbal balik, dan membentuk ikatan (Kehinde, 2017). Orientasi pemasaran hubungan membangun hubungan jangka panjang dengan pelanggan dan calon pelanggan, bekerjasama untuk mencapai satu tujuan yang ditentukan (Munandar, 2016).

### 2.5 Keterlibatan Pelanggan

Merupakan konsep keterlibatan konsumen yang berasal dari hubungan antara perusahaan dengan konsumen (Sparks, 2014). Keterlibatan pelanggan dibangun melalui aktivitas yang didasarkan pada perilaku dan psikologis konsumen terhadap suatu perusahaan. Keterikatan pelanggan merupakan sebuah proses untuk melibatkan pelanggan dengan berinteraksi dengan mereka di dalam membentuk suatu pengalaman. Interaksi dibangun untuk mendukung pelanggan secara optimal yang memengaruhi keputusan pembelian (Leckie, 2016).

### 2.6 Kepercayaan Merek

Merupakan kepercayaan konsumen pada produk, layanan, dan kualitas yang diberikan oleh merek mencakup persepsi konsumen tentang kredibilitas dan kehandalan sebuah merek (Kim, 2018). Persepsi kepercayaan merupakan kesediaan konsumen untuk memilih merek tertentu berdasarkan konsistensi merek dalam memenuhi kebutuhan mereka. Kepercayaan merupakan aktivitas yang telah disadari secara mendalam yang akan menimbulkan kesetiaan konsumen pada merek tersebut (Adam, 2018).

## 2.7 Hubungan Antar Variabel

### 2.7.1 Hubungan Antara Manajemen Hubungan Masyarakat Dengan Keterlibatan Pelanggan

Penelitian yang dilakukan oleh Arora (2019) terdapat pengaruh positif antara manajemen keterlibatan pelanggan terhadap manajemen hubungan pelanggan. Beberapa studi telah menunjukkan bahwa interaksi perusahaan terhadap komunitas menghasilkan pengaruh yang positif, seperti pada penelitian yang dilakukan oleh Wongsuphashawat dan Buama (2019 yang menemukan adanya hubungan yang signifikan antara manajemen hubungan masyarakat dan keterlibatan pelanggan.

H1: Terdapat pengaruh positif antara manajemen hubungan masyarakat dengan keterlibatan pelanggan

### 2.7.2 Hubungan Antara Manajemen Hubungan Masyarakat dengan Kepercayaan Merek

Penelitian yang dilakukan oleh Jain *et al.* (2018) terdapat pengaruh positif antara manajemen hubungan pelanggan terhadap kepercayaan pelanggan terhadap merek pada *platform* media sosial. Penelitian sebelumnya yang dilakukan oleh Arora *et al*. (2021), Wongsuphasawat (2019) dan Wongsansukcharoen (2022) telah menunjukkan bahwa terdapat pengaruh antara manajemen hubungan masyarakat terhadap kepercayaan merek.

H2: Terdapat pengaruh positif antara manajemen hubungan masyarakat dengan kepercayaan merek

### 2.7.3 Hubungan Antara Manajemen Hubungan Masyarakat Dengan Loyalitas Merek

Penelitian yang dilakukan oleh Sohail (2020) terdapat pengaruh positif antara manajemen komunitas merek terhadap loyalitas merek. Penelitian sebelumnya yang dilakukan oleh Wongsansukcharoen, (2022), Wongsuphasawat (2019) dan Hendrikx (2022) menemukan bahwa terdapat pengaruh positif antara manajemen hubungan masyarakat terhadap loyalitas merek. Berdasarkan hal tersebut maka dapat dirumuskan hipotesis sebagai berikut:

H3: Terdapat pengaruh positif antara manajemen hubungan masyarakat dengan loyalitas merek

### 2.7.4 Hubungan Antara Orientasi Pemasaran Hubungan Dengan Keterlibatan Pelanggan

Penelitian yang dilakukan oleh Barari *et al.* (2020), menemukan manajemen pemasaran yang berorientasi kualitas relasional (kepuasan, kepuasan dan komitmen) memiliki pengaruh positif terhadap keterlibatan pelanggan. Penelitian sebelumnya yang dilakukan oleh Yoganathan (2015), Ngoma dan Ntale (2019) dan Wongsansukcharoen, (2022) menemukan bahwa terdapat pengaruh positif antara orientasi pemasaran hubungan terhadap keterlibatan pelanggan.

H4: Terdapat pengaruh positif antara orientasi pemasaran hubungan dengan keterlibatan pelanggan.

### 2.7.5 Hubungan Antara Orientasi Pemasaran Hubungan Dengan Kepercayaan Merek

Penelitian yang dilakukan oleh Azar (2017) terdapat hubungan positif antara manajemen pemasaran hubungan terhadap kepercayaan pelanggan terhadap merek. Penelitian sebelumnya yang dilakukan oleh Yoganathan (2015), Ngoma dan Ntale (2019), dan Wongsansukcharoen (2022) menemukan bahwa terdapat pengaruh positif antara orientasi pemasaran hubungan terhadap kepercayaan merek.

H5: Terdapat pengaruh positif antara orientasi pemasaran hubungan dengan kepercayaan merek

### 2.7.6 Hubungan Antara Orientasi Pemasaran Hubungan Dengan Loyalitas Merek

Penelitian yang dilakukan oleh Chandra (2016) terdapat pengaruh positif antara *relationship marketing orientation promotion* terhadap loyalitas merek. Penelitian sebelumnya yang dilakukan oleh Amoako (2019), Yoganathan (2015) dan Wongsansukcharoen (2022) menemukan terdapat pengaruh positif antara orientasi pemasaran hubungan terhadap loyalitas merek.

H6: Terdapat pengaruh positif antara orientasi pemasaran hubungan dengan loyalitas merek

### 2.7.7 Hubungan Antara Keterlibatan Pelanggan Dengan Kepercayaan Merek

Penelitian yang dilakukan oleh Sukamdewi dan Prihatsanti (2018), terdapat hubungan positif antara kepercayaan merek dengan keterlibatan merek. Penelitian sebelumnya yang dilakukan oleh Kosiba *et al.* (2018), Wongsansukcharoen, (2022) dan Jibril *et al.*, (2019) menemukan terdapat hubungan positif antara variabel keterlibatan pelanggan terhadap kepercayaan merek.

H7: Terdapat pengaruh positif antara keterlibatan pelanggan dengan kepercayaan merek

### 2.7.8 Hubungan Antara Keterlibatan Pelanggan Dengan Loyalitas Merek

Penelitian yang dilakukan oleh Rachmadhaniyati (2021) terdapat pengaruh positif antara variabel keterlibatan merek dan loyalitas merek. Penelitian sebelumnya yang dilakukan oleh Wongsuphasawat, dan Buatama (2017), Kwon *et al.* (2020), dan Wongsansukcharoen (2022) menemukan bahwa terdapat pengaruh positif antara variabel keterlibatan pelanggan terhadap loyalitas merek.

H8: Terdapat pengaruh positif antara keterlibatan pelanggan dengan loyalitas merek

### 2.7.9 Hubungan Antara Kepercayaan Merek Dengan Loyalitas Merek

Penelitian yang dilakukan oleh Pramudita *et al.* (2022) terdapat pengaruh positif antara kepercayaan merek terhadap loyalitas merek. Penelitian sebelumnya yang dilakukan oleh Gilboa *et al.* (2019), Sohail (2020) dan Wongsuphasawat dan Buatama (2017) menemukan bahwa terdapat pengaruh positif antara kepercayaan merek terhadap loyalitas merek.

H9: Terdapat pengaruh positif antara kepercayaan merek dengan loyalitas merek

### 2.7.10 Hubungan Antara Manajemen Hubungan Masyarakat Dengan Loyalitas Merek Melalui Keterlibatan Pelanggan Sebagai Mediasi

Penelitian yang dilakukan oleh Hapsari *et al.* (2015) menunjukkan bahwa keterlibatan pelanggan berperan sebagai mediasi pengaruh persepsi nilai dan loyalitas pelanggan. Penelitian lainnya yang dilakukan oleh Wongsuphasawat dan Buatama (2019) menemukan bahwa keterlibatan pelanggan memediasi hubungan antara manajemen hubungan masyarakat dan loyalitas merek.

H10: Terdapat pengaruh positif antara manajemen pemasaran hubungan dengan loyalitas merek yang di mediasi oleh keterlibatan pelanggan

**2.7.11 Hubungan Antara Manajemen Hubungan Masyarakat Dengan Loyalitas Merek Melalui Kepercayaan Merek Sebagai Mediasi**

Penelitian yang dilakukan oleh Jibril *et al.* (2019) kepercayaan merek dibangun, dapat memediasi hubungan antara manajemen hubungan masyarakat dan loyalitas merek. Penelitian lainnya yang dilakukan oleh Doe (2021) menemukan bahwa kepercayaan konsumen terhadap sebuah merek dapat memediasi hubungan loyalitas merek.

H11: Terdapat pengaruh positif antara manajemen hubungan masyarakat dengan loyalitas merek yang di mediasi oleh kepercayaan merek.

**2.7.12 Hubungan Antara Orientasi Pemasaran Hubungan Dengan Loyalitas Merek Melalui Keterlibatan Pelanggan Sebagai Mediasi**

Pada penelitian yang dilakukan oleh Sampaio (2019) terbukti bahwa keterlibatan pelanggan dapat menjadi mediator bagi pemasaran relasional terhadap loyalitas merek. Penelitian lainnya yang dilakukan oleh Wongsuphasawat dan Buatama (2019) menemukan bahwa terdapat pengaruh positif antara orientasi pemasaran hubungan dan loyalitas merek melalui keterlibatan pelanggan.

H12: Terdapat pengaruh positif antara orientasi pemasaran hubungan dengan loyalitas merek yang di mediasi oleh keterlibatan pelanggan

**2.7.13 Hubungan Antara Orientasi Pemasaran Hubungan Dengan Loyalitas Merek Melalui Kepercayaan Merek Sebagai Mediasi**

Berdasarkan penelitian yang dilakukan oleh Wongsansukcharoen (2022) variabel kepercayaan merek berperan sebagai mediator antara orientasi pemasaran relasional dan loyalitas merek. Pada penelitian yang dilakukan oleh Wongsuphasawat dan Buatama, (2019) juga menemukan terdapat pengaruh positif antara variabel orientasi pemasaran hubungan dan loyalitas merek melalui kepercayaan merek.

H13: Terdapat pengaruh positif antara orientasi pemasaran hubungan dengan loyalitas merek yang di mediasi oleh kepercayaan merek

**2.7.14 Hubungan Antara Keterlibatan Pelanggan Dengan Loyalitas Merek Melalui Kepercayaan Merek Sebagai Mediasi**

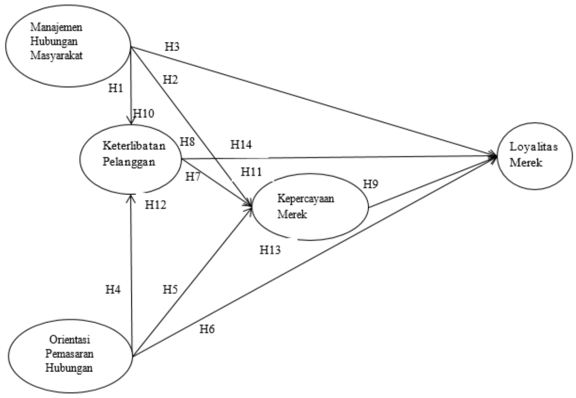
Berdasarkan penelitian yang dilakukan oleh Jibril *et al.* (2019) hubungan antara keterlibatan pelanggan dan loyalitas merek, menunjukkan bahwa kepercayaan merek dapat berperan sebagai mediator. Pada penelitian yang dilakukan oleh Meylani (2022) menemukan bahwa pengaruh keterlibatan pelanggan terhadap loyalitas merek sebagian dapat dijelaskan oleh tingkat kepercayaan merek yang dimiliki oleh seorang pelanggan.

H14: Terdapat pengaruh positif antara keterlibatan pelanggan dengan loyalitas merek yang di mediasi oleh kepercayaan merek

### 2.7 Model Penelitian

Berikut model penelitian dan hipotesis penelitian dapat dilihat melalui gambar 2.1:

*Gambar 2.1 Model Penelitian*




Sumber: Wongsansukcharoen (2022)

## 3 METODE PENELITIAN

### 3.1 Paradigma Penelitian`

Penelitian ini menggunakan paradigma positivisme sebagai pendekatan atau pandangan terhadap penelitian. Terdapat dua alasan peneliti dalam menggunakan paradigma positivisme, pertama yaitu paradigma positivisme dipilih karena peneliti ingin mengukur pengaruh antar variabel penelitian. Kemudian, yang kedua yaitu paradigma positivisme memiliki fokus pada objektivitas, sehingga peneliti menilai paradigma positivisme sesuai dengan penelitian ini.

### 3.2 Metode Penelitian Kuantitatif

Penelitian ini menggunakan metode kuantitatif yang berdasarkan dua alasan, yaitu untuk alasan pertama, karena peneliti ingin mengetahui hubungan antar antara variabel independen terhadap variabel dependen didalam penelitian ini. Kemudian alasan kedua, penelitian ini menggunakan metode survei untuk mengumpulkan data, sehingga proses pengumpulan data dapat efektif dan efisien (Sekaran & Bougie, 2016).

### 3.3 Waktu Penelitian

Menurut Malhotra dan Dash (2016) Dalam penelitian deskriptif, ada waktu penelitian yang diklasifikasikan menjadi dua tipe, yaitu studi *cross sectional* dan studi *longitudinal*. Studi *cross sectional* adalah jenis penelitian yang mengambil data dan informasi dari responden hanya satu kali dalam satu waktu (Malhotra & Dash, 2016). Penelitian *cross sectional* biasa digunakan untuk penelitian akademisi yang tidak memiliki banyak waktu (Saunders *et al.*, 2015).

### 3.4 Skala Pengukuran

Penelitian ini menggunakan skala likert untuk menjelaskan tanggapan dari responden terhadap penyataan didalam kuesioner penelitian. Skala Likert menurut Sugiyono (2019) ialah skala yang dapat dipergunakan untuk mengukur sikap, pendapat, dan persepsi seseorang atau sekelompok orang tentang suatu gejala atau fenomena.

### 3.5 Metode Pengumpulan Data

Metode pengumpulan data memiliki beberapa pertimbangan terkait dengan relevansi, dan efisiensi terhadap sasaran objek penelitian, sehingga peneliti menggunakan metode pengumpulan data primer menggunakan kuesioner elektronik. Terdapat dua alasan didalam menggunakan kuesioner elektronik, yaitu kuesioner elektronik memiliki jangkauan yang luas terhadap sasaran penelitian (Sekaran & Bougie, 2016). Kemudian data dari kuesioner elektronik mudah dikelola karena disebarkan melalui perangkat elektronik, biaya murah, dan proses mengelola jawaban otomatis.

### 3.6 Teknik Pengambilan Sampel

Penelitian ini menggunakan teknik *non-probability sampling* dimana setiap individu tidak memiliki kesempatan yang sama untuk menjadi subjek penelitian. Peneliti menggunakan teknik *sampling* beralasan atau *purposive sampling* yang melibatkan subjek pada populasi dengan kriteria tertentu untuk memberikan informasi.

## 3.7 Jumlah Sampel

Menurut Hair *et al.* (2019) juga mengemukakan bahwa sampel yang baik adalah 5-10 kali indikator. Jumlah indikator didalam penelitian ini berjumlah 20, sehingga berdasarkan jumlah minimum sampel yaitu 20x10 hasilnya adalah jumlah sampel minimum berjumlah 200 responden. Menurut Hair (2017) jumlah minimal sampel untuk pengujian SEM adalah sebesar 100 sampai dengan 200 sampel.

## 3. 8 Metode Analisis Data

Analisis data dilakukan ketika peneliti telah mengumpulkan data yang diterima dari responden maupun narasumber, selanjutnya metode analisis membantu memastikan bahwa data tersebut akurat, lengkap, dan sesuai untuk analisis lebih lanjut (Malhotra & Dash, 2016). Analisis data merupakan proses pengolahan data menjadi informasi yang bertujuan agar karakteristik data menjadi lebih mudah dimengerti dan berguna sebagai solusi bagi suatu permasalahan penelitian (Sekaran & Bougie, 2016).

### 3.8.1 Statistik Deskriptif

Merasakan data merupakan proses yang dilakukan untuk mengetahui kecenderungan dari jawaban yang dipilih responden, secara umum merasakan data dapat dilakukan dengan menggunakan statistik deskriptif (Sekaran & Bougie, 2016). Statistik deskriptif merupakan analisis yang dilakukan untuk mengetahui keberadaan variabel mandiri, baik hanya pada satu variabel atau lebih tanpa membuat perbandingan variabel itu sendiri dan mencari hubungan dengan variabel lain.

### 3.8.2 Uji Reliabilitas

Pengujian reliabilitas dlakukan untuk menganalisis kosistensi alat ukur, sehingga alat ukur yang digunakan akan tetap konsisten apabila dilakukan pengujian ulang (Hair *et al*., 2017). Reliabilitas data dapat dievaluasi melalui nilai *factor loading, Cronbach's Alpha* dan *Composite Reliability* (Yamin, 2020). Menurut Hair *et al.* (2017) data dapat dikatakan reliabel apabila memenuhi nilai koefisien *Cronbach's Alpha* dan *Composite Reliability* ≥ 0,7.

### 3.8.3 Uji Validitas

Menurut Ghozali dan Latan (2015) metode lain untuk menilai *discriminant validity* adalah dengan membandingkan nilai *square root of Average Variance Extracted* (AVE) setiap konstruk dengan korelasi antara konstruk dengan konstruk lainnya dalam model *Average Variance Extracted* (AVE) > 0,7 dinyatakan valid. Menurut Hair *et al*., (2017) nilai *outer loading* diantara 0,4–0,7 masih dapat dipertimbangkan untuk digunakan atau tidak dengan catatan jika tetap digunakan nilai validitas lain harus memenuhi kriteria.

### 3.8.4 *Structure Equation Model*

Penelitian ini menggunakan SEM-PLS untuk menyelidiki hubungan antara variabel laten dan variabel manifesnya dengan beberapa alasan yaitu pertama, PLS dapat digunakan untuk menaksir model path dengan ukuran sampel yang kecil. Kedua, PLS dapat digunakan untuk model yang sangat kompleks yang terdiri atas banyak variabel laten dan manifes tanpa mengalami masalah dalam estimasi data. Pengukuran PLS- SEM dibagi menjadi dua bagian, yaitu *inner model* dan *outer model*.

### 3.8.4.1 Model Pengukuran *(Outer Model)*

Menurut Malhotra dan Dash (2016) pengujian model pengukuran dilakukan menggunakan teknik *Confirmatory Factor Analysis* (CFA), yaitu teknik dimana peneliti menentukan variabel untuk setiap konstruknya untuk selanjutnya berusaha mengkonfirmasi apakah jumlah faktor dan indikator dari variabel sesuai dengan yang diharapkan berdasarkan nilai *factor loading.*

#### 3.8.4.1.1 *Outer Loading*

Menurut Hair *et al* (2017) nilai *outer loading* memiliki kriteria > 0.70 dipertahankan, namun jika nilai *outer loading* memiliki nilai lebih tinggi daripada 0.4 dan untuk idealnya lebih dari 0.7 dapat dipertahankan setidaknya hasil AVE 0.50 dan penghapusan indikator dapat meningkatkan keandalan komposit atau AVE. Selain itu pengukuran model dapat dilihat dengan membandingkan nilai AVE setiap konstruk dengan korelasi antara konstruk dengan konstruk lainnya dalam model > 0,5 dinyatakan valid (Ghozali & Latan, 2015).

#### 3.8.4.1.2 *Composite Reliability*

*Composite* reliability merupakan ukuran dari reliabilitas konsistensi internal yang tidak mengasumsikan pemuatan indikator yang sama (Hair *et al*., 2017). *Composite reliability* merupakan koefisien reliabilitas yang digunakan untuk mengukur seberapa baik indikator dalam suatu himpunan saling memiliki korelasi positif (Sekaran & Bougie, 2019). Suatu indikator dinyatakan lulus uji reliabilitas apabila memiliki nilai *composite reliability* dalam rentang nilai 0,7 sampai dengan 0,95.

#### 3.8.4.1.3 *Disciminant Validity*

Pengujian *construct validity* menggunakan kriteria Fornell-Larcker yang diukur dengan menggunakan nilai akar kuadrat dari AVE. Menurut Hair *et al*., (2019) pendekatan Fornell-Larcker tidak bekerja dengan baik, terutama ketika pemuatan indikator pada konstruk hanya berbeda sedikit. Sehingga pada penelitian ini, menggunakan heterotrait-monotrait ratio (HTMT) yang merupakan nilai rata-rata korelasi item lintas konstruk relatif terhadap rata-rata korelasi untuk item yang mengukur konstruk yang sama. Terdapat tiga jenis kriteria HTMT yaitu: HTMT < 0.85 disebut terjadi diskriminan, HTMT< 0.90 disebut terjadi diskriminan dan HTMT > 1 disebut HTMT *inference* (Hair *et al*., 2019).

### 3.8.4.2 Model Struktural (*Inner Model)*

Pengujian model struktural merupakan tahap lanjut dalam *Structural Equation Modeling* (SEM), model ini mewakili teori yang menentukan bagaimana konstruksi terkait satu sama lain yang menentukan apakah suatu hipotesis dapat diterima atau tidak dapat diterima (Malhotra & Dash, 2016). Menurut Ghozali dan Latan (2015) struktural model terdiri dari koefisien determinasi ($R^2$), dan T-statistik (*bootstrapping*) dan uji mediasi.

#### 3.8.4.2.1 *R Square*

Menurut Ghozali dan Latan (2015) *path coefficient* merupakan nilai yang digunakan untuk menunjukkan arah hubungan pada variabel, terhadap arah yang positif atau negatif. Menurut Hair *et al*., (2017), *R-Square* menunjukkan seberapa besar presentase variasi dalam variabel dependen dapat dijelaskan dalam variabel independen, jika nilai *R-Square* bernilai 0.75 termasuk kategori kuat, 0.50 termasuk kategori moderat, sedangkan jika 0.25 termasuk kategori lemah.

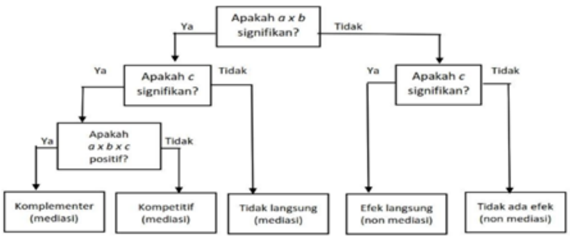
#### 3.8.4.2.2 *Hypothesis Test*

Hasil dari pengujian model struktural dari suatu hipotesis dengan melihat *t-statistic* dan *p-value* sesuai dengan batas ukur, maka hipotesis tersebut dapat dikatakan didukung atau signifikan (Malhotra & Dash, 2016). Nilai T-statistik didapatkan melalui nilai T-tabel, pada T-tabel dengan menggunakan uji *one tailed test*, taraf signifikansi 5% (0,05) dan sampel sebanyak 188 responden didapatkan nilai kriteria T-statistik sebesar 1,65.

**3.8.4.2.3 Uji Mediasi**

Menurut Zhao *et al.* (2010) terdapat lima tipe mediasi. Mediasi komplementer yaitu terdapat efek yang di mediasi (a x b) dan efek langsung (c) dan menunjuk pada arah yang sama. Mediasi kompetitif yaitu terdapat efek mediasi (a x b) dan efek langsung (c) dan menunjuk ke arah yang berlawanan. Mediasi tidak langsung yaitu terdapat efek yang di mediasi (a x b), tetapi tidak ada efek langsung. Nonmediasi langsung yaitu terdapat efek langsung (c), tetapi tidak ada efek tidak langsung. Nonmediasi tanpa efek yaitu tidak ada efek langsung maupun efek langsung.

*Gambar 3.2 Tipologi Media*




Sumber: Zhao *et al.* (2010)

## 3.9 Studi Pendahuluan

Studi pendahuluan pada penelitian ini dilakukan dengan membagikan kuesioner kepada 48 responden, peneliti menilai 48 responden telah mencukupi kebutuhan penelitian dalam menguji pemahaman kuesioner dan kesalahan didalam kuesioner.

# 4. HASIL DAN PEMBAHASAN

## 4.1 Profil Responden

Berdasarkan hasil kuesioner aktual yaitu, umur dari responden sebagian besar berumur 22-25 tahun sebanyak 72 responden (38,3%). Jenis kelamin dari responden sebagian besar adalah laki-laki sebanyak 112 (59,5%). Domisili dari responden sebagian besar tinggal di wilayah Jakarta Pusat sebanyak 81 responden (43.1%). Tingkat pendidikan dari responden sebagian besar sedang menempuh atau sudah menyelesaikan taraf D3/S1 sebanyak 158 responden (84%). Terakhir, pekerjaan dari responden sebagian besar berprofesi sebagai mahasiswa/pelajar sebanyak 88 resonden (46,2%).

## 4.2 Hasil Uji Studi Pendahuluan

Uji studi pendahuluan dalam penelitian ini dilakukan dengan menyebarkan *google form* pada 48 responden per orang untuk tes studi pendahuluan.

### 4.2.1 Uji Reliabilitas Pendahuluan

Hasil uji reliabilitas studi pendahuluan dapat dilihat melalui tabel 4.1 sebagai berikut:

*Tabel 4. 1. Uji Reliabilitas Studi Pendahuluan*

| Variabel | *Cronbach Alpha* | *Composite Reliability* |
|---|---|---|
| Loyalitas merek | 0,861 | 0,906 |
| Kepercayaan merek | 0,747 | 0,841 |
| Manajemen pemasaran hubungan | 0,882 | 0,919 |
| Orientasi pemasaran hubungan | 0,887 | 0,922 |

Sumber: Hasil olah data studi pendahuluan (2023)

Hasil uji reliabilitas keseluruhan variabel menunjukkan nilai lebih dari 0,7, sehingga dapat dikatakan seluruh variabel termasuk kedalam kategori reliabel dan layak untuk digunakan dalam penelitian. Selanjutnya membahas mengenai hasil uji validitas studi pendahuluan.

### 4.2.2 Uji Validitas Pendahuluan

Hasil uji validitas konvergen studi pendahuluan dapat dilihat melalui Tabel 4.2 sebagai berikut:

*Tabel 4. 2. Outer loading Studi Pendahuluan*

| Indikator | BL | BT | CE | CM | RO |
|---|---|---|---|---|---|
| BL1 | 0,867 | | | | |
| BL2 | 0,804 | | | | |
| BL3 | 0,901 | | | | |
| BL4 | 0,786 | | | | |
| BT1 | | 0,726 | | | |
| BT2 | | 0,858 | | | |
| BT3 | | 0,868 | | | |
| BT4 | | 0,806 | | | |
| CE1 | | | 0,856 | | |
| CE2 | | | 0,923 | | |
| CE3 | | | 0,866 | | |
| CE4 | | | 0,919 | | |
| CM1 | | | | 0,856 | |
| CM2 | | | | 0,927 | |
| CM3 | | | | 0,889 | |
| CM4 | | | | 0,782 | |
| RO1 | | | | | 0,737 |
| RO2 | | | | | 0,757 |
| RO3 | | | | | 0,882 |
| RO4 | | | | | 0,921 |

Sumber : Hasil olah data 48 responden (2023)

Berdasarkan tabel 4.2 menunjukkan bahwa hasil uji validitas konvergen memiliki nilai *loading factor* lebih tinggi dari 0,4 dan idealnya lebih tinggi dari 0,7 (Hair *et al*., 2017). Sehingga, dapat dikatakan keseluruhan indikator variabel studi pendahuluan valid. Selanjutnya dilakukan uji validitas konvergen kedua dengan menggunakan AVE dapat dilihat melalui Tabel 4.3 sebagai berikut :

*Tabel 4. 3. Uji AVE Studi Pendahuluan*

| Variabel | *Average Variance Extract* (AVE) |
|---|---|
| Loyalitas merek | 0,707 |
| Kepercayaan merek | 0,667 |
| Keterlibatan pelanggan | 0,795 |
| Manajemen hubungan masyarakat | 0,748 |
| Orientasi pemasaran hubungan | 0,686 |

Sumber: Hasil olah data 48 responden (2023)

Hasil uji validitas konvergen menggunakan nilai *Average Varianece Extract* (AVE) dari semua variabel dan indikator memiliki nilai diatas 0,5 sehingga seluruh variabel dalam penelitian ini dikatakan valid dan dapat digunakan pada studi aktual. Setelah melakukan uji validitas konvergen, selanjutnya dilakukan uji validitas diskriminan yang dapat dilihat melalui tabel 4.4 sebagai berikut :

*Tabel 4. 4. Validitas Diskriminan Pendahuluan*

| Variabel | BL | BT | CE | CM | RO |
|---|---|---|---|---|---|
| Loyalitas merek | **0,841** | | | | |
| *Kepercayaan* merek | 0,677 | **0,816** | | | |
| Keterlibatan pelanggan | 0,747 | 0,586 | **0,892** | | |
| Manajemen pemasaran hubungan | 0,496 | 0,385 | 0,469 | **0,865** | |
| Orientasi Pemasaran hubungan | 0,737 | 0,339 | 0,562 | 0,666 | **0,828** |

Sumber : Hasil olah data 48 responden (2023)

Berdasarkan tabel 4.4, hasil uji validitas diskriminan pada tabel menunjukkan bahwa setiap nilai akar kuadrat dari AVE tiap variabel memiliki nilai yang lebih tinggi dibandingkan dengan nilai koefisien korelasi. Sehingga semua variabel dinyatakan valid.

## 4.3 Hasil Uji Studi Aktual

### 4.3.1 Uji Merasakan Data Aktual

Hasil uji merasakan data studi aktual dapat dilihat melalui pada Tabel 4.5 sebagai berikut:

*Tabel 4. 5. Hasil Uji Merasakan Data*

| Indikator | N | Min | Max | Mean | Std. Deviasi |
|---|---|---|---|---|---|
| BL1 | 188 | 1,000 | 5,000 | 3,819 | 0,905 |
| BL2 | 188 | 1,000 | 5,000 | 3,814 | 0,912 |
| BL3 | 188 | 1,000 | 5,000 | 3,809 | 0,872 |
| BL4 | 188 | 1,000 | 5,000 | 3,766 | 0,916 |
| BT1 | 188 | 2,000 | 5,000 | 4,043 | 0,791 |
| BT2 | 188 | 1,000 | 5,000 | 3,984 | 0,890 |
| BT3 | 188 | 1,000 | 5,000 | 3,702 | 1,024 |
| BT4 | 188 | 1,000 | 5,000 | 3,633 | 0,972 |
| CE1 | 188 | 1,000 | 5,000 | 3,867 | 0,961 |
| CE2 | 188 | 1,000 | 5,000 | 3,745 | 0,945 |
| CE3 | 188 | 1,000 | 5,000 | 3,888 | 0,883 |
| CE4 | 188 | 1,000 | 5,000 | 3,894 | 0,850 |
| CM1 | 188 | 1,000 | 5,000 | 3,894 | 0,984 |
| CM2 | 188 | 1,000 | 5,000 | 3,638 | 1,014 |
| CM3 | 188 | 2,000 | 5,000 | 4,005 | 0,822 |
| CM4 | 188 | 1,000 | 5,000 | 3,787 | 0,849 |
| RO1 | 188 | 1,000 | 5,000 | 3,926 | 0,809 |
| RO2 | 188 | 1,000 | 5,000 | 3,814 | 0,864 |
| RO3 | 188 | 1,000 | 5,000 | 4,176 | 0,816 |
| RO4 | 188 | 1,000 | 5,000 | 4,128 | 0,775 |

Sumber: Hasil olah data studi aktual (2023)

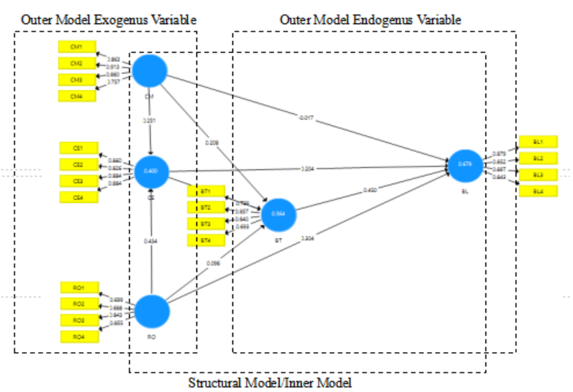
Hasil pengolahan data penelitian sebenarnya ditunjukkan pada tabel 4.6, dimana N mewakili jumlah responden, yaitu 188. Normal (*mean)* menunjukkan bahwa sebagian besar responden menjawab indikator BL1.

### 4.3.2 *Structure Equation Model - Partial Least Square (SEM-PLS)*.

#### 4.3.2.1 Model Pengukuran (*Outer model)*

Model pengukuran melakukan pengujian model pengukuran menguji validitas konvergen, validitas diskriminan, dan *construct reliability*.

*Gambar 4.1 Outer & Inner Model*




Sumber : Hasil olah data 188 responden (2023)

#### 4.3.2.1.1 Uji Reliabilitas Aktual

Hasil uji reliabilitas aktual dilihat pada Tabel 4.6 sebagai berikut :

*Tabel 4. 6. Hasil Uji Reliabilitas Aktual*

| Variabel | *Cronbach Alpha* | *Composite Reliability* |
|---|---|---|
| Loyalitas merek | 0,891 | 0,924 |
| Kepercayaan merek | 0,810 | 0,876 |
| Keterlibatan pelanggan | 0,887 | 0,922 |
| Manajemen pemasaran hubungan | 0,870 | 0,912 |
| Orientasi pemasaran hubungan | 0,781 | 0,856 |

Sumber: Hasil olah data studi aktual (2023)

Hasil uji reliabilitas keseluruhan variabel menunjukkan nilai lebih dari 0,7, sehingga dapat dikatakan seluruh variabel termasuk kedalam kategori reliabel dan layak untuk digunakan dalam penelitian. Selanjutnya membahas mengenai hasil uji validitas studi aktual.

#### 4.3.2.1.2 Uji Validitas Aktual

Hasil uji validitas aktual dapat dilihat melalui Tabel 4.7 sebagai berikut:

*Tabel 4. 7. Validitas Konvergen Studi Aktual*

| | Variabel | | | | |
|---|---|---|---|---|---|
| Indikator | BL | BT | CE | CM | RO |
| BL1 | 0,879 | | | | |
| BL2 | 0,852 | | | | |
| BL3 | 0,897 | | | | |
| BL4 | 0,843 | | | | |
| BT1 | | 0,799 | | | |
| BT2 | | 0,857 | | | |
| BT3 | | 0,840 | | | |
| BT4 | | 0,693 | | | |
| CE1 | | | 0,860 | | |
| CE2 | | | 0,826 | | |
| CE3 | | | 0,884 | | |
| CE4 | | | 0,884 | | |
| CM1 | | | | 0,863 | |
| CM2 | | | | 0,913 | |
| CM3 | | | | 0,860 | |
| CM4 | | | | 0,757 | |
| RO1 | | | | | 0,699 |
| RO2 | | | | | 0,688 |
| RO3 | | | | | 0,843 |
| RO4 | | | | | 0,855 |

Sumber: Olah data dari studi aktual (2023)

Berdasarkan tabel 4.7, menunjukkan hasil uji validitas konvergen memiliki nilai lebih dari 0,4 dengan idealnya lebih dari 0,7. Sehingga keseluruhan indikator dalam uji validitas aktual termasuk dalam kategori valid. Selanjutnya, melakukan uji AVE yang dapat dilihat melalui tabel 4.8 sebagai berikut:

*Tabel 4. 8. Uji AVE studi aktual*

| Variabel | Average Variance Extract (AVE) |
|---|---|
| Loyalitas merek | 0,753 |
| Kepercayaan merek | 0,640 |
| Keterlibatan pelanggan | 0,746 |
| Manajemen hubungan masyarakat | 0,723 |
| Orientasi pemasaran hubungan | 0,601 |

Sumber: Hasil olah data studi aktual (2023)

Berdasarkan tabel 4.8 menunjukkan hasil uji validitas konvergen menggunakan nilai *Average Variance Extract* (AVE) dari semua variabel dan indikator teramasuk valid karena memiliki nilai diatas 0,5. Kemudian, dilakukan uji validitas diskriminan yang dapat dilihat melalui tabel 4.9 sebagai berikut :

*Tabel 4.9.Validitas Diskriminan Studi Aktual*

| Variabel | BL | BT | CE | CM | RO |
|---|---|---|---|---|---|
| Loyalitas merek | **0,868** | | | | |
| Kepercayaan merek | 0,759 | **0,800** | | | |
| Keterlibatan pelanggan | 0,701 | 0,717 | **0,864** | | |
| Manajemen pemasaran hubungan | 0,558 | 0,571 | 0,546 | **0,850** | |
| Orientasi pemasaran hubungan | 0,671 | 0,567 | 0,605 | 0,679 | **0,775** |

Sumber: Hasil olah data studi aktual (2023)

Berdasarkan tabel 4.9, hasil uji validitas diskriminan pada tabel menunjukkan bahwa setiap nilai akar kuadrat dari AVE tiap variabel memiliki nilai yang lebih tinggi dibandingkan dengan nilai koefisien korelasi. Sehingga dapat dikatakan bahwa semua variabel dinyatakan valid.

#### 4.3.2.1.3 Uji Heterotrait-Monotrait Ratio (HTMT)

Uji validitas diskriminan diperoleh dengan hasil dari heterotrait monotrait ratio (HTMT) untuk mengukur validitas diskriminan dari setiap indikator berdasarkan data dari kuisioner yang sudah diisi oleh responden Tabel 4.10 sebagai berikut:

*Tabel 4. 10. Uji HTMT*

| | BL | BT | CE | CM | RO |
|---|---|---|---|---|---|
| BL | | | | | |
| BT | 0,889 | | | | |
| CE | 0,782 | 0,839 | | | |
| CM | 0,632 | 0,690 | 0,616 | | |
| RO | 0,791 | 0,688 | 0,690 | 0,815 | |

Sumber: Olah data studi aktual (2023)

Berdasarkan Tabel 4.10, menunjukkan seluruh nilai validitas diskriminan masih lolos dalam kategori HTMT<0,90. Sehingga dapat disimpulkan bahwa model penelitian tidak memperlihatkan masalah validitas diskriminan serta seluruh indikator penelitian terdiskriminasi dengan baik.

### 4.3.2.2 Uji Model Struktural (*Inner Model*)

Hasil pengujian model struktural dapat dilihat melalui tabel 4.11 sebagai berikut :

*Tabel 4. 11. Hasil Uji R-square*

| | ***R square*** |
|---|---|
| Loyalitas merek | 0,679 |
| Kepercayaan merek | 0,564 |
| Keterlibatan pelanggan | 0,400 |

Sumber : Hasil olah data studi aktual (2023)

Berdasarkan tabel 4.11, menunjukkan hasil pengujian model struktural variabel loyalitas merek memiliki nilai *R-square* sebesar 0,679 yang artinya 67,9 persen variasi-variasi yang ada dapat dijelaskan oleh variabel manajemen pemasaran hubungan, orientasi pemasaran hubungan, keterlibatan pelanggan dan kepercayan merek dan termasuk kedalam kategori moderat. Sementara sebesar 32,1 persen dijelaskan oleh variabel diluar penelitian. Variabel kepercayaan merek memiliki nilai *R-square* sebesar 0.564 yang artinya 56,4 persen variasi-variasi yang ada dapat dijelaskan oleh variabel manajemen hubungan masyarakat, orientasi pemasaran hubungan, dan keterlibatan pelanggan dan termasuk kedalam kategori moderat. Sementara sebesar 43,6 persen dijelaskan oleh variabel lain diluar penelitian. Variabel keterlibatan pelanggan memiliki nilai *R-square* sebesar 0.400 yang artinya 40 persen variasi-variasi yang ada dapat dijelaskan oleh variabel manajemen hubungan masyarakat dan orientasi pemasaran hubungan dan termasuk kedalam kategori moderat. Sedangkan sebesar 60 persen dapat dijelaskan oleh variabel lain di luar variabel yang digunakan dalam penelitian.

*Tabel 4. 12. Hasil Uji Hipotesis*

| | Hubungan Variabel | Original Sample | T-Statistic | P-Value |
|---|---|---|---|---|
| H1 | Manajemen hubungan masyarakat -> Keterlibatan pelanggan | 0,251 | 3,022 | 0,001 |
| H2 | Manajemen hubungan masyarakat-> Kepercayaan merek | 0,208 | 3,309 | 0,001 |
| H3 | Manajemen hubungan masyarakat -> Loyalitas merek | -0,017 | 0,327 | 0,372 |
| H4 | Orientasi pemasaran hubungan -> Keterlibatan pelanggan | 0,434 | 4,677 | 0,000 |
| H5 | Orientasi pemasaran hubungan -> Kepercayaan merek | 0,096 | 0,894 | 0,186 |
| H6 | Orientasi pemasaran hubungan -> Loyalitas merek | 0,304 | 3,584 | 0,000 |
| H7 | Keterlibatan pelanggan-> Kepercayaan merek | 0,545 | 5,822 | 0,000 |
| H8 | Keterlibatan pelanggan ->Loyalitas merek | 0,204 | 3,206 | 0,001 |
| H9 | Kepercayaan merek -> Loyalitas merek | 0,450 | 6,899 | 0,000 |

Sumber: Hasil olah data studi aktual (2023)

Berdasarkan tabel 4.12, indikasi hipotesis di dukung atau tidak dapat di lihat dari nilai *T-statistics* dan nilai *p-value* dimana batasnya adalah untuk *T-statistics* adalah ± 1.65 dan batas *p-value* adalah ≤ 0.05. Hipotesis pertama, memiliki nilai *original sample* 0,251, *T-statistics* sebesar 3,022 dan *p-value* 0.001, artinya H1 didukung. Hipotesis kedua, memiliki nilai *original sample* 0,208 , *T-statistics* sebesar 3,309 dan *p-value* 0.001, artinya H2 didukung. Hipotesis ketiga, memiliki nilai *original sample* -0,017, *T-statistics* 0,327 dan *p-value* 0.372, artinya, hipotesis ketiga tidak didukung. Hipotesis keempat, memiliki nilai *original samples* 0,434, *T-statistics* 4,677 dan *p-value* 0.000 artinya H4 didukung.

Hipotesis kelima, memiliki nilai *original samples* 0,96 , *T-statistics* sebesar 0,894 dan *p-value* 0.186, artinya H5 tidak didukung. Hipotesis keenam, memiliki nilai *original samples* 0,304, *T-statistics* 3,584 dan *p-value* 0.000, artinya, H6 didukung. Hipotesis ketujuh, memiliki nilai *original samples* 0,545, *T-statistics* 5,822 dan *p-value* 0.000, artinya, H7 didukung. Hipotesis kedelapan, memiliki nilai *original samples* 0,204, *T-statistics* 3,206 dan *p-value* 0.001, artinya, H8 didukung. Hipotesis kesembilan, memiliki nilai *original samples* 0,450, *T-statistics* 6,899 dan *p-value* 0.000, artinya, H9 didukung.

### 4.3.2.3 Uji Mediasi

Nilai hubungan mediasi Tabel 4.13 dibawah menunjukkan nilai dari hasil uji mediasi.

*Tabel 4. 13. Hasil Uji Mediasi*

| | Hipotesis | c | a x b | Keterangan |
|---|---|---|---|---|
| H10 | CM->CE->BL | 0,327 | 2,648 | Tidak langsung (mediasi) |
| H11 | CM->BT->BL | 0,327 | 3,142 | Tidak langsung (mediasi) |
| H12 | RO->CE->BL | 4,526 | 2,248 | Komplementer (mediasi) |
| H13 | RO->BT->BL | 4,526 | 3,316 | Komplementer (mediasi) |
| H14 | CE->BT->BL | 3,206 | 5,346 | Komplementer (mediasi) |

Sumber: Hasil olah data studi aktual (2023)

Berdasarkan tabel 4.13, hipotesis 10 menunjukkan bahwa terdapat efek mediasi (*a x b*) tetapi tidak terdapat efek langsung. Hipotesis 11 menunjukkan bahwa terdapat efek mediasi (*a x b*) tetapi tidak terdapat efek langsung. Hipotesis 12 menunjukkan bahwa terdapat efek yang di mediasi (*a x b*) dan efek langsung (*c*) dan menunjuk pada arah yang sama. Hipotesis 13 menunjukkan bahwa terdapat efek yang di mediasi (*a x b*) dan efek langsung (*c*) dan menunjuk pada arah yang sama. Hipotesis 14 menunjukkan bahwa terdapat efek yang di mediasi (*a x b*) dan efek langsung (*c*) dan menunjuk pada arah yang sama.

## 4.4 Pembahasan

Hipotesis pertama memiliki nilai *original sample* 0,251, jika terjadi kenaikan aktivitas pada manajemen hubungan komunitas, akan meningkatkan aktivitas keterlibatan pelanggan 0,251. Nilai T-statistics sebesar 3,022 dan p-value 0.001. Artinya, hipotesis pertama didukung. Sehingga terdapat dampak positif manajemen hubungan komunitas dengan keterlibatan pelanggan. Antusiasme pelanggan dalam mengikuti beragam *event* yang dijadikan sebagai ruang untuk tampil berjejaring dengan komunitas maupun pelanggan lainnya. Pemberian ruang untuk komunitas menjadikan komunitas terlibat aktif dalam berkomunikasi dengan SmokSmok. Hasil penelitian ini didukung oleh penelitian sebelumnya yang dilakukan oleh Wongsansukcharoen (2022) terdapat pengaruh positif antara manajemen hubungan masyarakat terhadap keterlibatan pelanggan.

Hipotesis kedua memiliki nilai *original sample* 0,208, jika terjadi kenaikan aktivitas pada manajemen hubungan komunitas, akan meningkatkan aktivitas kepercayaan merek 0,208. Nilai T-statistics sebesar 3,309 dan p-value 0.001. Artinya, hipotesis kedua didukung. Sehingga terdapat dampak positif manajemen hubungan komunitas dengan kepercayaan merek. Fenomena yang terjadi konsumen telah memiliki kepercayaan terhadap SmokSmok. SmokSmok dinilai memiliki kejujuran terhadap konsumen sehingga konsumen merasa percaya untuk melakukan pembelian. Hasil penelitian ini didukung oleh Studi Sanchez *et al.* (2020), Wongsuphasawat (2019) dan Wongsansukcharoen (2022) yang menemukan terdapat pengaruh positif antara manajemen hubungan masyarakat terhadap kepercayaan merek. Hipotesis ketiga, tidak terdapat dampak positif manajemen hubungan komunitas dengan loyalitas merek.

Hipotesis ketiga memiliki nilai *original sample* -0,017, T-statistics 0,327 dan p-value 0.372. Artinya, hipotesis ketiga tidak didukung. Jika terjadi kenaikan aktivitas pada manajemen hubungan komunitas, akan menurunkan aktivitas loyalitas merek -0,017. Konsumen berekspektasi mereka dapat berinteraksi atau mengenal orang baru. Namun, ekspektasi tersebut belum dapat dipenuhi oleh SmokSmok. Interaksi yang terjadi antar konsumen, menjadi nilai tambah bagi sebuah merek. Sehingga memungkinkan bagi pelanggan untuk membentuk hubungan jangka panjang dan komitmen dengan sebuah merek. Hasil penelitian ini tidak didukung tiga penelitian sebelumnya yang dilakukan oleh Yoganathan (2015), Wongsansukcharoen, (2022), Wongsuphasawat dan Buama (2019) yang menemukan terdapat pengaruh positif antara manajemen hubungan masyarakat terhadap loyalitas merek.

Hipotesis keempat memiliki nilai *original samples* 0,434, Jika terjadi kenaikan aktivitas pada orientasi pemasaran hubungan, akan meningkatkan aktivitas keterlibatan pelanggan 0,434. Nilai T-statistics 4,677 dan p-value 0.000. Artinya, hipotesis keempat didukung. Sehingga terdapat dampak positif antara orientasi pemasaran hubungan dengan keterlibatan pelanggan. Konsumen menilai SmokSmok sering memberikan bonus kepada pelanggan ketika mereka melakukan pembelian. Hal tersebut membuat pelanggan merasa dihargai, sehingga mereka dengan sukarela ingin membantu merek SmokSmok untuk berkembang. Hasil penelitian ini didukung oleh penelitian sebelumnya yang dilakukan oleh Wongsansukcharoen, (2022) terdapat pengaruh positif antara orientasi pemasaran hubungan terhadap keterlibatan pelanggan.

Hipotesis kelima memiliki nilai *original samples* 0,096, jika terjadi kenaikan aktivitas pada orientasi pemasaran hubungan, akan meningkatkan aktivitas kepercayaan merek 0,096. Nilai T-statistics sebesar 0,894 dan p-value 0.186. Artinya hipotesis kelima tidak didukung. Sehingga tidak terdapat dampak positif antara orientasi pemasaran hubungan dengan kepercayaan merek. Hubungan antara merek dan konsumen yang tidak terjaga dengan baik, memungkinkan konsumen untuk kehilangan kepercayaan terhadap merek. Ketidakpercayaan konsumen terhadap merek menjadi salah satu masalah yang perlu ditangani oleh sebuah merek. Hasil penelitian ini bertentangan dengan hasil penelitian terdahulu yang dilakukan oleh Yoganathan (2015) terdapat pengaruh positif antara orientasi pemasaran hubungan terhadap kepercayaan merek.

Hipotesis keenam memiliki nilai *original samples* 0,304 , jika terjadi kenaikan aktivitas pada orientasi pemasaran hubungan, akan meningkatkan aktivitas keterlibatan pelanggan 0,304. Nilai T-statistics 3,584 dan p-value 0.000. Artinya, hipotesis keenam didukung. Sehingga terdapat dampak positif antara orientasi pemasaran hubungan dengan loyalitas merek. Merek SmokSmok sering memberikan bonus pada pelanggan ketika melakukan pembelian. Hasil penelitian ini didukung oleh penelitian sebelumnya yang dilakukan oleh Amoako (2019), terdapat pengaruh positif antara orientasi pemasaran hubungan terhadap loyalitas merek.

Hipotesis ketujuh memiliki nilai *original samples* 0,545, jika terjadi kenaikan aktivitas pada keterlibatan pelanggan, akan meningkatkan aktivitas kepercayaan merek 0,545. Nilai T-statistics 5,822 dan p-value 0.000. Artinya, hipotesis ketujuh didukung. Sehingga terdapat dampak positif antara keterlibatan pelanggan dengan kepercayaan merek. Pelanggan telah memiliki keterlibatan terhadap SmokSmok, yang dapat dilihat melalui ketertarikan pelanggan untuk belajar lebih banyak tentang merek SmokSmok. Hasil penelitian ini didukung penelitian sebelumnya yang dilakukan oleh Wongsansukcharoen, (2022) terdapat hubungan positif antara variabel keterlibatan pelanggan terhadap kepercayaan merek.

Hipotesis kedelapan memiliki nilai *original samples* 0,204, jika terjadi kenaikan aktivitas pada keterlibatan pelanggan, akan meningkatkan aktivitas loyalitas merek 0,204. Nilai T-statistics 3,206 dan p-value 0.001. Artinya, hipotesis kedelapan didukung. Sehingga terdapat dampak positif antara keterlibatan pelanggan dengan loyalitas merek. Konsumen secara antusias menunjukkan keinginan dalam membantu SmokSmok untuk berkembang. Hasil penelitian ini didukung penelitian sebelumnya yang dilakukan oleh Wongsansukcharoen (2022) bahwa terdapat pengaruh positif antara variabel keterlibatan pelanggan terhadap loyalitas merek.

Hipotesis kesembilan memiliki nilai *original samples* 0,450, jika terjadi kenaikan aktivitas pada kepercayaan merek, maka akan meningkatkan aktivitas loyalitas merek 0,450. Nilai T-statistics 6,899 dan p-value 0.000. Artinya, hipotesis kesembilan didukung. Sehingga tidak terdapat dampak positif antara kepercayaan merek dengan loyalitas merek. Konsumen telah memiliki kepercayaan terhadap SmokSmok. Konsumen menyatakan siap untuk membayar lebih tinggi untuk merek SmokSmok dibandingkan dengan merek lain. Hasil penelitian ini didukung oleh penelitian sebelumnya yang dilakukan Wongsuphasawat dan Buatama (2017) terdapat pengaruh positif antara kepercayaan merek terhadap loyalitas merek.

Pada hipotesis kesepuluh, konsumen mengharapkan interaksi antara komunitas menjadi sarana untuk menjalin komunikasi antara merek dan komunitas. Namun, interaksi yang diharapkan tidak berjalan semestinya sehingga konsumen merasa mereka tidak terakomodasi dengan baik. Hasil penelitian ini tidak didukung penelitian sebelumnya yang dilakukan oleh Wongsuphasawat dan Buama (2019) keterlibatan pelanggan memediasi hubungan antara manajemen hubungan masyarakat dengan loyalitas merek.

Pada hipotesis kesebelas, kepercayaan konsumen terhadap SmokSmok membuat konsumen lebih mudah untuk menerima informasi dan beradaptasi dengan merek SmokSmok. Hasil tersebut mendukung penelitian sebelumnya yang dilakukan oleh Wongsunsakcharoen (2022) yang menemukan bahwa varibel manajemen hubungan masyarakat memiliki hubungan positif dengan loyalitas merek yang di mediasi oleh kepercayaan merek.

Pada hipotesis kedua belas, menyatakan bahwa terdapat pengaruh positif antara orientasi pemasaran hubungan dengan loyalitas merek yang di mediasi oleh keterlibatan pelanggan. Hasil penelitian ini mendukung penelitian sebelumnya yang dilakukan oleh Wongsuphasawat dan Buama (2019) yang menemukan bahwa terdapat pengaruh positif antara orientasi pemasaran hubungan dan variabel loyalitas merek dengan keterlibatan pelanggan sebagai mediasi.

Pada hipotesis ketiga belas, menyatakan bahwa terdapat pengaruh positif antara orientasi pemasaran hubungan dengan loyalitas merek yang di mediasi oleh kepercayaan merek. Hasil penelitian ini mendukung penelitian sebelumnya yang dilakukan oleh Wongsansukcharoen (2022) yang menemukan bahwa terdapat pengaruh positif antara orientasi pemasaran hubungan dan variabel loyalitas merek melalui kepercayaan merek sebagai mediasi.

Pada hipotesis keempat belas menyatakan bahwa terdapat pengaruh positif antara keterlibatan pelanggan dengan loyalitas merek yang di mediasi oleh kepercayaan merek. Hasil penelitian ini mendukung penelitian sebelumnya yang dilakukan oleh Wongsansukcharoen (2022) yang menemukan bahwa terdapat pengaruh positif antara orientasi pemasaran hubungan dan variabel loyalitas merek melalui kepercayaan merek sebagai mediasi.

## 5. Kesimpulan

Hasil penelitian menunjukkan tidak terdapat dampak positif antara manajemen hubungan komunitas dengan loyalitas merek yang di mediasi oleh keterlibatan pelanggan Tidak terdapat dampak positif antara manajemen hubungan komunitas dengan loyalitas merek yang di mediasi oleh kepercayaan merek Terdapat dampak positif antara orientasi pemasaran hubungan dan loyalitas merek yang di mediasi oleh keterlibatan pelanggan. Terdapat dampak positif antara orientasi pemasaran hubungan dengan loyalitas merek yang di mediasi oleh kepercayaan merek. Terdapat dampak positif antara keterlibatan pelanggan dengan loyalitas merek yang di mediasi oleh kepercayaan merek.

### 5.1 Keterbatasan dan Saran untuk Penelitian Selanjutnya

Keterbatasan dalam penelitian ini yaitu menggunakan *non-probability sampling* yaitu *purposive* sampling. Hasil yang diperoleh tidak dapat digeneralisasikan untuk seluruh populasi dan kurang merepresentasikan seluruh pelanggan SmokSmok. Namun, menggunakan metode ini, termasuk mengidentifikasi dan memilih individu atau kelompok individu yang mahir dan berpengetahuan luas dengan fenomena menarik yang dipelajari (Etikan *et al.*, 2016).

Keterbatasan kedua dalam penelitian ini adalah penelitian *cross-sectional*. Sehingga peneliti tidak dapat menilai konsistensi responden dalam kurun waktu yang berbeda. Namun, penelitian *cross sectional* memiliki efektifitas waktu dan biaya dalam penerapannya.

Saran untuk penelitian selanjutnya adalah sebagai berikut: Pertama dari pengambilan sampel, diharapkan menggunakan teknik sampling lain selain daripada *non-probability sampling* agar dapat di generalisir terhadap keterwakilan seluruh konsumen. Kedua, menggunakan studi dalam jangka waktu tertentu seperti studi *longitudinal* agar peneliti dapat menemukan hubungan jangka panjang dalam data.

### 5.2. Implikasi Teoritis

Pertama, manajemen hubungan masyarakat menjadi sebuah strategi yang dapat dilakukan oleh pebisnis untuk membentuk hubungan antara sebuah merek dengan konsumen. Kedua, ketika hubungan yang dibentuk oleh sebuah merek dapat membentuk keterikatan dan juga mendapatkan kepercayaan dari konsumen. Ketiga, meskipun manajemen hubungan masyarakat tidak memiliki hubungan positif terhadap loyalitas merek, perlu dipertimbangkan bahwa hubungan jangka panjang yang dibangun antara merek dengan konsumen memungkinkan terjadinya loyalitas konsumen dimasa mendatang.

Keempat, persepsi positif yang terbentuk dalam orientasi pemasaran hubungan memicu pengalaman positif ketika konsumen mengkonsumsi sebuah merek. Kelima, orientasi pemasaran hubungan merupakan hal yang penting yang dapat meningkatkan keterlibatan pelanggan dan loyalitas merek konsumen. Keenam, peningkatan orientasi pemasaran hubungan tidak sejalan dengan peningkatan kepercayaan merek.

Ketujuh, keterikatan yang dibangun oleh sebuah merek dan kepercayaan konsumen terhadap merek saling berhubungan. Keterlibatan pelanggan perlu dipertimbangkan sebagai salah satu faktor yang membuat konsumen menanamkan citra positif sebuah merek. Kedelapan, keterikatan yang merupakan sebuah hubungan jangka panjang, tidak hanya terfokus pada bagaimana konsumen merasakan kenyamanan ketika mengkonsumsi sebuah merek, namun juga bagaimana dampak dari konsumsi yang dilakukan menjadi pengalaman positif bagi konsumen.

Kesembilan, kepercayaan konsumen terhadap sebuah merek menjadi salah satu pendukung loyalitas konsumen terhadap sebuah merek. Kesepuluh, loyalitas merek merupakan komitmen konsumen untuk tidak berpaling pada merek lainnya. Kesebelas, ketika konsumen memutuskan untuk mengkonsumsi merek tertentu terdapat beberapa alasan seperti menimbulkan pengalaman positif konsumen. Keduabelas, loyalitas konsumen terhadap sebuah merek menjadi keinginan pebisnis, dimana mereka memiliki konsumen yang tidak berpaling kepada kompetitor walupun memiliki pilihan yang lain.

Ketigabelas, persepsi loyalitas ketika konsumen melakukan pembelian ulang, berkaitan dengan bagaimana merek tersebut tertanam didalam benak konsumen. Keempatbelas, kepercayaan konsumen tidak begitu saja terbentuk, diperlukan kematangan dan juga konsistensi untuk menjaga kualitas yang dimiliki sebuah merek, sampai sejauh mana merek tersebut mendapatkan kepercayaan konsumen.

## 5.4 Implikasi Manajerial

Pertama, SmokSmok dapat mempertahankan *event* yang dijadikan sebagai ruang untuk tampil berjejaring dengan komunitas maupun pelanggan lainnya. Kedua, SmokSmok dinilai memiliki kejujuran terhadap konsumen sehingga konsumen merasa percaya untuk melakukan pembelian. Ketiga, konsumen berekspektasi mereka dapat berinteraksi dengan orang baru. Namun, ekspektasi tersebut belum dapat dipenuhi oleh SmokSmok. Hal yang perlu diperhatikan oleh SmokSmok yaitu meningkatkan interaksi yang terjadi antar konsumen dan merek untuk membangun hubungan jangka panjang.

Keempat, SmokSmok perlu mempertahankan penggunaan strategi pemasaran berbasis hubungan. Kelima, SmokSmok perlu meningkatkan intensitas komunikasi antara merek dengan konsumen. Keenam, orientasi pemasaran hubungan yang sudah berjalan cukup mampu membangun loyalitas konsumen. Ketujuh, hubungan yang dibangun SmokSmok dengan konsumen telah mampu membangun kepercayaan merek. Kedelapan, SmokSmok dapat mempertimbangkan untuk memberikan *gift* atau *awards*. Pemberian *gift* atau *award* dilakukan agar konsumen merasa bahwa merek SmokSmok memperhatikan, dan menghargai mereka.

Kesembilan, SmokSmok dapat mempertahankan servis pelanggan dan *customer care* untuk pelayanan yang maksimal. Kesepuluh, konsumen tidak sepenuhnya loyal ketika manajemen hubungan masyarakat di mediasi oleh keterlibatan pelanggan. Hal yang perlu diperhatikan oleh SmokSmok yaitu menjaga keterikatan antara merek dengan konsumennya, seperti dengan intens berinteraksi secara berkala. Kesebelas, Smok Smok dapat berfokus pada membentuk kepercayaan konsumen terhadap merek dengan menjaga kualitas produk dan pelayanan. Keduabelas, SmokSmok dapat berfokus pada pembentukan keterlibatan pelanggan dengan membuat cerita yang menarik. Ketigabelas, SmokSmok dapat fokus pada kepuasan pelanggan dengan secara aktif mencari *feedback* pelanggan, mengatasi keluhan dengan cepat dan efektif. Keempatbelas, SmokSmok perlu mempertahankan keterlibatan pelanggan dengan terus berinovasi terkait pemberian manfaat kepada konsumen.

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# PENGARUH *INFORMATION TRANSPARENCY* TERHADAP *PURCHASE INTENTION* YANG DIMODERASI OLEH *REGULATORY FOCUS*

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**ABSTRAK**

Indonesia merupakan salah satu negara dengan jumlah penduduk terbanyak di dunia. Hal ini mengakibatkan permintaan kebutuhan pokok masyarakat di Indonesia meningkat seiring berjalannya waktu. Salah satu kebutuhan yang perlu dipenuhi yaitu pakaian. Kedudukan Erigo sebagai industri pakaian lokal mengharuskan perusahaan ini untuk bersaing dengan banyaknya pesaing dari dalam maupun luar negeri. Untuk dapat bersaing dengan perusahaan-perusahaan lainnya, Erigo harus mampu meningkatkan minat beli dari konsumen terhadap produk-produknya. Minat beli seseorang dapat dipengaruhi oleh banyak faktor, salah satunya yaitu kepercayaan konsumen terhadap suatu merek, di mana kepercayaan konsumen dapat dipengaruhi oleh transparansi informasi perusahaan. Penelitian ini bertujuan (1) untuk menganalisis apakah variabel transparansi informasi memiliki pengaruh terhadap variabel minat beli produk Erigo (2) untuk menganalisis apakah *regulatory focus* memoderasi hubungan antara variabel transparansi informasi dengan variabel minat beli. Variabel yang digunakan dalam penelitian ini adalah variabel transparansi informasi, fokus regulasi, dan minat beli. Penelitian ini diangkat karena fenomena dimana transparansi informasi yang sudah lebih modern di era digital ini dianggap memiliki keterhubungan terhadap minat beli konsumen. Hal ini dikarenakan dalam proses pengambilan keputusan konsumen, transparansi memegang peran penting. Populasi penelitian ini adalah semua konsumen yang pernah mengunjungi *pop-up store* Erigo. Jumlah sampel penelitian ini sebanyak 90 responden dengan kriteria pernah mengunjungi *pop-up store* Erigo, berusia 17 hingga 30 tahun, dan pernah membandingkan produk Erigo dengan produk pakaian sejenis lainnya. Pengumpulan data dilakukan dengan cara menyebarkan kuesioner melalui *google* formulir kepada responden yang dinilai cocok dengan kriteria. Hasil data pada penelitian ini diolah menggunakan *software* SPSS dengan metode *Confirmatory Factor Analysis*. Hasil dari penelitian ini pada model 1 yang menguji pengaruh transparansi informasi terhadap minat beli adalah positif, artinya semakin tinggi transparansi informasi, maka minat beli konsumen juga akan semakin meningkat. Uji yang dilakukan pada model 2 yang menguji pengaruh transparansi informasi terhadap minat beli yang dimoderasi oleh *regulatory focus* hasilnya adalah berpengaruh secara negatif yang artinya semakin tinggi tingkat transparansi informasi, minat beli dari konsumen akan semakin menurun.

Kata kunci: Transparansi informasi, minat beli, fokus regulasi, industri pakaian.

***ABSTRACT***

*Indonesia is one of the countries with the largest population in the world. This has resulted in the demand for basic needs of the people in Indonesia increasing over time, one of which is clothing. Erigo's position as a local clothing industry requires this company to compete with many competitors from within and outside the country. This study aims (1) to analyze whether the information transparency variable has an influence on the variable interest in buying Erigo products (2) to analyze whether the regulatory focus moderates the relationship between the information transparency variable and the buying interest variable. The variables used in this research are information transparency, regulatory focus, and purchase intention. This research is conducted due to the phenomenon where the increased transparency of information in the digital era is believed to be connected to consumer purchasing interest. This is because transparency plays a crucial role in consumer decision-making process. The population of this research is all consumers who have visited the Erigo pop-up store. The number of samples in this study were 90 respondents with the criteria of having visited Erigo's pop-up store, aged 17 to 30 years, and had compared Erigo's products with other similar clothing products. Data collection was carried out by distributing questionnaires via Google forms to respondents who matched the criteria. The results of the data in this study were processed using SPSS software with the Confirmatory Factor Analysis method. The results of this study are that the higher the information transparency, the higher the buying interest, but the addition of the regulatory focus variable to the initial model makes the results negative.*

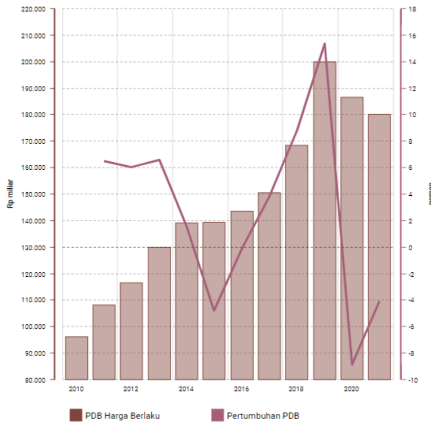
*Keywords: Information transparency, purchase intention, regulatory focus, fashion industry.*

## 1. PENDAHULUAN

Indonesia merupakan negara besar peringkat keempat dengan jumlah penduduk mencapai 273,8 juta jiwa pada tahun 2020 di mana jumlah ini terjadi karena ada kenaikan 2.529.861 jiwa (Oswaldo, 2022). Hal ini menandakan bahwa permintaan kebutuhan pokok masyarakat Indonesia juga akan meningkat. Beberapa contoh kebutuhan pokok masyarakat Indonesia yang harus dipenuhi adalah makan, tempat tinggal, dan juga pakaian.

Industri pakaian di Indonesia adalah salah satu yang terbaik dengan pertumbuhan ekonomi kuartal III 2019 sebesar 15,29% dibandingkan tahun sebelumnya. Meskipun terjadi penurunan besar pada tahun 2020 akibat pandemi, industri pakaian berhasil pulih dan tumbuh 17,74% pada tahun 2021, menunjukkan ketahanan dan potensi pertumbuhan pasca-COVID-19.

*Gambar 1 Grafik Pertumbuhan PDB Industri Pakaian di Indonesia*




Sumber: Kusnandar (2022)

Seiring dengan berjalannya waktu, perusahaan pakaian di Indonesia harus fokus untuk dapat menaikkan minat beli pelanggan sehingga dapat memenangkan persaingan dagang. Oleh karena itu, penting untuk memahami faktor-faktor yang mempengaruhi minat beli konsumen, termasuk pengaruh transparansi informasi dan pengaruh moderasi dari *regulatory focus*. Penelitian ini dilakukan untuk mencari keterkaitan antara transparansi informasi yang semakin meningkat dalam era digital dengan minat beli konsumen. Hal ini dikarenakan transparansi memiliki peran yang signifikan dalam pengambilan keputusan konsumen (Qiu, 2022). Beberapa perusahaan masih membatasi informasi yang diberikan kepada konsumen dan hanya menyediakan informasi yang dibutuhkan untuk memasarkan produk mereka karena takut bahwa informasi yang mereka berikan bisa berdampak buruk pada mereka atau mempengaruhi keputusan pembelian pelanggan secara negatif. Hasil dari penelitian ini diharapkan dapat dijadikan bahan pertimbangan perusahaan dalam menyusun strategi bersaing.

## 2. TINJUAN PUSTAKA

### 2.1 *Self Regulatory Theory*

*Self Regulatory Theory* merupakan suatu teori psikologis yang menyatakan bahwa individu memiliki kapasitas untuk mengontrol perilaku dan emosinya dengan memanfaatkan pemahaman yang dimilikinya tentang dirinya sendiri (Heatherton & Tice, 1994). Contoh model pengaturan diri yang bersifat hierarkis adalah teori fokus regulasi (Scholer & Higgins, 2011). Pada konteks penelitian ini, individu yang dapat memahami informasi produk cenderung lebih cakap dalam mengatur perilaku pembelian mereka (Punj, 2012). Penelitian yang dilakukan oleh (Koopmann *et al*., 2019) mengungkapkan bahwa kemampuan untuk mengatur diri dengan baik dapat membantu individu menjaga fokus regulasi yang sesuai untuk memotivasi perilaku yang tepat dalam interaksi sosial. Berkaitan dengan itu, penelitian oleh (Cai & Leung, 2020) menyatakan bahwa pola pikir yang berkaitan dengan kepribadian konsumen akan mempengaruhi keputusan pembelian konsumen.

## 2.2 *Information Transparency*

Transparansi informasi merupakan tingkatan kemudahan dalam mengakses sebuah informasi (Zhu, 2002). Transparansi juga didefinisikan sebagai seberapa jauh suatu badan memperlihatkan data-data mengenai alur keputusan, proses, fungsi, serta capaian dari perannya (Grimmelikhuijsen & Meijer, 2014). Pandangan lain mengenai transparansi oleh (Kim *et al*., 2020) mengatakan bahwa transparansi merupakan suatu aksi yang dilakukan untuk menunjukkan informasi bagi pihak yang dituju. Menurut (Bhutto *et al*., 2019) variabel ini awalnya dipakai dalam literatur finansial.

Transparansi informasi pertama kali dipaparkan oleh (Zhu, 2002) yang menggarisbawahi transparansi informasi memang penting, namun terlalu banyak transparansi informasi juga dapat menimbulkan ancaman sehingga perusahaan harus menemukan keseimbangan dari transparansi informasi (Zhu, 2004). Transparansi informasi terkait erat dengan kuantitas dan kualitas informasi yang disediakan kepada pihak yang membutuhkannya (Williams, 2015). Terlalu banyak informasi dapat mengakibatkan kebingungan dan sulitnya pemahaman informasi (Soroya *et al*., 2021; Laker *et al*., 2018).

Perusahaan harus bisa menyeimbangkan transparansi informasi dan kerahasiaan data agar dapat meminimalisir persaingan ketat antar perusahaan, namun tetap bisa mendapatkan manfaat dari transparansi informasi kolaboratif (Teofilus *et al*., 2020). Ketika perusahaan sudah berhasil mengaplikasikan transparansi informasi, perusahaan bisa meningkatkan kepercayaan diri pelanggan sehingga secara otomatis akan meningkatkan minat beli terhadap produk tersebut (Kshetri, 2017).

H1: Variabel Transparansi Informasi memiliki keterhubungan terhadap variabel minat beli.

## 2.3 Minat Beli

Minat beli adalah suatu kondisi psikologis dimana seseorang tertarik dan berlanjut kepada pengambilan keputusan untuk melakukan pembelian (Schiffman & Kanuk, 2007). Minat beli didefinisikan oleh (Akram *et al*., 2021) sebagai langkah-langkah dalam mengambil keputusan yang menyertakan alasan dari pembelian konsumen tersebut. Keinginan atau kecenderungan individu untuk melakukan pembelian produk juga diartikan sebagai minat beli (Sujarwo & Indriani, 2022). Minat beli merujuk pada kesediaan pelanggan untuk membeli produk atau layanan kembali pada kunjungan atau transaksi berikutnya (Cuong, 2020). Perilaku seseorang ketika ia tertarik untuk membeli suatu merek juga didefinisikan sebagai minat beli (Saad *et al*., 2012).

Minat beli akan muncul dengan sendirinya ketika seseorang telah melihat suatu produk yang disukainya (Philip & Keller, 2016). Meski demikian, minat beli juga seringkali dipengaruhi oleh kondisi-kondisi tertentu, seperti faktor eksternal yang bisa berupa tawaran dari tim pemasaran dll, besarnya daya tarik yang bisa dikondisikan oleh tim pemasaran sangat memungkinkan untuk menaikkan minat beli konsumen (Suprina *et al*., 2020).

## 2.4 *Regulatory Focus*

Konsep *self-regulation* sendiri sudah lama menjadi sorotan bagi para psikolog, terutama pada bagian terciptanya motivasi alami suatu subjek dalam mencapai sebuah hasil akhir atau tujuan yang diinginkan. Menurut (Schlenker & Weigold, 1989), dasar dari *self-regulation* dapat dikelompokkan menjadi dua kecenderungan yaitu *approach* dan *avoidance*. Studi yang dilakukan oleh (Higgins *et al*., 1994), dijelaskan bahwa *self-regulation* dilakukan dengan cara melakukan suatu cara baik yang bersifat positif maupun negatif untuk mendapatkan hasil yang diinginkan (*approach*) dan mengubah arah motivasi dengan mengejar keputusan atau menghindari masalah yang mempersulit individu dalam mencapai keputusan (*avoidance*). Pendapat lain beranggapan prinsip "*avoidance & approach*" juga menjadi salah satu hal utama yang mempengaruhi keputusan pembelian (Lang, 1995). Pengembangan lebih lanjut mengenai *approach* dan *avoidance* dijelaskan dalam penelitian (Crowe & Higgins, 1997), dengan kesimpulan *promotion focus* sebagai pengembangan dari *approach* dan *prevention focus* sebagai pengembangan dari *avoidance* dalam teori *regulatory focus*.

*Regulatory focus* merupakan suatu rancangan psikologis yang berkaitan dengan cara-cara yang dipakai orang untuk mendapatkan hasil akhir yang diinginkan serta penggunaan sarana yang bertujuan untuk mencegah hal yang tidak diinginkan (Brockner & Higgins, 2001; Pham & Higgins, 2005). Pada dasarnya dalam kondisi normal, ketika tidak ada pengaruh eksternal, seorang individu dengan fokus promosi melihat kelanjutan serta tercapainya tujuan dan ekspektasi, seperti keuntungan sebagai suatu hal yang utama (Higgins, 1998; Lanaj *et al*., 2012). Sedangkan fokus pencegahan melihat upaya dalam meminimalisir kerugian yang dapat ditimbulkan meliputi aspek seperti keamanan serta keselamatan, juga memiliki fokus terhadap pemenuhan tugas dan tanggung jawab sebagai hal yang utama (Tumasjan & Braun, 2012).

Penelitian yang dilakukan oleh (Pentina *et al*., 2018) mengungkapkan bahwa *regulatory focus* membawa pengaruh terhadap hubungan antara penilaian situs Yelp dengan minat beli individu. Konsumen yang memiliki tipe fokus promosi umumnya akan mendapat pengaruh dari review positif dibanding review negatif yang ditampilkan. Di sisi lain, konsumen dengan tipe fokus pencegahan umumnya akan mengevaluasi produk terlebih dahulu berdasarkan review positif maupun negatifnya serta akan lebih memperhatikan isi dari review (Kordrostami *et al*., 2021).

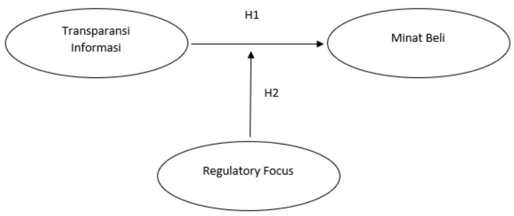
H2: *Regulatory Focus* memoderasi negatif pengaruh transparansi informasi terhadap minat beli

## 2.5 Keterhubungan Antar Variabel dan Hipotesis

Transparansi menjadi suatu kunci untuk mencapai hubungan perusahaan dengan konsumen yang baik juga untuk bisa mendapatkan kepercayaan dari konsumen. Transparansi informasi yang tinggi dari perusahaan akan mengurangi risiko kesalahan informasi yang diterima oleh konsumen, sehingga hal ini juga membantu menurunkan keraguan konsumen akan produk tersebut (Rausch & Kopplin, 2021). Penelitian terdahulu dilakukan oleh (Matzler *et al*., 2006; Rothenberger, 2015) menyimpulkan bahwa keterbukaan perusahaan dalam memberikan informasi mengenai harga akan membawa dampak positif disertai dengan pengaruh yang besar kepada kepuasan konsumen. Penelitian (Evans *et al*., 2019) menyimpulkan bahwa peningkatan transparansi terhadap informasi sponsor dapat mengurangi pandangan negatif terhadap pengiklan dan meningkatkan tingkat kepercayaan pembeli, yang nantinya akan mempengaruhi minat beli konsumen.

Hubungan antara *regulatory focus* dengan minat beli dibuktikan dalam penelitian yang dilakukan oleh (Song & Qu, 2019), penelitian tersebut menghasilkan kesimpulan bahwa tipe fokus regulasi seseorang akan mempengaruhi pandangan serta emosi konsumen dengan merubah cara seseorang dalam mengevaluasi produk sehingga akan berdampak ke minat beli orang tersebut. Penelitian lebih jauh mengenai hubungan antara *regulatory focus* dengan minat beli dilakukan oleh (Sohaib *et al*., 2019) dan menghasilkan kesimpulan bahwa fokus pencegahan bisa menjadi suatu penghambat pembelian karena orang dengan tipe ini akan sangat berhati-hati dan akan membandingkan dengan produk-produk serupa lainnya sebelum ia menentukan keputusan pembeliannya agar ia tidak mengalami kerugian. Gambar 2 menunjukkan kerangka konseptual penelitian ini.

*Gambar 2 Kerangka Konseptual*




## 3. METODE PENELITIAN

Metode yang digunakan dalam penelitian ini adalah metode kuantitatif. Penelitian kuantitatif adalah suatu teknik untuk menganalisis data yang terkait dengan komputasi dalam memecahkan rumusan masalah dan menguji hipotesis (Irvanto & Sujana, 2020). Populasi ialah kumpulan seluruh objek penelitian yang menjadi fokus utama dan menjadi sumber data dalam sebuah penelitian (Ul'fah Hernaeny, 2021). Berdasar pengertian tersebut, maka populasi adalah semua yang memiliki hubungan dengan objek penelitian. Untuk menentukan jumlah dari sampel ini, peneliti akan menggunakan rumus Hair, yang mengatakan bahwa besaran jumlah sampel dihitung 5 hingga 10 kali dari jumlah indikator yang digunakan (Razak *et al*., 2021). Penelitian ini menggunakan 9 indikator sehingga sampel dari penelitian ini sebanyak 90 responden. Responden akan dipilih dari 3 kota besar di Indonesia (Jakarta, Surabaya, dan Medan) untuk mewakili skala nasional dalam penelitian ini.

Responden yang akan dijadikan sampel dalam penelitian ini yaitu konsumen yang pernah berkunjung ke *pop-up store* Erigo dan mengamati detail dari produk Erigo. Responden yang digunakan dalam penelitian ini harus memenuhi ketentuan berikut:

a) Merupakan konsumen yang pernah mengunjungi *pop-up store* Erigo
b) Usia 17 sampai 30 tahun karena usia 17 tahun sudah dianggap dewasa dan bisa mengambil keputusan sendiri
c) Pernah membandingkan produk Erigo dengan produk pakaian sejenis.

Oleh karena itu, teknik yang akan digunakan dalam pengambilan sampel ini yaitu *non random sampling*, karena sudah ada individu yang ditargetkan dalam pengambilan sampel ini (Nanincova, 2019). Pengambilan sampel tersebut termasuk ke dalam *purposive sampling* yang merupakan teknik pengambilan sampel yang dilakukan dengan maksud atau tujuan tertentu yang terperinci (Ames *et al*., 2019).

Jenis data yang dipakai dalam penelitian ini berupa data primer yang merupakan data yang berasal dari sumber pertama (Novitasari, 2023). Dalam melakukan penelitian ini, peneliti akan menggunakan skala Likert yang memiliki kegunaan untuk mengukur sikap, pendapat serta persepsi seseorang atau sekelompok orang terhadap fenomena sosial (Rahmadani, 2018). Peneliti akan menggunakan skala Likert 1 sampai 10.

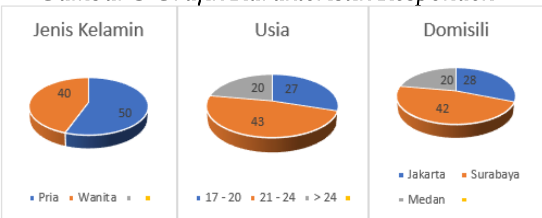
Peneliti akan mengumpulkan data primer dengan membagikan kuesioner kepada responden melalui *google form*. Hasil dari kuesioner kemudian diolah menggunakan *software* pengolahan data statistik SPSS untuk dilakukan analisis statistik lebih lanjut sehingga peneliti dapat menghasilkan data statistik lebih cepat dan akurat (Novitasari, 2023).

## 4. HASIL DAN PEMBAHASAN

### 4.1 Hasil Analisis Data

#### 4.1.1 Deskriptif Responden

*Gambar 3 Grafik Karakteristik Responden*




Sumber: Data diolah (2023)

Penelitian ini melibatkan 90 responden secara keseluruhan. Mayoritas partisipan adalah pria (50 responden atau sekitar 55,6% dari total), sementara wanita sebanyak 40 responden (44,4%). Dalam hal usia, mayoritas responden berusia 21-24 tahun (43 responden), diikuti oleh usia 17-20 tahun (27 orang atau sekitar 30%), dan usia di atas 24 tahun (20 responden atau sekitar 22,2%). Dalam hal lokasi, 42 responden (46,7%) berdomisili di Surabaya, 28 responden (31,1%) berdomisili di Jakarta, dan 20 responden (22,2%) berdomisili di Medan.

#### 4.1.2 Uji Validitas

*Tabel 1. Hasil Uji Confirmatory Factor Analysis*

| | **Component 1** | | **Component 1** | | **Component 1** |
|---|---|---|---|---|---|
| IT3 | 0.754 | RF1 | 0.786 | PI1 | 0.720 |
| IT4 | 0.770 | RF2 | 0.703 | PI2 | 0.882 |
| IT5 | 0.849 | RF3 | 0.746 | PI3 | 0.910 |
| IT7 | 0.795 | RF4 | 0.820 | PI4 | 0.925 |
| IT8 | 0.729 | RF5 | 0.632 | PI5 | 0.884 |
| IT9 | 0.805 | RF6 | 0.798 | PI6 | 0.752 |
| IT14 | 0.668 | RF9 | 0.677 | | |
| IT15 | 0.814 | RF10 | 0.634 | | |
| | | RF11 | 0.662 | | |
| | | RF12 | 0.703 | | |
| | | RF13 | 0.733 | | |
| | | RF14 | 0.721 | | |
| | | RF15 | 0.674 | | |
| | | RF16 | 0.720 | | |

Sumber: Data diolah (2023)

Hasil pengujian di atas merupakan hasil akhir yang menyisakan item-item valid dengan nilai di atas 0,5. Hal ini menunjukkan bahwa data yang akan digunakan dapat diandalkan sehingga bisa digunakan untuk mengukur variabel yang diteliti.

### 4.1.3 Uji Reliabilitas

*Tabel 2. Hasil Uji Reliabilitas*

| Variabel | Item | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted | Cronbach's Alpha | Hasil |
|---|---|---|---|---|---|
| IT | IT3 | 0.676 | 0.891 | 0.902 | Reliabel |
| | IT4 | 0.694 | 0.889 | | |
| | IT5 | 0.785 | 0.881 | | |
| | IT7 | 0.716 | 0.888 | | |
| | IT8 | 0.646 | 0.894 | | |
| | IT9 | 0.732 | 0.886 | | |
| | IT14 | 0.561 | 0.901 | | |
| | IT15 | 0.746 | 0.887 | | |
| RF | RF1 | 0.737 | 0.916 | 0.924 | Reliabel |
| | RF2 | 0.641 | 0.919 | | |
| | RF3 | 0.680 | 0.918 | | |
| | RF4 | 0.768 | 0.915 | | |
| | RF5 | 0.571 | 0.921 | | |
| | RF6 | 0.749 | 0.916 | | |
| | RF9 | 0.626 | 0.920 | | |
| | RF10 | 0.585 | 0.921 | | |
| | RF11 | 0.616 | 0.920 | | |
| | RF12 | 0.641 | 0.919 | | |
| | RF13 | 0.675 | 0.920 | | |
| | RF14 | 0.678 | 0.918 | | |
| | RF15 | .625 | 0.920 | | |
| | RF16 | 0.664 | 0.919 | | |
| PI | PI1 | 0.618 | 0.927 | .922 | Reliabel |
| | PI2 | 0.820 | 0.902 | | |
| | PI3 | 0.858 | 0.896 | | |
| | PI4 | 0.882 | 0.893 | | |
| | PI5 | 0.828 | 0.901 | | |
| | PI6 | 0.659 | 0.923 | | |

Sumber: Data diolah (2023)

Hasil menunjukkan bahwa data sudah memenuhi uji reliabilitas sehingga dapat dikatakan jika data yang digunakan memiliki keandalan yang tinggi karena nilainya berada di atas 0,6.

### 4.1.4 Uji Common Method Bias

*Tabel 3. Hasil Uji Common Method Bias (CMB)*

**Total Variance Explained**

| Compo-nent | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| 1 | 13.794 | 49.265 | 49.265 | 13.794 | 49.265 | 49.265 |
| 2 | 2.918 | 10.423 | 59.687 | | | |
| 3 | 2.146 | 7.663 | 67.351 | | | |
| 4 | 1.443 | 5.154 | 72.504 | | | |
| 5 | 1.393 | 4.976 | 77.480 | | | |
| 6 | 1.146 | 4.092 | 81.573 | | | |
| 7 | 0.872 | 3.113 | 84.685 | | | |
| 8 | 0.716 | 2.558 | 87.243 | | | |
| 9 | 0.612 | 2.184 | 89.427 | | | |
| 10 | 0.526 | 1.879 | 91.306 | | | |
| 11 | 0.450 | 1.608 | 92.914 | | | |
| 12 | 0.324 | 1.156 | 94.070 | | | |
| 13 | 0.247 | 0.883 | 94.953 | | | |
| 14 | 0.221 | 0.789 | 95.742 | | | |
| 15 | 0.212 | 0.759 | 96.500 | | | |
| 16 | 0.175 | 0.626 | 97.126 | | | |
| 17 | 0.161 | 0.575 | 97.701 | | | |
| 18 | 0.124 | 0.444 | 98.145 | | | |
| 19 | 0.102 | 0.363 | 98.508 | | | |
| 20 | 0.099 | 0.353 | 98.861 | | | |
| 21 | 0.074 | 0.264 | 99.124 | | | |
| 22 | 0.060 | 0.214 | 99.339 | | | |
| 23 | 0.049 | 0.174 | 99.512 | | | |
| 24 | 0.041 | 0.145 | 99.657 | | | |
| 25 | 0.034 | 0.122 | 99.779 | | | |
| 26 | 0.032 | 0.113 | 99.892 | | | |
| 27 | 0.019 | 0.068 | 99.960 | | | |
| 28 | 0.011 | 0.040 | 100.000 | | | |

Sumber: Data diolah (2023)

Hasil di atas menunjukkan nilai di bawah 50% yang menunjukkan bahwa data sudah memenuhi kriteria dengan nilai yang lebih rendah dari 50% dan dapat dianggap tidak mengalami kesalahan.

### 4.1.5 Uji Asumsi Klasik

### 4.1.5.1 Uji Normalitas

*Tabel 4. Hasil Uji Normalitas*

| | | | Unstandardized Residual |
|---|---|---|---|
| N | | | 88 |
| Exponential parameter. | Mean | | 0.4303151 |
| Most Extreme Differences | Absolute | | 0.176 |
| | Positive | | 0.176 |
| | Negative | | -0.154 |
| Kolmogorov-Smirnov Z | | | 1.270 |
| Asymp. Sig (2-tailed) | | | .079 |
| Monte Carlo Sig. (2-tailed) | Sig. | | . |
| | 95% Confidence Interval | Lower Bound | . |
| | | Upper Bound | . |

Sumber: Data diolah (2023)

Data di atas menunjukkan bahwa uji normalitas telah terpenuhi sehingga dapat dikatakan bahwa distribusi data pada penelitian ini bersifat normal.

### 4.1.5.2 Uji Multikolinearitas

*Tabel 5. Hasil Uji Multikolinearitas*

| Model | | Collinearity Statistic | |
|---|---|---|---|
| | | Tolerance | VIF |
| 1 | TI | 0.451 | 2.219 |
| | RF | 0.451 | 2.219 |

Sumber: Data diolah (2023)

Data yang diperlihatkan oleh tabel di atas memperlihatkan bahwa nilai toleransi TI dan RF sebesar 0,451 dan nilai VIF keduanya berada di 2,219. Hal ini menunjukkan bahwa syarat lolos dari uji multikolinearitas telah terpenuhi.

### 4.1.5.3 Uji Heteroskedastisitas

*Tabel 6. Hasil Uji Glejser*

| | Sig. |
|---|---|
| (Constant) | 0.346 |
| TI | 0.355 |
| RF | 0.837 |
| RF_TI | 0.943 |

Sumber: Data diolah (2023)

Hasil menunjukkan bahwa tidak terjadi heteroskedastisitas karena hasil melebihi 0,05. Artinya, varians residual konstan di seluruh rentang nilai prediktor.

### 4.1.6 Uji Hipotesis

### 4.1.6.1 Uji $R^2$

*Tabel 7. Hasil Uji $R^2$*

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .833 | .694 | .687 | .84705 |
| 2 | .845 | .714 | .704 | .82315 |

Sumber: Data diolah (2023)

Hasil pengujian menunjukkan bahwa model 2 merupakan model yang lebih cocok dengan data yang diamati.

### 4.1.6.2 Uji F

*Tabel 8. Hasil Uji F*

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 2 | Regression | 145.518 | 3 | 48.506 | 71.588 | 0.000 |
| | Residual | 58.271 | 86 | 0.678 | | |
| | Total | 203.789 | 89 | | | |

Sumber: Data diolah (2023)

Data ini memperlihatkan bahwa model 2 yaitu *information transparency* mampu mempengaruhi *purchase intention* dan *regulatory focus* bisa memoderasi hubungan *information transparency* terhadap *purchase intention*.

### 4.1.6.3 Uji t

*Tabel 9. Hasil Uji t*

| | Unstandardized Coefficients | | |
|---|---|---|---|
| | B | t | Sig. |
| (Constant) | -15.689 | -2.922 | 0.004 |
| TI | 2.208 | 3.430 | 0.001 |
| RF | 2.364 | 3.314 | 0.001 |
| RF_TI | -0.204 | -2.475 | 0.015 |

Sumber: Data diolah (2023)

Berdasarkan hasil uji hipotesis di atas, hipotesis 1 dapat diterima (sig. < 0,05) sehingga *information transparency* berpengaruh secara signifikan terhadap *purchase intention*. Demikian pula pada hipotesis 2 yang juga dapat diterima (sig. < 0,05) sehingga *regulatory focus* memoderasi secara signifikan. Hasil di atas menunjukkan bahwa semakin tinggi tingkat *information transparency*, maka *purchase intention* juga akan semakin meningkat karena nilainya adalah positif. Adanya *regulatory focus* sebagai moderasi justru memperlemah hubungan *information transparency* terhadap *purchase intention* karena hasilnya negatif.

### 4.1.7 Uji Analisis Regresi

*Tabel 10. Analisis MMR*

| Model | | Unstandardized Coefficients | |
|---|---|---|---|
| | | B | Std. Error |
| 2 | (Constant) | -15.689 | 5.369 |
| | TI | 2.208 | 0.644 |
| | RF | 2.364 | 0.713 |
| | RF_TI | -0.204 | 0.082 |

Sumber: Data diolah (2023)

Model 2 (*information transparency* terhadap *purchase intention* yang dimoderasi oleh *regulatory focus*)

$$Y = \alpha + \beta_1 X_i + \beta_2 Z + \beta_3 X_i Z + \varepsilon$$

$$Y = -15.689 + 2.208X_i + 2.364Z - 0.204 X_i Z + \varepsilon$$

Maka, kesimpulan yang dapat diambil yaitu :

- Model 2 menunjukkan bahwa nilai koefisien untuk variabel *information transparency* adalah 2,208. Artinya, ketika variabel *information transparency* mendapatkan efek moderasi dari *regulatory focus*, akan terjadi peningkatan *purchase intention* sebesar 2,208.
- Model 2 menunjukkan bahwa variabel *regulatory focus* berperan sebagai moderator dan memberikan kontribusi dalam menghasilkan nilai koefisien sebesar -0,204. Artinya, *regulatory focus* memiliki dampak negatif terhadap pengaruh *information transparency* terhadap *purchase intention* sebesar 0,204.

### 4.2 Pembahasan Pengaruh *Information Transparency* Terhadap *Purchase Intention*

Melalui uji t, diperoleh hasil nilai signifikansi *information transparency* sebesar 0,001 yang lebih kecil dari 0,05. Hal ini menunjukkan bahwa *information transparency* mempengaruhi *purchase intention* secara signifikan. Sehingga dapat dikatakan bahwa hipotesis pertama dalam penelitian ini terbukti benar. Penemuan ini sesuai dengan hasil milik Shetri (2017) bahwa perusahaan yang menerapkan *information transparency* akan meningkatkan minat beli konsumen. Penerapan transparansi informasi diterapkan oleh Erigo dengan cara memberi label harga, label keterangan bahan baku serta perawatan produk, serta memberikan informasi jenis metode pembayaran yang diterima.

### 4.3 Pembahasan Pengaruh *Regulatory Focus* Yang Memoderasi Hubungan *Information Transparency* Terhadap *Purchase Intention*

Hasil pengujian menunjukkan bahwa adanya variabel moderasi *regulatory focus* justru memperlemah hubungan positif antara *information transparency* dengan *purchase intention*. Pengujian ini mengkonfirmasi bahwa hipotesis kedua penelitian ini benar. Hal ini dijelaskan sesuai dengan Tumasjan dan Braun (2012) bahwa individu dengan fokus pencegahan akan semaksimal mungkin berusaha mencegah kerugian. Seseorang yang memikirkan kemungkinan dampak buruk setelah transaksi dapat mengurangi minat beli mereka. Oleh karena itu, sudah seharusnya pihak Erigo mampu memberikan informasi terhadap konsumen bahwa apa yang mereka beli sepadan bahkan menguntungkan. Penemuan ini juga mendukung pernyataan Sohaib *et al.* (2019) dimana sikap waspada individu dengan tipe pencegahan dapat menghambat pembelian karena mereka akan membandingkan banyak produk sebelum melakukan transaksi. Hasil di atas juga menjelaskan bahwa individu tipe promosi dengan diberikannya informasi transparan, minat beli mereka akan terpengaruh secara negatif. Sesuai pernyataan (Werth & Foerster, 2007), individu tipe promosi condong tertarik pada produk yang berpotensi untung besar dan menjanjikan. Pemikiran ini akan menurunkan minat beli individu tipe promosi ketika mendapat informasi transparan, individu tersebut merasa tidak mendapat keuntungan yang cukup.

## 5. KESIMPULAN

Hasil penelitian menunjukkan bahwa transparansi informasi memiliki pengaruh signifikan terhadap niat pembelian. Hipotesis pertama penelitian ini terbukti benar, sejalan dengan penelitian Shetri (2017) yang menyatakan bahwa perusahaan dengan informasi transparan dapat meningkatkan minat beli konsumen. Erigo dapat menerapkan transparansi informasi dengan memberikan label harga, keterangan bahan baku, perawatan produk, dan informasi metode pembayaran. Hipotesis kedua juga terbukti benar, sesuai dengan Tumasjan dan Braun (2012), individu yang fokus pada pencegahan cenderung menghindari risiko kerugian. Jika harga tidak sebanding dengan kualitas minat beli akan berkurang. Erigo harus menyajikan informasi yang dapat membuat konsumen merasa produk tersebut sepadan dengan harga yang dibayarkan, seperti informasi kualitas bahan dan testimonial dari konsumen puas. Hasil ini juga mendukung penemuan Sohaib *et al*. (2019) bahwa sikap waspada individu dengan tipe pencegahan menghambat pembelian karena mereka membandingkan produk sebelum memutuskan. Individu dengan tipe promosi cenderung tertarik pada produk yang menjanjikan keuntungan masa depan. Ketika diberikan informasi transparan, minat beli individu dengan tipe promosi menurun karena mereka merasa keuntungan yang didapat tidak cukup.

## 5.1 Keterbatasan Penelitian

Peneliti menyadari bahwa penelitian ini masih memiliki beberapa keterbatasan salah satunya adalah sulitnya mendapatkan responden karena responden yang dicari dari daerah Jakarta dan Medan jauh dari tempat tinggal peneliti. Keterbatasan lain pada penelitian ini adalah variabel yang terbatas pada *information transparency*, *regulatory focus*, dan purchase intention. Masih sangat sedikitnya penelitian dalam negeri terkait pengaruh transparansi informasi yang dimoderasi oleh regulatory focus dalam bidang marketing juga membuat peneliti kesulitan mencari jurnal-jurnal pendukung serta terdahulu.

## 5.2 Saran

Saran bagi perusahaan Erigo adalah perusahaan dapat menunjukkan keunggulannya secara lebih transparan, sehingga pemahaman konsumen mengenai produk Erigo akan semakin meningkat, hal ini juga dapat membawa dampak positif yaitu meningkatkan minat beli dari konsumen karena informasi yang diberikan akan menggiring opini yang baik dari pihak konsumen.

Saran bagi penelitian selanjutnya adalah menambahkan variabel-variabel lain yang dapat mempengaruhi hasil dari penelitian ini. Penelitian berikutnya juga bisa menerapkan model penelitian ini dalam konteks dan objek penelitian lain, sehingga hasil dari model penelitian ini bisa lebih akurat.

## 5.3 Implikasi Manajerial

Hasil penelitian ini menunjukkan bahwa hubungan yang terjadi pada model transparansi informasi terhadap minat beli yang dimoderasi oleh *regulatory focus* adalah negatif. Oleh karena itu, perusahaan harus memberikan informasi yang sesuai dengan harapan konsumen secara transparan sehingga informasi yang diberikan mampu memenuhi harapan konsumen dan menciptakan kepuasan konsumen. Tingkat kepuasan konsumen terhadap produk yang dijual sangat penting bagi perusahaan karena ketika konsumen merasa puas, minat beli mereka juga akan meningkat (Pratiwi *et al.*, 2022). Informasi yang perlu diberikan secara transparan mencakup harga produk, kualitas produk, cara perawatan, dan kontak pengaduan pelanggan. Untuk menerapkan hal tersebut, perusahaan dapat memberikan informasi yang berkaitan mengenai layanan pengaduan pelanggan dengan menempelkan stiker di meja kasir atau dengan mencantumkan nomor pengaduan keluhan di nota yang diberikan kepada pelanggan. Dengan memberikan informasi yang jelas dan akurat, perusahaan dapat menjalin hubungan jangka panjang dengan konsumen serta membedakan diri dari perusahaan kompetitor. Menerapkan transparansi informasi juga dapat menjadi strategi pemasaran yang efektif, karena dapat meningkatkan kepercayaan konsumen dan memperkuat posisi merek atau perusahaan di pasar.

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## APPENDIX

**Information Transparency**

| **Indikator** | **Definisi Operasional** |
|---|---|
| 1. *Product Transparency*<br>2. *Vendor Transparency*<br>3. *Transaction Transparency* | 1.1 Terdapat informasi mengenai harga produk<br>1.2 Terdapat informasi mengenai fitur produk<br>1.3 Terdapat informasi terkait kualitas produk<br>1.4 Terdapat informasi terkait ketersediaan produk<br>2.1 Terdapat informasi terkait reputasi<br>2.2 Terdapat informasi terkait *e-vendor*<br>2.3 Terdapat informasi terkait cara menghubungi *e-vendor*<br>2.4 Terdapat informasi terkait garansi *e-vendor*<br>3.1 Terdapat informasi mengenai metode pemesanan<br>3.2 Terdapat informasi mengenai status pemesanan<br>3.3 Terdapat informasi mengenai metode pembayaran<br>3.4 Terdapat informasi yang berkaitan dengan kebijakan privasi<br>3.5 Terdapat informasi yang berkaitan dengan keamanan<br>3.6 Terdapat informasi mengenai pengiriman<br>3.7 Terdapat informasi mengenai layanan pengiriman |

**Purchase Intention**

| Indikator | Definisi Operasional |
|---|---|
| 1. Minat dalam melakukan transaksi<br>2. Minat preferensial<br>3. Minat referensial<br>4. Minat eksploratif | 1.1 Saya berminat membeli produk Erigo<br>2.1 Saya lebih memilih produk Erigo dibanding produk sejenis lainnya meskipun harganya sama<br>2.2 Saya lebih memilih Erigo dibanding produk sejenis lainnya dari segi desain<br>3.1 Saya akan merekomendasikan Erigo kepada teman<br>3.2 Saya akan merekomendasikan Erigo kepada keluarga<br>4.1 Saya bersedia mencari informasi terkait produk Erigo melalui berbagai situs online |

**Regulatory Focus**

| Indikator | Definisi Operasional |
|---|---|
| 1. *Promotion Focus*<br>2. *Prevention Focus* | 1.1 Saya selalu waspada ketika akan membeli produk Erigo<br>1.2 Saat membeli produk Erigo, saya selalu bersikap hati-hati dengan memastikan semua informasi terkait produk ada<br>1.3 Kehati-hatian dalam membeli produk Erigo menjadi kunci untuk mendapatkan hasil terbaik<br>1.4 Saya mencari tahu kerugian yang bisa terjadi sebelum saya membeli produk Erigo<br>1.5 Bersikap waspada menjadi cara terbaik bagi saya untuk menghindari kesalahan dalam membeli produk Erigo<br>1.6 Saya berusaha menghindari kerugian dalam pembelian Erigo dengan mengingat hal-hal yang perlu diperhatikan saat membeli produk *fashion*<br>1.7 Saya sadar bahwa saya harus realistis dengan tidak menaruh ekspektasi berlebihan terhadap merek Erigo<br>1.8 Saya sadar jika saya pasti akan menemui kelemahan-kelemahan dari produk Erigo ketika saya memperhatikan detail produk Erigo<br>2.1 Saya sadar terkadang saya harus mengambil risiko dengan mencoba membeli Erigo untuk mengetahui kelayakan suatu produk |

| | |
|---|---|
| | 2.2 Saya sadar takut untuk membuat kesalahan dalam pembelian produk Erigo bisa menjadi kesalahan terbesar saya<br>2.3 Untuk bisa mengetahui kualitas produk Erigo saya harus berani mengambil risiko dengan membeli produk Erigo<br>2.4 Saya selalu berpikir jika saya membuat kesalahan untuk menghindari kesalahan nyata saat membeli produk Erigo<br>2.5 Untuk mendapatkan produk terbaik di Erigo saya selalu membandingkan satu produk dengan produk lainnya terlebih dahulu<br>2.6 Saya menyadari jika saya terlalu bimbang karena takut salah memilih produk Erigo, maka saya tidak akan pernah mendapatkan apa-apa<br>2.7 Saya merasa optimis ketika memilih produk Erigo<br>2.8 Saya selalu bersemangat ketika memilih produk Erigo |

# FACTORS AFFECTING THE SATISFACTION OF CUSTOMERS BUYING FOOD WITH LAST-MILE DELIVERY SERVICE ON E-COMMERCE PLATFORM IN VIETNAM

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**ABSTRACT**

The study aims to explore specific factors that affecting the satisfaction of customers buying food with last-mile delivery service on e-commerce platform in Vietnam. The authors develop a research model consisting of 5 independent variables: service capacity of the transport unit, complaint and refund policy, freight cost, the factor about delivery staff, the form of goods upon receipt. The research apply simple random sampling method then conduct data analysis after collecting a sample size of 295 by SPSS 2.0 software. The research model explains 60.9% of the overall relationship of the above 5 factors with the satisfaction of last-mile delivery service when purchasing food. Implications and recommendations for further research are also discussed. The authors also propose some solutions to boost customer satisfaction when buying food for last-mile delivery services on the e-commerce platform.

Keywords: Food, last mile delivery, online purchase, satisfaction.

***ABSTRAK***

*Penelitian ini bertujuan untuk mengeksplorasi faktor-faktor spesifik yang mempengaruhi kepuasan pelanggan yang membeli makanan dengan layanan pengiriman last-mile pada platform e-commerce di Vietnam. Penulis mengembangkan model penelitian yang terdiri dari 5 variabel bebas: kapasitas pelayanan unit angkutan, kebijakan komplain dan refund, biaya angkut, faktor petugas pengiriman, bentuk barang setelah diterima. Penelitian menggunakan metode simple random sampling kemudian melakukan analisis data setelah terkumpul sampel sebesar 295 dengan software SPSS 2.0. Model penelitian menjelaskan 60,9% dari keseluruhan hubungan 5 faktor di atas dengan kepuasan pelayanan pesan antar jarak jauh saat membeli makanan. Implikasi dan rekomendasi untuk penelitian selanjutnya juga dibahas. Penulis juga mengusulkan beberapa solusi untuk meningkatkan kepuasan pelanggan saat membeli makanan untuk layanan pengiriman jarak jauh di platform e-commerce.*

*Kata Kunci: Makanan,* last mile delivery*, pembelian online, kepuasan.*

## 1. INTRODUCTION

Societies are undergoing significant changes in the age of globalization, and they are approaching the complexity of modern society socio-cultural and socio-economic (Yusoff *et al*., 2020). In recent years, the rise of e-commerce platforms has changed the shopping behavior of goods in general and food in particular of customers. In this technological era, almost every business relies on the online platform to reach its customers to provide a wide range of goods and services (Dhingra *et al*., 2020). With a growth rate of 20%/year, Vietnam is ranked by eMarketer in the top 5 e-commerce growth countries in the world. Accordingly, with the continuous increase in the size of online shopping participants, many businesses have chosen e-commerce as the largest gateway to reach customers via the Internet (Yusoff *et al*., 2020).

Logistics is one of the high-growth fields in the world, especially after the Covid-19 pandemic, consumer behavior changes, so this issue needs to be studied more. The new era of consumer-centric supply chain management highlights the benefits of placing the consumer at the core of strategy development and operational design (Esper *et al*., 2020).

Recent changes in e-commerce translate into opportunities beyond online sales for all types of retailers, allowing retailers to meet the needs of diverse customer segments (Tang & Zhu, 2020).

Customer satisfaction with delivery services has a tremendous impact on the logistics industry, so this topic becomes the concern of many academics and businesses around the globe. Logistics service quality has been shown to have a positive impact on customer satisfaction (Suresh *et al*., 2020). Besides, many people believe that the quality of logistics services can become the reason for enterprises to prevail in the competition (Akıl, S & Ungan, 2021). However, the current literature on e-commerce logistics service quality is insufficient (Choi *et al*., 2019).

In Vietnam, there have been studies on the factors affecting customer satisfaction with last-mile delivery. In which, the studies are mainly divided by region (mainly focusing on Hanoi and Ho Chi Minh City), a few are divided by specific industry (most are textile industry). The scale of the online food delivery industry in Vietnam in the period 2016-2020 has a growth rate of about 96.8%/year, supported by the trend during the pandemic, then is forecast to gradually decrease to 35.8%/year in the period of 2021-2025, but still a rapid growth rate when compared to other sectors. The size of the online food delivery market in Vietnam is forecasted to reach $2.7 billion by 2025. According to a report from Market Report, Vietnam's online food delivery market is considered to have strong growth in recent years and has not shown signs of cooling down. This is an attractive market, and needs more research.

Realizing that customer satisfaction with food delivery services via e-commerce platforms is an important topic that needs more attention. The authors decided to choose the topic “Factors affecting the satisfaction of customers buying food with last-mile delivery service on e-commerce platforms in Vietnam” to carry out research, in order to analyze the factors affecting the satisfaction of food customers with last-mile delivery services on e-commerce platforms in Vietnam, contributing to providing data for logistics businesses so that they can improve services, satisfy customers so that they can survive in a tough competitive environment.

The authors define specific objectives: (1) Building a theoretical basis for affecting customer satisfaction with last-mile delivery services on Vietnamese e-commerce platforms; (2) Measure the impact of last-mile delivery services on customer satisfaction on Vietnamese e-commerce platforms; (3) Proposing solutions in line with the development trend of shipping businesses and e-commerce platforms to create customer satisfaction when buying food with door-to-door delivery service on Vietnamese e-commerce platforms.

## 2. THEORETICAL FRAMEWORK

### 2.1 E-Commerce Last-Mile Logistics

The phrase “Last-mile” was first widely used in the telecommunications industry to describe the difficulty of connecting households and retail end-users to the network. Then, this term has the same meaning in the field of Logistics and Supply Chain Management.

Last-mile delivery has drawn the attention of researchers and stakeholders due to the rise of business-to-consumer (B2C) deliveries. Lindner (2011) postulates that last-mile delivery refers to a set of last activities in the delivery cycle, which involves a series of activities and processes conducted for the delivery process from the last transit point to the final drop point of the delivery chain. The e-commerce surge has indirectly perfected the concept of last-mile delivery in the Logistics sector. The research of Gevaers (2009) shows that the previous definition of the terminology “the last mile” is not exhaustive and proposes that “the last mile may be defined as the final leg in a business-to-consumer delivery service whereby the consignment is delivered to the recipient, either at the recipient’s home or at a collection point” (2011) (Figure1). Last-mile delivery has a direct impact on the customer experience and the competitiveness of enterprises.

*Figure 1. Basic structure of a supply chain and the position of last-mile*

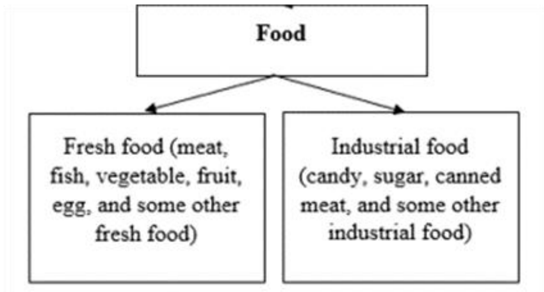

Source: De Smedt & Gevaers (2009)

Along with the explosion of the Fourth Industrial Revolution and E-commerce, last-mile delivery plays a crucial role in order fulfillment (Esper *et al.* 2003; Boyer *et al.* 2009) and customers' purchasing decisions (Xing *et al.*, 2010). The customers do not care about the process of transporting and distributing goods, but high or low delivery costs, fast or slow delivery speed, whether delivery time is office hours or all day, how many days to receive the goods and whether there is delivery notice or not.

## 2.2 Food

There are multiple definitions of food. The book called “Food Additives” (Mai *et al*., 2012) is written: “Food is natural products in a raw, single form, or processed or complex; must be edible and satisfy the requirements of the human: provide nutrients; be safe for health; create delicious sensations; consistent with habits and traditions.” According to the book named “Food and Beverage Service, 9th Edition” Cousins *et al.* (2014), food can include a wide range of styles and cuisine types (these can be classified by country, type of cuisine, or a particular specialty). In conclusion, food is a necessity to maintain human existence and development, which is consumed directly by humans through eating. Food can be divided into two main groups: fresh food with ingredients containing a large quantity of water (60-70%) and industrial food, which is known as processed food, whose portion contains little water.

*Figure 2. Classification of food*




Source: Cousins *et al*. (2014)

## 2.3 Customer satisfaction

Customer satisfaction is a top goal for the creation of sustainable growth in organizations (Afework, 2013) because customers are a key factor determining the success of businesses. More particularly, customer satisfaction is shown as the result of a cognitive and affective evaluation, where some comparison standard is compared to the actually perceived performance. If the perceived performance is less than expected, customers will be dissatisfied. On the other hand, if the perceived performance exceeds expectation, customers will be satisfied (Chi Lin, 2003).

Jiang and Rosenbloom (2005) suggest that delivery has an impact on overall customer satisfaction because determining the level of customer satisfaction depends on the stages of online retail checkout and after delivery. Factors such as on-time delivery (Heim and Sinha, 2001), price, and total delivery time (Fisher *et al*., 2016) have been named as antecedents to customer satisfaction and loyalty to an electronic retailer. Besides buying more, they also work as a network to reach other potential customers by sharing experiences (Hague & Hague 2016). In other words, customer satisfaction is a principal component of a business strategy as well as customer retention and product repurchase. When customers are satisfied, customers tend to rebound and recommend to others. As a result, businesses can not only consume more products but also affirm their position in the harsh market.

### 2.4 Hypothesis development and proposed research model

Parasuraman and partners (1985) found that the external appearance that customers can see affects the customer's perception of the image of the delivery business. Wu *et al.* (2015) show there is a relationship between consumers' emotions and levels of involvement when perceiving products' appearances. The findings of the study clearly show that product appearance plays a significant role in consumer responses to consumer products. Therefore, we propose the hypothesis as follows:

H1: The product appearance has a positive impact on the satisfaction of customers buying food with last-mile delivery service on e-commerce platform.

The extent to which products are able to attain to the needs and desires of customers is reported to refers to as product and service quality (Suchánek *et al*., 2015). Petr Suchanek *et al.* (2011) also shows the supplier that can respond better will make customers feel more satisfied. The offering of products that have been tailored to meet customer needs or make suggestions to improve customer experience as a key factor for the next use of the product. More directly related, research by (Iberahim, 2016) has shown that on-time delivery, the right address, and several other factors such as the ability to provide full information to customers with delivery progress have a great influence on customer satisfaction. Hence, we develop the hypothesis as follows:

H2: Service capacity of the transport unit has a positive impact on the satisfaction of customers buying food with last-mile delivery service on e-commerce platform.

Providing service with politeness and respect for customers, which is reflected in the professional level to evaluate service effectiveness with customers - research by Lee and Lin (2005) has implied, this has a strong influence on customers' online shopping through e-commerce platforms. Therefore, we propose the hypothesis as follows:

H3: The factor about delivery staff has a positive impact on the satisfaction of customers buying food with last-mile delivery service on e-commerce platform.

According to Nguyen Thu Ha & Gizaw (2014), when studying the buying behavior of a private label, it has been shown the purchase decision increases when customers perceive the cost that they have to pay to purchase products is appropriate. Price plays an important factor affecting the decision to choose brandings, stores and products to use, especially with products that are used frequently (Faith và Awgu, 2014). Hence, we develop the hypothesis as follows:

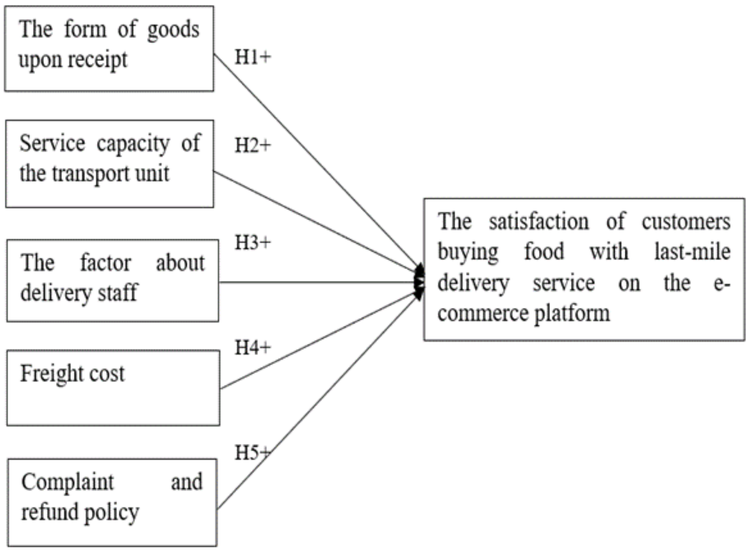
H4: Freight cost has a positive impact on the satisfaction of customers buying food with last-mile delivery service on e-commerce platform.

On e-commerce floor, customers' perception of risk has an inverse relationship with their attitudes, whereby return and complaint policies will reinforce trust and satisfaction (Jarvenpaa et al., 2000). According to a survey of Loureiro and Umberger (2007), up to 91% of interviewees answered that the return policy of online shopping services is an important factor determining their consumption. In addition, the feedback is reflected in how the service provider and performer is willing to help customers with a positive, enthusiastic and responsible attitude and serve quickly and promptly (model SERVQUAL by Parasuraman *et al*., 1988) and the study carried out by (Zeithaml, 2000) have shown that feedback is the pivotal factor in determining service quality related to electronics. Therefore, we propose the hypothesis as follows:

H5: Return and complaint policies have a positive impact on the satisfaction of customers buying food with last-mile delivery service on e-commerce platform.

Based on the theoretical framework and research hypotheses, the proposed research model is as follows:

*Figure 3: Proposed research mode*




# 3 RESEARCH METHODS

## 3.1 Data Collection

This is survey-based research, and we conducted a convenient sampling survey in which the data was collected through both online and offline. The samples in servey mostly in the age of 18-28. Because in Vietnam, gen Z is regarded as the generation that shapes the trend and they frequently buy food online (Decision Lab). The survey questionnaire includes three parts. The first part consits of demographic questions, such as their age, gender, professional situation, monthly consumption. The second part focuses on the frequency of food purchases via e-commerce platforms, and the last part covers questions on the factors affecting the satisfaction of customers buying food with last-mile delivery service on e-commerce platform.

### 3.2 Measure

*Table 1. Measures*

| Measures | Symbol | Measurement criteria | Source |
|---|---|---|---|
| The form of goods upon receipt | HT1 | Packaging ensures aesthetic value | Wu *et al.* (2015) |
| | HT2 | Clean form of food preservation | |
| | HT3 | The product is fully attached with the shipping unit's information | |
| Service capacity of the transport unit | NL1 | Delivery on time as expected | Iberahim *et al.* (2016), proposal of the authors' team |
| | NL2 | Delivery to the right address | |
| | NL3 | Item delivered intact | |
| | NL4 | Regular and accurate updates on the delivery progress of orders | |
| | NL5 | Ability to fulfill orders with special requirements (e.g. time, distance, etc.) | |
| The factor about delivery staff | NV1 | Delivery staff wears the correct uniform | Lee & Lin (2005), proposal of the authors' team |
| | NV2 | Delivery staff polite attitude to customers | |
| | NV3 | Delivery staff are always ready to listen to customer feedback | |
| | NV4 | Delivery staff handle situations quickly/promptly that arise | |
| Freight cost | CP1 | Calculate freight rates clearly and understandably for each type of goods | Proposal of the authors' team |
| | CP2 | Have a reasonable delivery price | |
| | CP3 | There are preferential pricing policies (discount codes, free shipping codes, incentives according to membership levels, etc.) | |
| Complaint and refund policy | KN1 | There are clear rules for making complaints | Loureiro & Umberger (2007), proposal of the authors' team |
| | KN2 | There are clear instructions for making complaints | |
| | KN3 | Resolve complaints quickly | |
| | KN4 | Complaints policy brings many benefits to customers | |
| The satisfaction of customers buying food with last-mile delivery service on the e-commerce platform | HL1 | You are satisfied with the last-mile delivery process for the food item | Proposal of the authors' team |
| | HL2 | You will continue to buy food on the e-commerce platform because of the preferential policies/ customer service/ prices | |
| | HL3 | You will continue to use the delivery service for food orders | |

### 3.3 The Sample

The survey yielded 306 responses. After removing 11 surveys that provided unreliable information, the team obtained 295 valid answers, corresponding to 96,41%. The researchers used simple random sampling method combine with 5-point Likert scales for each measure, anchored on “Strongly disagree” and “Strongly agree”. According to Hair *et al.* (2014), the ratio of observations to an analytical variable should be 5:1 or 10:1 is reasonable. In this study, the questionnaire has 21 questions using the 5-degree Likert scale, corresponding to 21 observed variables, so these 295 valid answer sheets are used as data for the study.

*Table 2. Summary of research samples*

| Criterion | | Quantity (people) | Percentage (%) | Criterion | | Quantity (people) | Percentage (%) |
|---|---|---|---|---|---|---|---|
| Gender | Male | 63 | 21.4 | Age | Under 18 | 2 | 0.7 |
| | | | | | 18-24 | 237 | 82.2 |
| | Female | 232 | 78.6 | | 24-28 | 52 | 17.7 |
| | | | | | Over 28 | 4 | 1.4 |
| Occupation | Student | 209 | 70.8 | Monthly consumption | Under 3 million VND | 32 | 10.8 |
| | The office group moves less | 45 | 15.2 | | 3 – 6 million VND | 199 | 67.5 |
| | The office group moves a lot | 9 | 3.1 | | 6 - 10 million VND | 58 | 19.7 |
| | Heavy work group | 2 | 0.7 | | Over 10 million VND | 6 | 2 |
| | Freelance labor | 30 | 10.2 | | | | |

Source: Compiled from survey

From the above table of statistical analysis of demographic frequencies, the ratio of male:female participating in the survey is approximately 79:21. The age group participating in the survey is concentrated in the age group of 18-24, accounting for 82,2%. The majority of respondents are students with 70,8% of respondents. In terms of monthly consumption, the group accounted for the most is 199 people corresponding to 67,5%, with a spending level of 3-6 million VND/ month.

The survey also shows that 86.8% of the respondents have ever had experienced buying food on e-commerce platform and the remaining 13.2% answered “Never” to the question “Have you ever bought food on an e-commerce platform?”. In terms of frequency, 56.2% of survey participants, corresponding to 144 people who have the frequency of buying food through e-commerce platforms 4 times/month; 35.6% equivalent to 91 people using delivery services on the e-commerce platform with food items 4-8 times/month; the remaining 8.2% corresponds to 21 respondents saying that they have a frequency of more than 8 times/month.

# 4 RESULTS AND DISCUSSION

## 4.1 Analysis results

### 4.1.1 Measure reliability and validity

To evaluate reliabilities and validities of the measures, exploratory factor analysis (EFA) was carried out and Cronbach alpha (α) were determined. According to the proposed research model, there are 5 scales on the factors affecting last-mile delivery on the e-commerce platform and 1 scale on customer satisfaction with food purchases for last-mile delivery on the e-commerce platform measured by a total of 22 observed variables. Reliability should be evaluated by the variable-total correlation coefficients and Cronbach's Alpha.

*Table 3. Descriptive statistics of variables*

| Analytical variables | Factors | Indicators | Mean | SD |
|---|---|---|---|---|
| The factors affecting last-mile delivery on the e-commerce platform | The form of goods upon receipt | HT1 | 3.99 | 0.793 |
| | | HT2 | 3.94 | 0.719 |
| | | HT3 | 3.95 | 0.763 |
| | Service capacity of the transport unit | NL1 | 4.01 | 0.918 |
| | | NL2 | 3.94 | 0.896 |
| | | NL3 | 3.95 | 0.935 |
| | | NL4 | 4.06 | 0.890 |
| | | NL5 | 3.98 | 0.875 |
| | The factor about delivery staff | NV1 | 3.54 | 0.806 |
| | | NV2 | 3.36 | 0.804 |
| | | NV3 | 3.51 | 0.820 |
| | | NV4 | 3.75 | 0.721 |
| | Freight cost | CP1 | 3.97 | 0.882 |
| | | CP2 | 4.00 | 0.909 |
| | | CP3 | 4.03 | 0.843 |
| | Complaint and refund policy | KN1 | 3.98 | 0.833 |
| | | KN2 | 3.40 | 1.048 |
| | | KN3 | 3.48 | 1.062 |
| | | KN4 | 3.37 | 1.019 |
| Satisfaction of customers buying food products with last-mile delivery on e-commerce platforms | Satisfaction with last-mile delivery service with food items on the e-commerce platform | HL1 | 3.95 | 0.785 |
| | | HL2 | 3.96 | 0.844 |
| | | HL3 | 3.88 | 0.835 |

Source: Data analysis (2023).

According to Table 3, The “Freight cost” has the highest average of 4, which indicates that food customers are very concerned about how much they pay for the last-mile delivery service. The indicator with the highest average is CP3 (4.03), which shows that support policies on last-mile delivery costs are of great interest. Other factors such as: “Service capacity of the transport unit” (M=3.988), “Form of goods upon receipt” (M=3.96) all have above-average mean score.

Regarding “Satisfaction of customers buying food products with last-mile delivery on e-commerce platforms”, said the average appropriate score, about 3.93. In particular, the HL2 indicator has an average score of up to 3.96, which proves that preferential policies, customer service, and price have a strong impact on customer satisfaction for last-mile delivery of food items.

*Table 4. Measurement reliability*

| | Coefficient of correlation of total variables | α if the variable is excluded | | Coefficient of correlation of total variables | α if the variable is excluded |
|---|---|---|---|---|---|
| α: 0.926 | | | α: 0.666 | | |
| HT1 | 0.799 | 0.936 | CP1 | 0.425 | 0.640 |
| HT2 | 0.887 | 0.866 | CP2 | 0.483 | 0.564 |
| HT3 | 0.867 | 0.878 | CP3 | 0.529 | 0.504 |
| α: 0.889 | | | α: 0.834 | | |
| NV1 | 0.694 | 0.880 | KN1 | 0.669 | 0.788 |
| NV2 | 0.713 | 0.873 | KN2 | 0.669 | 0.774 |
| NV3 | 0.823 | 0.830 | KN3 | 0.696 | 0.777 |
| NV4 | 0.804 | 0.842 | KN4 | 0.595 | 0.820 |
| α: 0.909 | | | α: 0.923 | | |
| NL1 | 0.818 | 0.878 | HL1 | 0.884 | 0.852 |
| NL2 | 0.725 | 0.898 | HL2 | 0.836 | 0.894 |
| NL3 | 0.783 | 0.886 | HL3 | 0.812 | 0.914 |
| NL4 | 0.736 | 0.895 | | | |
| NL5 | 0.786 | 0.885 | | | |

Note: α: Cronbach alpha's Coefficient
Source: Data analysis (2023)

Cronbach's Alpha test results show that one variable, HT1, has a Corrected Item-total Correlation coefficient greater than Cronbach's alpha coefficient of the scale (0,936>0,926) so this variable needs to be removed. All measures have Cronbach's alpha coefficient > 0.6. The remaining correlation coefficients of the variable-total (Corrected Item-total Correlation) are greater than 0.3 and are consistent with these scales. Thus, it can be assessed that the above are good and suitable measurement scales to conduct EFA analysis with 20 indicators.

### 4.1.2 Exploratory factor analysis (EFA)

The purpose of this step is to reduce the number of observed variables, remove unnecessary variables, and keep only those variables that are really meaningful to the model.

#### 4.1.2.1 EFA for independent variables

*Table 5. KMO & Bartlett test and total variance results*

| | | | | |
|---|---|---|---|---|
| KMO. coefficient | | | | 0.762 |
| | Chi-Square | | | 2829.550 |
| Bartlett's test | DF | | | 153 |
| | Sig. | | | 0.000 |

| **Factor** | **Eigenvalue** | | |
|---|---|---|---|
| | **Total** | **% Variance** | **% accumulated** |
| The form of goods upon receipt | 3.676 | 20.421 | 20.421 |
| Service capacity of the transport unit | 3.021 | 16.782 | 37.203 |
| The factor about delivery staff | 2.696 | 14.976 | 52.179 |
| Freight cost | 1.844 | 10.245 | 73.198 |
| Complaint and refund policy | 1.939 | 10.774 | 62.953 |

Source: Data analysis (2023)

Analysis by SPSS shows that the KMO test results = 0.762 > 0.5 satisfy the requirements for performing EFA, factor analysis is suitable with the research data. Bartlett test results: Sig = 0.000 < 0.05, showing that the variables are correlated with each other on the overall scale, so EFA can be performed (Table 4). The EFA results show that there are 5 groups of factors with 20 observed variables. The total cumulative variance of these 5 groups reached 73,198%, showing that the factor explained 73,198% of the variability of the data (Table 4). We have the following rotation factor matrix table:

*Table 6. Rotation Matrix*

| | Component | | | | |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| NL1 | 0.886 | | | | |
| NL5 | 0.868 | | | | |
| NL3 | 0.862 | | | | |
| NL4 | 0.830 | | | | |
| NL2 | 0.820 | | | | |
| NV3 | | 0.906 | | | |
| NV4 | | 0.898 | | | |
| NV2 | | 0.833 | | | |
| NV1 | | 0.821 | | | |
| KN2 | | | 0.840 | | |
| KN3 | | | 0.832 | | |
| KN1 | | | 0.829 | | |
| KN4 | | | 0.752 | | |
| HT3 | | | | 0.966 | |
| HT2 | | | | 0.963 | |
| MG3 | | | | | 0.803 |
| MG2 | | | | | 0.785 |
| MG1 | | | | | 0.716 |

Source: Data analysis (2023)

According to the results in Table 5, all variables have Factor loading coefficient > 0.5, which means it has practical significance, so it is suitable for the scale. After the analysis, we can re-affirm 5 groups of factors affecting the formation of last-mile delivery service for food items on the e-commerce platform as follows:

- Factor 1 is The form of goods upon receipt, including the following 2 variables:
  - HT2: Clean form of food preservation.
  - HT3: The product is fully attached with the shipping unit's information.

- Factor 2 is Service capacity of the transport unit, including the following 5 variables:
  - NL1: Delivery on time as expected
  - NL2: Delivery to the right address
  - NL3: Item delivered intact
  - NL4: Regular and accurate updates on the delivery progress of orders
  - NL5: Ability to fulfill orders with special requirements (e.g. time, distance, etc.)

- Factor 3 is The factor about delivery staff, including the following 4 variables:
  - NV1: Delivery staff wears the correct uniform
  - NV2: Delivery staff polite attitude to customers
  - NV3: Delivery staff are always ready to listen to customer feedback
  - NV4: Delivery staff handle situations quickly/promptly that arise

- Factor 4 is Freight cost, including the following 3 variables:
  - MG1: Calculate freight rates clearly and understandably for each type of goods
  - MG2: Have a reasonable delivery price
  - MG3: There are preferential pricing policies (discount codes, free shipping codes, incentives according to membership levels, etc.)

- Factor 5 is Complaint policy, including the following 4 variables:
  - KN1: There are clear rules for making complaints
  - KN2: There are clear instructions for making complaints
  - KN3: Resolve complaints quickly
  - KN4: Complaints policy brings many benefits to customers

#### 4.1.2.2 EFA for the dependent variable

*Table 7. KMO and Bartlett test*

| | | |
|---|---|---|
| KMO. coefficient | | 0.744 |
| Bartlett's test | Chi-Square | 689.520 |
| | DF | 3.00 |
| | Sig. | 0.000 |

Source: Calculation results using SPSS software

The results of EFA showed that there was 1 group multiplied by 3 observed variables. We have the component matrix table as follows:

*Table 8. Component matrix table*

| | Component<br>1 |
|---|---|
| HL1 | 0.951 |
| HL2 | 0.929 |
| HL3 | 0.915 |

Source: Calculation results using SPSS software

As can be seen from table 6, the KMO test results = 0.820>0.5, satisfying the requirements for performing EFA, factor analysis was appropriate with research data. Bartlett test results: Sig = 0.000 < 0.05, for variables that are correlated with each other on the overall scale, EFA can be performed. One main component reflects the satisfaction with last-mile delivery service with food items on the e-commerce platform as follows:

- HL1: You are satisfied with the last-mile delivery process for the food item
- HL2: You will continue to buy food on the e-commerce platform because of the preferential policies/ customer service/ prices
- HL3: You will continue to use the delivery service for food orders

### 4.1.3 Linear regression analysis

Linear regression analysis by Enter method with 5 independent variables HT, NL, NV, KN, MG and dependent variable HL gave the results as Table 9.

*Table 9. Coefficientsa*

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| (Constant) | -0.406 | 0.285 | | -1.421 | 0.156 | | |
| HTtb | 0.089 | 0.040 | 0.084 | 2.214 | 0.028 | 0.929 | 1.076 |
| NLtb | 0.710 | 0.036 | 0.731 | 19.780 | 0.000 | 0.976 | 1.024 |
| NVtb | 0.076 | 0.041 | 0.069 | 1.872 | 0.062 | 0.979 | 1.021 |
| MGtb | 0.099 | 0.036 | 0.104 | 2.768 | 0.006 | 0.938 | 1.067 |
| KNtb | 0.130 | 0.039 | 0.122 | 3.338 | 0.001 | 0.990 | 1.010 |

Source: Calculation results using SPSS software

The regression equation with the normalized Beta coefficient has the following form:
HL= 0,084*HT + 0,731*NL + 0,069* NV + 0,104*CP + 0,122*KN

*Table 10. Analysis of variance ANOVA regression equation*

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 102.180 | 5 | 20.436 | 92.393 | 0.000[b] |
| Residual | 63.923 | 289 | 0.221 | | |
| Total | 166.103 | 294 | | | |

Source: Calculation results using SPSS software

*Table 11. Regression analysis synthesis*

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|---|---|---|---|---|
| 1 | 0.748[a] | 0.615 | 0.609 | 0.4703045 | 1.907 |

Source: Calculation results using SPSS software

The regression result yielded a corrected R2 value of 0.609 with a value of 60.9% the variation of HL is explained by 5 independent variables HT, NL, NV, KN, MG; the model has no autocorrelation (DW=1.907) and no multicollinearity (VIF<2). At the same time, the test Sig values of all 5 factors are <0.05 significantly, indicating that the factors included in the model are consistent and statistically significant at 5%. Thus, the hypotheses H1, H2, H3, H4, H5 are accepted.

## 4.2 Discussion

The authors conduct data analysis after collecting a sample size of 295, with 5 independent variables, 1 dependent variable and 20 observed variables. The data analysis process is as follows: The variable-total correlation coefficient and Cronbach's Alpha coefficient were used to test the reliability of the scale. The test results show that the scale proposed by the author is good and the variables are suitable for the scale. The EFA is then used to identify the factors that affecting with last-mile delivery on e-commerce platforms. The results considering the correlation between variables are very good. After analyzing EFA, the results show that there are 5 groups of factors of the independent variable and 1 factor of the dependent variable with a total of 20 observed variables and all variables are assessed as being in accordance with the scale.

The authors use the linear regression method to construct the dependent variable regression equation and independent variables to test the correlation and suitability of the model. The results of the analysis show that all 5 hypotheses are accepted. This result is consistent with similar studies that has been conducted before in other countries, although there are differences in the degree of impact due to demand, culture, etc.

# 5. CONCLUSION, LIMITATIONS, AND IMPLICATIONS

## 5.1 Conclusion

The study developed and verified a model of factors affecting the satisfaction of customers buying food with last-mile delivery service on e-commerce platforms in Vietnam with 5 factors representing the degree of influence from strong to weak: Service capacity of the transport unit, Complaint and refund policy, Freight cost, The factor about delivery staff, The form of goods upon receipt. The research model explains 60.9% of the overall relationship of the above 5 factors with the satisfaction of last-mile delivery service when purchasing food. This means, the better service capacity of the transport unit, complaint and refund policy, freight cost, the factor about delivery staff and the form of goods upon receipt, the more satisfied consumers will feel with last-mile delivery service when buying food on the e-commerce platform in Vietnam.

## 5.2 Limitations

The research on this subject has achieved certain results, but there are still some limitations due to the authors' theoretical knowledge, time and resource constraints, social research capabilities, and other factors. First, this study only focuses on the factors affecting last-mile delivery from the consumer's perspective, but it did not study the perspectives of e-commerce companies and third-party logistics service providers. Second, although the authors have tried to use a coherent writing style in the process of making the questionnaire to carry out survey, the content and wording of the questionnaire may be misleading, affecting the accuracy of the answer because of the certain geographic and cultural dispersion. Third, besides the independent variables given in the research model, in fact, there are many other factors influencing the satisfaction of customers buying food on Vietnamese e-commerce floors that have not been considered in the study. Fourth, the proposed recommendations are only qualitative, not tested on the degree of completion.

We admit that the data obtained are cross-sectional and hypothetical because of the use of stated preference surveys. Future research can expand the research scope across the provinces and cities of the country over a long period, and change the sampling method and the number of samples so that the sample is sufficiently representative. In addition, further studies need to add other up-to-date factors. Finally, subsequent research can delve into the impact of particular factors mentioned in this study, thereby finding and developing more detailed and updated recommendations for the business.

## 5.3 Implication

To boost customer satisfaction when buying food for last-mile delivery services on the e-commerce platform in Vietnam, the authors propose some of the following solutions:

*For government:* The Government should promulgate policies to promote the growth of e-commerce, simultaneously, perfect the legal framework, and create favorable conditions. Products sold on the e-commerce floor must comply with the Food Safety Law and other relevant laws.

*For the sellers:* Sellers on the e-commerce floor need to choose shipping units that are suitable for geographical distances and product characteristics. Food is a relatively specific industry with requirements for preservation in complex conditions and fast delivery, thereby sellers on the e-commerce floor should choose delivery units with express delivery services to meet the customers' immediate needs. Simultaneously, they should refer to the feedback from customers who have chosen the delivery service of that transport unit. The authors recommend that vendors can use the form of crowdsourcing transportation, integrating with Grab, Ahamove, and Lalamove partners to ensure the best ability to transport goods as well as limit risks.

*For the e-commerce platforms:* The e-commerce platform has to act as a bridge between manufacturers, vendors, transport units, and consumers. Moreover, it needs to make specific regulations and policies on responsibilities and privileges between entities.

*For shipping units:*

- *Firstly,* shipping units need to improve their own capacity by expanding their network of operations, providing a full range of bags, containers, preservation tools for each type of food. Supplementing urgent delivery forms, delivery forms with special requirements to meet all customer needs. At the same time, it is also necessary to update green logistics solutions to keep up with the requirements and trends of the times.

- *Secondly,* regularly update, check and supplement complaint and refund policies to suit the changing needs and satisfy the maximum requirements of customers. Complaint and return policy is the basis for customers to feel secure to use the unit's services. Therefore, having a clear policy that benefits customers when problems occur during delivery is essential.

- *Third,* at present, freight cost is still high, so the transport units need to optimize the process, minimize unnecessary costs while adding promotion policies, offering vouchers, loyalty mode to reduce delivery fees, thereby attracting more customers and drivers to stick with the transport unit.

- *Fourth,* transport units need to strictly control over delivery staff. It is necessary to have a track list of their work history and have specific standards for their profession. Through customer feedback and reviews to have penalties, warnings, exclusions for violations and rewards for achievement milestones to boost the morale and serious working attitude of the delivery staff.

- *Fifth,* products delivered to consumers need to be guaranteed in terms of form. If the product shows signs of spillage, breakage, or disturbance outside the norm, the transport unit can launch cargo insurance packages, decisions deducted on the commission received by delivery drivers to ensure the interests of customers and improve the quality of their services. At the same time, clearly provide information of the delivery unit to promptly receive communication and handle incidents from customers reflecting.

*For the consumers:* Consumers need to comply with the regulations on the e-commerce platform. Before making a consumption decision, they need to understand the regulations and scrutinize purchased products and shipping services. After purchasing, it is necessary to objectively evaluate the quality of products and shipping services with a view to providing all necessary information for the next customer and e-commerce specialist.

Consumers need to comply with the regulations on the e-commerce platform. Before making a consumption decision, they need to understand the regulations and scrutinize purchased products and shipping services. After purchasing, it is necessary to objectively evaluate the quality of products and shipping services with a view to providing all necessary information for the next customer and e-commerce specialist.

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# ENTREPRENEUR'S ROLES DURING BUSINESS GROWTH STAGE AND THEIR EXIT ROUTES: THE CASE OF THE PUBLIC RELATIONS INDUSTRY

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**ABSTRACT**
This research article aims to examine the entrepreneur's roles during the business growth stage and their exit routes, with a focus on the public relations industry in Vietnam. The findings highlight the transition of entrepreneurs from hands-on involvement in all aspects of the business to assuming strategic roles during the growth stage. Founders play a crucial role in setting the company's vision, establishing a solid organizational culture, and fostering innovation. The decision of whether to maintain control or delegate management responsibilities is critical, with some entrepreneurs choosing to retain control due to their emotional attachment, while others recognize the need to delegate to professional managers.

Keywords: Entrepreneurship, business growth, exit routes, Vietnam, SMEs.

***ABSTRAK***
*Artikel penelitian ini bertujuan untuk mengkaji peran pengusaha selama tahap pertumbuhan bisnis dan rute keluarnya, dengan fokus pada industri hubungan masyarakat di Vietnam. Temuan menyoroti transisi pengusaha dari keterlibatan langsung dalam semua aspek bisnis untuk mengambil peran strategis selama tahap pertumbuhan. Pendiri memainkan peran penting dalam menetapkan visi perusahaan, membangun budaya organisasi yang solid, dan mendorong inovasi. Keputusan apakah akan mempertahankan kendali atau mendelegasikan tanggung jawab manajemen sangat penting, dengan beberapa pengusaha memilih untuk mempertahankan kendali karena keterikatan emosional mereka, sementara yang lain menyadari kebutuhan untuk mendelegasikan kepada manajer profesional.*

*Kata kunci: Kewirausahaan, pertumbuhan bisnis, jalur keluar, Vietnam, UKM.*

## 1. INTRODUCTION

The public relations industry plays a pivotal role in shaping businesses' success by effectively managing communication and reputation. As public relations firms operate in a constantly evolving business landscape, they undergo various stages of growth, demanding strategic decision-making and adaptability. In this context, understanding the unique roles played by entrepreneurs during the growth stage and their potential exit routes becomes crucial to comprehend the challenges and opportunities faced by these visionary leaders. This research seeks to explore the specific roles adopted by entrepreneurs in the public relations industry during the business growth stage and examine the various exit routes they may choose. This research is guided by the following research question: What are the entrepreneur's roles during the growth stage of a public relations company?

## 2. LITERATURE REVIEW

### 2.1 Firm Growth and Growth Stages

The public relations industry is known for its dynamic nature and significant contributions to the overall success of businesses. As public relations firms navigate the complexities of the business environment, they often undergo various stages of growth that require strategic decision-making and adaptability. This research aims to explore the unique roles played by entrepreneurs during the business growth stage in the context of the public relations industry and examine the different exit routes they may choose. Understanding these aspects is crucial for comprehending the challenges and opportunities faced by entrepreneurs in this specific industry and shedding light on the factors influencing their decision-making processes.

To begin, it is essential to establish a common understanding of firm growth and growth stages. The concept of firm growth encompasses diverse measures, including sales, profit, number of employees, and changes in assets over time (Børke & Trossmark, 2016). Different definitions of growth exist, with some emphasizing size increase and others focusing on the developmental process (Børke & Trossmark, 2016). Business stage models provide frameworks for depicting the stages of development that a new business typically progresses through. These models highlight the challenges entrepreneurs must address and the organizational and managerial improvements necessary for growth. Examples of well-known models include Greiner's five phases of growth, Adizes' organizational passages, and the enterprise life-cycle model proposed by Hanks and colleagues (Masurel, 2019).

## 2.2 Growth Model for SMEs

In the specific context of this research, the Scott and Bruce growth model for small and medium-sized enterprises (SMEs) will be employed. Scott and Bruce (1987) defined the growth stage in their framework called the "Five Stages of Growth in Small Business." It provides a valuable perspective on the different phases that small businesses typically experience during their growth journey. This framework outlines the following stages: (i) Existence (the business is characterized by its formation and survival); (ii) Survival (the business has overcome the initial hurdles and is striving to achieve stability); (iii) Success (the business experiences consistent profitability and growth); (iv) Take-off (a period of rapid growth and expansion for the business which is characterized by a significant increase in sales, market penetration, and brand recognition); and (v) Resource maturity (the business achieves a level of stability and maturity and has established a strong market position, and its focus is on sustaining profitability and optimizing resource allocations).

Scott and Bruce's (1987) framework provides entrepreneurs with a roadmap to understand and navigate the different phases of growth. It highlights the unique challenges and priorities associated with each stage, allowing entrepreneurs to make informed decisions and implement appropriate strategies to drive their businesses forward. However, it is essential to note that the specific timelines and characteristics of each stage can vary depending on the industry, market conditions, and individual business dynamics. According to their model, the growth stage follows the initial start-up phase and is characterized by increasing sales, expanding customer base, and the need for additional resources to support growth.

## 2.3 The Entrepreneur's Role During The Growth Stage

The role of the founder during the growth stage has been a subject of debate in business literature. Research suggests that during this stage, founders often transition from being hands-on in client work to assuming strategic roles such as setting the firm's direction, establishing relationships with key stakeholders, and developing long-term growth strategies (Dillen *et al*., 2019; Wang *et al*., 2007). They play a crucial role in shaping the firm's reputation (Oliver & Vough, 2020), managing client relationships, and attracting new business (Wiklund *et al*., 2003; Abecassis-Moedas *et al*., 2021).

Wiklund *et al*, (2003) also stated that noneconomic concerns such as employee well-being "Be more important than expected financial outcomes in determining overall attitude toward growth" (p. 247).

During this phase, entrepreneurs generally transition from being hands-on in all aspects of the business to assuming more strategic roles. Research by Shepherd and Patzelt (2021) highlights the importance of entrepreneurs shifting their focus toward long-term strategic planning, resource acquisition, and building a solid management team. They play a crucial role in setting the company's vision, establishing a solid organizational culture, and nurturing innovation (Pless & Maak, 2004; Oviatt & McDougall, 1995).

Research also indicates that founders often transition from being hands-on in client work to assuming strategic roles such as formulating growth strategies, building relationships with key stakeholders, and exploring new markets (Wennberg & DeTienne, 2014). Founders are pivotal in establishing the firm's brand reputation, nurturing client relationships, and ensuring organizational alignment with the dynamic public relations landscape (Ly-Le, 2021). Additionally, they are responsible for fostering innovation and adaptability to meet the evolving needs of clients and the industry.

### 2.4 Decision-Making and Exit Routes

In the growth stage, entrepreneurs generally face the decision of whether to maintain control or delegate management responsibilities. Some entrepreneurs prefer to retain control due to their emotional attachment to the company and their vision (Bartlett & Ghoshal, 1994; Wang *et al*., 2007). They may fear losing control over strategic decisions, company culture, and values (Dillen *et al*., 2019). On the other hand, entrepreneurs who choose to delegate control recognize the need for professional managers to drive growth and enhance operational efficiency (Mitchelmore & Rowley, 2010). This decision often depends on the entrepreneur's confidence in their own managerial abilities and willingness to relinquish control (Picken, 2017). Some founders opt to retain control to ensure the preservation of the firm's vision, values, and culture (Dillen *et al*., 2019). They may have a strong emotional attachment to the business and fear losing control over strategic decision-making and client relationships (Wang *et al*., 2007). Conversely, other founders recognize the importance of delegating control to experienced professionals who can enhance operational efficiency and foster growth (Picken, 2017). The decision to maintain or delegate control is influenced by factors such as the entrepreneur's management capabilities, growth objectives, and willingness to trust others with key responsibilities (Shah *et al*., 2013).

Entrepreneurs may consider merger and acquisition strategies as potential exit routes (Wennberg & DeTienne, 2014). Mergers and acquisitions offer opportunities to expand market reach, access new capabilities, and diversify service offerings (Walter & Barney, 1990). Founders might contemplate such strategic moves to maximize the firm's value, gain a competitive advantage, or address succession planning issues (Straub, 2007). However, decisions regarding mergers and acquisitions involve careful evaluation of cultural compatibility, client synergies, post-merger integration challenges, and financial considerations (Mirvis & Marks, 1992; Straub, 2007; Cartwright & Cooper, 1996). Entrepreneurs must weigh the benefits against potential risks to ensure a successful transition and achieve their desired exit outcomes.

### 2.5 The Unique Case of The Public Relations Industry in Vietnam

This research looks into the growth stage of companies in the public relations industry in Vietnam, an industry that presents several characteristics and challenges that make it a worthy subject of investigation. One notable aspect is the profile of the founders in this industry. According to Ly-Le (2023), the majority of founders in the public relations industry in Vietnam are practitioners who decided to establish their own businesses. These founders often retain their original roles as senior public relations practitioners or consultants while taking on the additional responsibility of managing their businesses. The professional activities related to client work tend to be more familiar and smoother for these founders compared to the management aspects of running a business, primarily due to their belief that they lack the necessary managerial skills (Ly-Le, 2023). While conventional wisdom suggests that founders should delegate management responsibilities to professional managers to facilitate business growth (Picken, 2017; Hendricks *et al*., 2019; Dibrell *et al*., 2019), the reality in the public relations industry in Vietnam may differ.

It is also important to note that the experiences of these founders in the public relations industry in Vietnam are distinct and specific to their field. Many of them have limited backgrounds in business management and, as a result, encounter unique managerial challenges in their entrepreneurial journeys (Ly-Le, 2021). Therefore, understanding their experiences and strategies can provide valuable insights into the dynamics and development of the public relations industry in Vietnam. To gain a comprehensive understanding of the unique case of the public relations industry, this research aims to examine the specific challenges faced by entrepreneurs during the growth stage and explore the decisions they make regarding their roles.

## 3. METHODOLOGY

This research adopts an inductive, grounded theory approach to investigate the decision-making process of founders in Vietnam's public relations industry during the business growth stage and their decisions in the growth stage. The grounded theory approach enables the development of concepts and theories through the systematic analysis of data collected from fieldwork (Glaser & Strauss, 1967). By using this approach, the study aims to gain a comprehensive understanding of the unique case of the public relations industry in Vietnam and identify key patterns and themes related to entrepreneurial decision-making.

The study utilized a combination of purposive, convenience, and snowball sampling techniques to recruit participants. The target population for this research comprised founders of public relations agencies in Vietnam. After identifying qualified agencies and their founders, the researcher used LinkedIn to verify the job titles and workplaces of the founders. The qualified founders were then contacted and invited to participate in an interview. It was ensured that there was no gender preference in the selection process.

Data saturation was determined after conducting twelve interviews with qualified founders, where a high degree of consistency in theme responses was observed. Participant characteristics, including gender, control retention, years of experience, and years in the growth stage, were balanced and provided a comfortable range of information for analysis. Out of the 12 participants, seven were male, and five were female. Additionally, six participants retained control during the growth stage of their agencies, while six released some control to a delegate during the growth stage. The participants had varying ranges of experience working in their founded agencies, ranging from five to 18 years.

*Table 1. Interview Participants Profiles*

| Participant | Gender | Year firm established |
|---|---|---|
| 01 | Male | 2004 |
| 02 | Male | 2005 |
| 03 | Male | 2002 |
| 04 | Male | 2011 |
| 05 | Male | 2003 |
| 06 | Female | 2015 |
| 07 | Female | 2014 |
| 08 | Male | 2014 |
| 09 | Female | 2009 |
| 10 | Female | 2015 |
| 11 | Female | 2004 |
| 12 | Male | 2003 |

## 4. FINDINGS

### 4.1 Entrepreneur's Roles During The Business Growth Stage

The results encompassed four concepts: multitasking/wearing multiple hats, client-oriented roles, business-oriented roles, and the founder's personal branding.

The most agreed role from the interviews is an overall, multitasking role. Ten participants (out of twelve) agreed that from the launch stage to the current growth stage, they have been wearing multiple hats and involved in all business aspects. Their responsibility has not decreased over time. "I have handled all roles in service organizations such as planning and implementation, operations management, customer service and business development." Participant 08.

Further, participant 01 expressed that he believes the founder is the fundamental strength of a (small or medium-sized) agency, so their involvement should not be decreased.

"I don't want to decrease my responsibility... I think [taking full control is] fantastic. And the other thing is that I am both the strength and weakness of the agency; the agency has my personality. All agencies carry the personality of their founders." Participant 09 also mentioned that it is the founder that makes the strength and unique selling point of smaller agencies, which makes their role irreplaceable.

"A boutique agency is more powerful than a division of a multinational agency because when clients come to us, they enjoy the services provided by a founder instead of the employees… I have to involve in many aspects of the business and my clients prefer working directly with me."

More specifically, three participants focused on client-oriented tasks. They shared that out of the many roles of a founder, business development and client service are the two most important. These participants also chose to find new clients as one of the significant challenges during the growth stage.

"I will move more towards business development… My role has changed from operating and doing less business development to having less internal management and handling main business, then I strengthen the business development since I have to meet customers and talk to many partners to have different customers." – Participant 10. Another concept is business-oriented tasks. The participants mentioned the day-to-day management of the business is more important. Two participants mentioned strategic business planning as their primary role, while two other participants picked human resources and development.

The final concept is personal branding. Two participants assessed that since a founder is the most important selling point for smaller agencies, an important part of their responsibility is to conduct personal branding, making the business an extension of its founder. Once the founder is well-known and trusted, so is the agency.

"[The company] is a personal brand. I want to build a personal image so most of the [company's] work is based on my personal image. I'm the competitive advantage of this company." – Participant 07.

### 4.2 Entrepreneur's Thoughts on Maintaining or Delegating Control

The interviews explored the founder's opinions on whether to maintain control or delegate some control during the growth stage. The results presented three concepts: the founder is willing to delegate, the founder could not find the right delegate, and the founder chooses not to delegate. The first concept includes the founder's willingness to release some control to a delegate. They may have already found a suitable person or are in the process of finding or training people to step up. Two participants mentioned that delegation is essential for a business during its growth stage.

"In the growth stage, a founder is in charge of so many things. No one can handle all the work, so they are forced to empower someone else. Another reason that I think is more important is if a business wants to develop, it shouldn't rely solely on the founder. A founder must empower other employees or associates to work together with them to manage the business." – Participant 11.

Two participants stressed that they are willing to train and empower others to be their delegates.

"I began to devise a strategy called empowering people for important positions. In that sense, I won't intervene too detailed in the quality control of the projects." – Participant 08. One participant discussed his delegation plan more specifically, that he would not release all control to others. Instead, he keeps control in his strong areas, which are consulting and client services in his case, and delegates in his weaker areas, which are administrative tasks.

"I am very aware of the things I am not good at. And I am very aware of the things I will probably never be good at. I've never been shy about delegating. And I've never tried to keep it all to myself. And I think that if you do, you'll never really manage to succeed. Not for a long time. At that point, you're just afraid." – Participant 01.

The second concept discusses the difficulty in finding the right person to delegate. Seven participants (out of twelve) mentioned that they could not find a capable and trustworthy person, or that they had made a wrong decision in the past and are hesitant to try to delegate again.

"I have considered it before, but I found that my internal staff doesn't have some necessary skills and it would be risky if I recruited an external person." – Participant 02.

"I tried to delegate some employees already. However, it's not very feasible because sometimes they're very good, working hard but they're not talented enough and they don't have enough strength. In order for me to fully delegate, I have to think of other ways." – Participant 11. In the last concept, four participants insisted that they do not want to delegate in the foreseeable future. They are still able to manage their companies fully and by maintaining control, their central management is more effective. "I'm enjoying running the business day-to-day I'm enjoying dealing with the challenges. I'm loving working with my team… [I may] look at bringing somebody in to manage the business, try to grow the business, maybe change the business model to focus more on sheer profitability later, but not now." – Participant 03.

"As for me, playing the role of the agency's spiritual leader would make other employees believe that there are still many experts who have strong interests in this [public relations] industry. Besides that, I always work closely with my employees. When any cases came up, I have to meet them directly and make suggestions as well as when there are too complicated projects, I have to contribute a lot to make the process smoother and more effective." – Participant 05.

The interviews further identified the different criteria founders used to choose a person to delegate and evaluate their performance. Two types of delegation were discussed: delegation in professional public relations consulting functions and delegation in management and administrative functions. For the first type, four participants shared that the delegate must be professionally competent. A good understanding of the public relations and marketing industry, as well as prominent industry background and experience, are the first criteria.

"The first criterion is that you have to be good at the profession. You don't need to be good at everything, but you must be valuable at work, and you can prove that you can do well in that area. The second criterion is that you have to have a foundation. I can't say that it's education because many people say education is just paperwork to work and prove whether you are good or not. However, the foundation is extremely important." – Participant 08.

Besides, as public relations is a client-oriented industry, the delegate also needs to have client management skills.

"[The delegate must] win the confidence of the client. They must take over very naturally and lead meetings with clients, day-to-day client, service, supervision, those sorts of things." – Participant 03.

In the second type of delegation, some founders mentioned that they would delegate in the management and administrative functions, which are their weaker areas. The delegate must be able to complement the founder.

"My business partner, the general manager, is the one who has the second most equity to me. She is the opposite of me. Oh my god. I'm the idiot with creative ideas that don't know how to organize anything. She's never had a creative idea in her life, but my God, she keeps you organized. That is both her and I honestly looking at our respective skills, and finding in the other one, a person who fills those holes." – Participant 01. In this case, the founders would still be responsible for professional tasks, such as business development, client service, and consulting. A person suitable for this management role must possess sound business management skills, including corporate governance, financial management, human development, and problem-solving.

"Financial management, control business systems and processes. Staff training, staff retention, staff motivation. All of those sorts of areas would be delegated. [The delegate will be] dealing with staff issues, making sure that staff is adequately motivated and have everything that they need." – Participant 03.

Last but not least, despite the type of delegation, the potential delegate must understand the company's current operation and culture. Two participants discussed that they do not want to see a complete change of the company after delegation; they are looking for succession. "[The delegate] has to know what the current culture is about and what they have to do to build from it, not completely transform it. I always want someone to not only absorb the current culture but also bring it to another level." – Participant 08.

### 4.3 Entrepreneur's Thoughts on Merger and Acquisition

The research examined the founder's perspectives on merger and acquisition as an exit route during the growth stage. Only one participant already had his company merged and left the industry. He is known in the industry to be one of the only two founders in Vietnam who successfully merged his agency with a global group. When asked, he mentioned that the public relations industry in Vietnam does not have the potential for high growth, so he decided to venture into something else.

"The [public relations] industry in Vietnam is very small, and it's hard to scale... Secondly, it's very difficult to find the right talents because the industry is closely related to humans. In Vietnam, human resources don't have enough talent in communication and PR because the education system here can't catch up quickly with market trends to create momentum for that industry." – Participant 12.

Two other participants also thought merger is inevitable for small and medium agencies. The current competition level is high, and smaller agencies may find it challenging to grow alone. These participants are open to merger options. "Merger is a trend because, in fact, the founders in this industry know each other well. We realize that if we work alone, it will be harder to get customers, and we don't have enough capital to grow the company to a certain level." – Participant 04. Further, participant 04 expressed that he would still stick with the company after the merger, instead of leaving the industry or finding another company to work for. Another viewpoint on this topic is that the founders see the merger options coming. However, they are unsure whether they should explore this option further. Two participants perceived a merger as a decrease in control and independence, so they are not open to the idea. "Everything has two sides, and you will be pinched. Now you don't have to depend on either side, but once merged you will have to follow someone's rules." – Participant 02.

### a. Discusssion

One key theme from the findings is that founders in the public relations industry in Vietnam prefer to maintain a high level of involvement throughout the growth stage, considering themselves the driving force behind their agency's success. This aligns with the view that personal branding and the founder's reputation play a significant role in attracting and retaining clients. Another emerging theme is that founders' decision-making regarding delegation is influenced by their self-awareness of strengths and weaknesses. Founders who acknowledge their areas of weakness may be more open to delegating tasks related to those aspects, while retaining control in areas they excel in.

Regarding exit routes, the research suggests that mergers and acquisitions may become a prevalent trend in the public relations industry in Vietnam, particularly for smaller agencies seeking growth opportunities and increased market reach. However, the fear of losing control and independence may deter some founders from pursuing this option.

According to Scott and Bruce's (1987) growth model, the growth stage follows the initial start-up phase and is characterized by increasing sales, expanding customer base, and the need for additional resources. The research findings align with this framework, emphasizing that entrepreneurs in the growth stage transition from being hands-on in all aspects of the business to assuming more strategic roles. They play a crucial role in setting the company's vision, establishing a solid organizational culture, and nurturing innovation. These findings are consistent with prior research that emphasizes the importance of entrepreneurs shifting their focus towards long-term strategic planning, resource acquisition, and building a strong management team (Shepherd & Patzelt, 2021; Pless & Maak, 2004; Oviatt & McDougall, 1995).

However, it is worth noting that the experiences of founders in the public relations industry in Vietnam differ from those in other industries. Many founders in this industry are practitioners who established their own businesses while retaining their roles as senior public relations practitioners or consultants. This unique situation poses challenges for these founders as they juggle both client work and management responsibilities. The research findings suggest that these founders value learning and earning opportunities more than company development or control, which sets them apart from founders in small and medium-sized enterprises (Ly-Le, 2023).

The decision of whether to maintain control or delegate management responsibilities during the growth stage is another important aspect discussed in the research. Some entrepreneurs in the study expressed a preference for retaining control due to their emotional attachment to the company and their vision. This finding aligns with prior research that highlights the fear of losing control over strategic decisions, company culture, and values as a primary concern for entrepreneurs (Bartlett & Ghoshal, 1994; Wang *et al*., 2007). On the other hand, some founders recognize the need to delegate control to professional managers to enhance operational efficiency and drive growth. The decision to maintain or delegate control depends on various factors such as the entrepreneur's management capabilities, growth objectives, and willingness to trust others with key responsibilities (Shah *et al*., 2013). These findings corroborate the existing literature on the entrepreneur's dilemma regarding control and delegation (Picken, 2017).

Regarding exit routes, the research suggests that entrepreneurs in the public relations industry in Vietnam may consider mergers and acquisitions as potential strategies. Mergers and acquisitions offer opportunities for market expansion, access to new capabilities, and diversification of service offerings. However, decisions regarding mergers and acquisitions require careful evaluation of cultural compatibility, client synergies, post-merger integration challenges, and financial considerations (Mirvis & Marks, 1992; Straub, 2007; Cartwright & Cooper, 1996). Entrepreneurs must weigh the benefits against potential risks to ensure a successful transition and achieve their desired exit outcomes. These findings align with the existing literature on mergers and acquisitions as viable exit routes for entrepreneurs (Wennberg & DeTienne, 2014; Walter & Barney, 1990). It is important to acknowledge the limitations of this research, as it focuses on a specific industry in a particular geographic context. The experiences and strategies of founders in the public relations industry in Vietnam may not fully represent entrepreneurs in other industries or regions. Further research is needed to explore entrepreneurial dynamics and growth strategies in different contexts to gain a comprehensive understanding.

## 5. CONCLUSION

This research article has provided valuable insights into the entrepreneur’s roles during the business growth stage and their exit routes, particularly within the context of the public relations industry in Vietnam. The research findings highlight the transition that entrepreneurs undergo during the growth stage, moving from being hands-on in all aspects of the business to assuming more strategic roles. Entrepreneurs play a crucial role in setting the company’s vision, establishing a solid organizational culture, and nurturing innovation. These findings align with prior research emphasizing the importance of long-term strategic planning, resource acquisition, and building a strong management team. However, the study also reveals the distinct experiences of founders in the public relations industry in Vietnam, where many founders are practitioners juggling both client work and management responsibilities.

The decision of whether to maintain control or delegate management responsibilities is a critical consideration for entrepreneurs during the growth stage. The research findings indicate that some entrepreneurs prefer to retain control due to their emotional attachment to the company and their vision. On the other hand, others recognize the need to delegate control to professional managers to enhance operational efficiency and drive growth. These findings contribute to the existing literature on the entrepreneur’s dilemma regarding control and delegation, highlighting the importance of considering various factors when making this decision.

Regarding exit routes, the research suggests that entrepreneurs in the public relations industry in Vietnam may consider mergers and acquisitions as potential strategies. Mergers and acquisitions offer opportunities for market expansion, access to new capabilities, and diversification of service offerings. However, careful evaluation of cultural compatibility, client synergies, post-merger integration challenges, and financial considerations is necessary to ensure a successful transition and achieve desired exit outcomes. These findings align with prior research on mergers and acquisitions as viable exit routes for entrepreneurs.

This research’s contribution to scholarship lies in its exploration of the entrepreneurial journey during the growth stage in the public relations industry in Vietnam. By providing insights into the unique challenges faced by founders in this industry, the study expands our understanding of the dynamics and development of the public relations field in Vietnam. The findings offer valuable knowledge for academics, practitioners, and policymakers interested in entrepreneurship, business growth, and the public relations industry.

### 5.1 Suggestions

This research also opens up avenues for further investigation. Future studies could delve deeper into the unique challenges faced by founders in the public relations industry in Vietnam, exploring specific managerial challenges and strategies for success. Additionally, comparative studies across different industries and countries would provide a broader understanding of the entrepreneur's roles during the growth stage and their exit routes. Longitudinal studies could track the experiences of entrepreneurs over time, capturing the evolution of their roles and the outcomes of their decisions.

As the industry continues to evolve, understanding the factors influencing the founder's decision-making processes and exploring viable exit routes will be crucial for practitioners and policymakers. These insights pave the way for informed strategies and continuous innovation, ensuring a thriving entrepreneurial landscape in the dynamic world of public relations.

### 5.2 Managerial Implications

From a practical perspective, the research has implications for entrepreneurs and practitioners in the public relations industry in Vietnam. Understanding the roles and challenges during the growth stage can help entrepreneurs make informed decisions and implement appropriate strategies to drive their businesses forward. The findings emphasize the importance of balancing control and delegation, as well as considering potential exit routes, such as mergers and acquisitions. Practitioners can benefit from these insights to navigate the growth stage effectively and achieve their desired business outcomes.


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# THE DYNAMICS OF FAMILY-OWNED SME SUSTAINABILITY IN RURAL AREAS

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**ABSTRACT**
SMEs in rural areas have characteristics that are closely related to the character of a family business. This can be seen in the management of the SME business which is fully controlled by the family. This situation shows that SMEs in rural areas are more dominated by family-owned SMEs. As a family-owned SME, this village entrepreneur has a big challenge to be able to regenerate the business for the next generation. This study seeks to identify the things that affect the dynamics in realizing the sustainability of family-owned SMEs in the village. This study uses a qualitative approach by conducting interviews through purposive sampling to culinary informants who run their businesses in rural areas and have the next generation. The results of the study show that in addition to all SMEs in the village being dominated by family businesses, these SMEs have hopes that their families will continue their business, but on the other hand it was also found that there are SMEs who do not care who will continue their business. This study produces interesting findings that can be developed to help improve the sustainability of SME development in Indonesia.

Keywords: Family business, family-owned SME, rural, SME, succession

***ABSTRAK***
*UKM di pedesaan memiliki karakteristik yang erat kaitannya dengan karakter usaha keluarga. Hal ini terlihat dari pengelolaan usaha UKM yang sepenuhnya dikendalikan oleh keluarga. Keadaan ini menunjukkan bahwa UKM di pedesaan lebih didominasi oleh UKM milik keluarga. Sebagai UKM milik keluarga, pengusaha desa ini memiliki tantangan besar untuk bisa meregenerasi bisnisnya untuk generasi selanjutnya. Kajian ini berupaya mengidentifikasi hal-hal yang mempengaruhi dinamika dalam mewujudkan keberlanjutan UKM milik keluarga di desa. Penelitian ini menggunakan pendekatan kualitatif dengan melakukan wawancara melalui purposive sampling kepada informan kuliner yang menjalankan usahanya di pedesaan dan memiliki generasi penerus. Hasil kajian menunjukkan bahwa selain seluruh UKM yang ada di desa didominasi oleh usaha keluarga, UKM ini memiliki harapan agar keluarganya tetap melanjutkan usahanya, namun disisi lain juga ditemukan adanya UKM yang tidak peduli yang akan melanjutkan usahanya. Kajian ini menghasilkan temuan menarik yang dapat dikembangkan untuk membantu meningkatkan keberlanjutan pengembangan UKM di Indonesia.*

*Kata Kunci: Bisnis keluarga, UKM Bisnis Keluarga, pedesaan, UKM, suksesi*

## 1. INTRODUCTION

Small and medium-sized businesses are the cornerstone of Indonesia's economic growth. Since they depend on local resources, SMEs are able to independently drive the economy in their respective regions, which allows them to make a substantial contribution (Elisa & Santoso, 2017). Unfortunately, although making a substantial contribution, SMEs face difficulties with regard to business regeneration. Regeneration is a step in the succession process, which involves handing over management and leadership responsibilities to the younger generation (Bertschi-Michel *et al*., 2019).

In Indonesia, the majority of SMEs generally correspond to a family business (Purba & Tan, 2018). According to PWC Survey (PWC, 2014; Supriadi, 2014), 95 percent of business entities in Indonesia is dominated by family business. This family business sector contributed 25 percent of PDB in Indonesia in 2014 (PWC, 2014). The atmosphere of family business in the company is reflected in the business's management, which is still managed in the old-fashioned way with the family still carrying out most of the strategic and operational responsibilities. If you are unable to come up with the ideal business structure for your business, this management posture, like a family business, can have both advantages and disadvantages (Wardhana, 2018). Data gathered in research shows that just 30% of family firms are able to survive the transition between generations in the second generation (Hall & Nordqvist, 2008). The issue of succession is quite complex; in fact, there is an idiom that says that the first generation is the generation that builds businesses, the second is the generation of connoisseurs, and the third is the destroyer generation (Gandhatama & Efferin, 2016).

According to research on the subject of family businesses and regeneration, SMEs understand the value of effective corporate governance in operating their businesses (Wardhana, 2018). Unfortunately, these governance practices are typically not effective due to the knowledge and skill imbalance among the first generation of enterprises (Wardhana, 2018). Because they wish to prevent confrontation with their families and the firm is conducted in a conventional manner, then this becomes one of the reasons why the following generation does not want to carry on the family business (Hans S.R *et al*., 2018).

On the other hand, the process of corporate governance appears to play a significant role in determining the success of a a family-business company that listed in stock exchange (Itan & Lestari, 2015). This understanding indicated that SMEs are aware that they must operate their businesses appropriately (Wardhana, 2018). These SME have also made endeavors to modify and adapt the fundamental concepts of corporate governance to their business practices (Wardhana, 2018). However, business owners' shortage of knowledge and skill frequently restricts this process (Rahayu & Akbari, 2018; Wardhana, 2018). This situation is exacerbated by SME's lack of professionalism and inadequate administrative records (Rahayu & Akbari, 2018). This condition indicates that SME, including those with a family business background, experiencing management challenges.

The purpose of this study is to determine what factors could potentially impede a SME's succession plan. An understanding of these barriers is a good lesson for the current generation of family businesses to be able to better prepare their successors. The results of this study will help stakeholders, including the government and SME advisers, develop appropriate programs or activities to ensure the sustainability of these SME in the future, which greatly increases the study's significance. This research will look into the difficulties experienced by SMEs in transferring their business sustainability to the following generation.

This study will concentrate on SMEs in rural regions in order to delve deeper into the traditional elements of SMEs as a family business and what causes current SMEs owners to tend not to pass this firm on to their descendants. Additionally, rural areas were chosen for the SMEs since they are currently major growth hubs for the national economy.

## 2. LITERATURE REVIEW

Family businesses have a vital strategic role in the economy (Wahjono *et al*., 2015). Family businesses that could embrace an entrepreneurial mindset might give SMEs a major increase for long-term success (Nugroho, 2016). In order to ensure the longevity of a family firm, family business governance is undoubtedly an excellent combination with an entrepreneurial spirit (Itan & Lestari, 2015).

Even though it has an essential strategic role in the economy, the argument about what constitutes a family business is still fiercely contested (Nugroho, 2016). Family businesses have been the subject of extensive investigation, yet there is still no universally agreed-upon definition (Nugroho, 2016). This is possible because a family business has a distinct organizational structure and characteristics from other business entities. It caused general consensus on family business difficult to be achieved.

A family business that has gotten involved can be identified if the founder or the founder's family owns more than 5% of the shares (Nugroho, 2016). Farrington (2014) defines a family business as family engagement predominates in top management roles and equity ownership reaches at least 51 percent. A new family firm can be referred to as a family business, in addition to the equity aspect, if the earlier success has been passed down to the second generation (Nugroho, 2016; Wardhana, 2018).

According to a different idea, a family business is one that is run and controlled by numerous family members and permits generational collaboration (Hans S.R *et al*., 2018; Nugroho, 2016; Ward, 2004; Wardhana, 2018). As summary, a family business is one whose primary capital is owned by the family, senior management positions are under the family's control, and emphasize the family's vision in accomplishing sustainable business goals, according to a number of expert viewpoints on the subject.

A family business's primary hurdle in attaining its company's goals is succession (Hall & Nordqvist, 2008; Nugroho, 2016; Saleh *et al*., 2021). A transformation process called succession uses a present-day strategy to foresee future managerial management requirements (Hans S.R *et al*., 2018). The term "success" can also refer to the process of transferring authority from the generation running the company to the following generation (Bertschi-Michel *et al*., 2019). According to studies, most family-owned Firms close their doors between the first and third generations as a result of an inadequate succession process, making succession management for SMEs essential and important (Bertschi-Michel *et al*., 2019). As a result, success for SMEs is crucial to take into account because it affects both the family and corporate futures. Furthermore, some family business also difficult to transfer the culture (Subagio, 2017), such as service quality and giving satisfaction to their consumers (Zulganef & Nilasari, 2022).

A problematic succession process will be harmful to the family side of the business as well as the organization and institutions of the company (Bertschi-Michel *et al*., 2019). A poor succession plan will also make non-family company employees less satisfied, which will make it harder to stay motivated at work (Bertschi-Michel *et al*., 2019). One of the company's strengths in continuing to do business in the future will be effective succession management (Agustiono & Wijaya, 2018; Giménez & Novo, 2020; Merchant *et al*., 2018).

Several factors have a significant impact on whether a company's succession plan is successful or unsuccessful. Lack of succession planning, unresolved interest conflicts, a lack of family members who could take over the reigns of power, the first generation's desire to hold onto power until the end of their lives, the inability of parents to be fair to their children in both business and outside of it, as well as other factors contribute to this issue (Heryjanto, 2018; Nawrocki, 2005; Saputra, 2017). Technically, a successful process can also get trapped in the administrative and operational spheres due to things like a lack of management support, ineffective communication, inadequate documentation, low participation, poor accountability and governance, and businesses that fail to separate their interests (Medisa & Syahputra, 2019; Nawrocki, 2005; Saputra, 2017).

On the other side, early preparation of successors, good activity and control in family interactions with the business, mentorship initiatives from the family that manages the business, and the possible successor's own initiative can all serve as positive catalysts for good succession (Hans S.R *et al*., 2018; Saputra, 2017). The primary determinants of the success of the succession process in businesses include at least a few factors, such as successor competency, work and family values, first generation motivation, and success planning (Medisa & Syahputra, 2019).

The literature research demonstrates that there are several influencing elements that affect how succession is implemented inside a company. Because they have never gone through this process before and still rely on traditional business skills, SME enterprises find this succession process to be particularly difficult. As a result, there is still a significant problem with SME level comprehension of the significance of succession planning.

## 3. RESEARCH METHODS

This research uses a qualitative approach in order to be aligned with the purpose of this study, which is to explore the challenges faced by SMEs in preparing for the succession process in their business. A qualitative approach was chosen because this study wants to dig deeper into what matters are considered by SMEs, especially in the rural sector, which are relatively still operate in a traditional mode.

The sampling technique used in this study was purposive sampling where the target informants were SMEs in rural areas engaged in the culinary field who are members of a business community or an empowerment program that already have children. The argument for selecting the target informants is because SMEs in rural areas are more dominated by the culinary sector, and have business knowledge at a certain level because they have participated in an empowerment program.

Data collection techniques were carried out by conducting in-depth interviews with prospective informants at their respective business locations. In accordance with the sampling technique used, all informants are SME partners from the Prasetiya Mulya University Community Development Program located in Kuningan Regency, West Java Province. The names of the SMEs interviewed (names arranged in pseudonyms as a form of research ethics) are as follows:

a. Mrs A – Selling wet cucur (traditional cake)
b. Mrs B – Selling fashion cake
c. Mrs C – Selling ground coffee
d. Mr D – Selling ground coffee

The data collection period was carried out from January to February 2023 during the Community Development Program. The results of the interviews were then used as transcripts and analyzed using thematic analysis. Existing transcripts will go through a manual coding process with the axial coding model to then identify the themes that appear in the answers submitted by the informants.

## 4. RESULT AND DISCUSSION

### 4.1 Informant Profile

Mrs. A is a seller of wet cucur cake and has started her business since 2008. Apart from her business, Mrs. A also often receives orders for candied papaya. Mrs. A has a sales turnover of 5-10 million rupiah per month. She has 3 children which the youngest was just graduated from high school.

The profile of the second informant is Mrs. B. Mrs. B has been selling fashion cakes and several other types of cakes since 10 years ago. Mrs. B has a sales turnover of 5-10 million rupiah per month. Mrs. B has two children with the youngest being 10 years old.

The profile of the third informant is Mrs. C. Mrs. C has had a ground coffee drink business since 2017. Mrs. C has started this ground coffee business because she felt sad to see the prices being played by middlemen. The oldest child is 11 years old but has started to invite his younger sibling to help run the business.

The profile of the fourth informant is Mr D. Mr D has had a ground coffee drink business since 2019. Mr D was previously a coffee farmer but then ventured downstream to sell coffee drinks. Currently, he has encouraged his children to join the business but has not provided full opportunities in all business operations.

## 4.2 Discussion

The results of the thematic analysis are presented in discussion points related to the dynamics of family-owned SME management in rural areas.

*Finding 1: All of the enterprises operated by the informants in this study are family businesses.*

All the informants included in this study's sample share several features with family businesses. The fact that all business money comes from personal sources and is 100 percent of it is the first thing that strengthens the feature. This data demonstrates consistency with other expert judgments that at least 5% of the equity in the business being conducted must be owned by the family or by the public if the company is publicly owned (Farrington, 2014; Nugroho, 2016).

Then, the second thing is that a family business is characterized by control by family members and allows cross-generations (Hans S.R *et al*., 2018; Nugroho, 2016; Ward, 2004; Wardhana, 2018). In all informants, management is fully managed by the family but nothing has happened across generations. However, there was one source who invited his younger sibling to participate in managing the business.

Mrs. C interview’s:
*“I asked my sister to help my business because my child is still at school”.*
*(Saya mengajak adik saya untuk membantu bisnis saya karena anak saya masih sekolah*.)

This finding also indicates that there are many other businesses in rural areas, especially SMEs that are based on family businesses. This indicates that most SMEs in the village can be classified as a family business.

*Finding 2: All entrepreneurs wish that their families can continue their business in the future but do not want to force their will.*

Preliminary findings from the thematic analysis of the four informants obtained data that all informants had the desire and hope that one day their children or their families could continue the business that had been started by the first generation.

Mrs. A interview’s:
*“I have never forced my child to continue my business. But suddenly the third child who graduated from high school decided to go to college in this city. The reason is that he wants to help his mother's business.”*
*(Saya tidak pernah memaksa untuk anak melanjutkan usaha saya. Namun tiba-tiba*

*anak ketiga yang lulus SMA memutuskan untuk kuliah disini saja. Alasannya ingin sambil membantu usaha ibunya.)*

These findings indicate that SME actors have realized the importance of the business that is currently running to be able to pass it on to their next generation. This reinforces the fact that in this study the incumbent generation has made a succession plan even though it is not clear and written. This is aligned to strengthen the better succession process because there is positive encouragement from the incumbent generation (Hans S.R *et al*., 2018; Saputra, 2017).

*Finding 3: The incumbent generation of SMEs does not care and determine which children will continue their business*

The study's second result is that the incumbent generation does not exert any pressure on their offspring to carry on their parents' firm.

Mrs. B interview's:
*"I don't force children. If the child doesn't want to, that's okay, I won't force it. So it's up to him."*
*(Saya tidak memaksa anak. Kalau anaknya tidak mau tidak apa-apa saya tidak memaksa. Jadi terserah anaknya.)*

This finding shows that there are actually some incumbent generations who do not care which children continue or even none at all. This can happen because they are already busy with business matters and their business is still in the process of developing so they have not thought about succession. This finding also shows that ignorance about the succession process plays a role in efforts to channel information from parents to their potential successors (Bertschi-Michel *et al*., 2019).

*Finding 4: The incumbent generation of SMEs believes that someday in the future their children will continue their business.*

The fourth finding in this study indicates that there is optimism in SMEs who have the belief that one day the child will definitely continue the business of his parents. This is based on the current experience of SMEs which experience the same situation when they continue the business of their previous parents.

Mr. D interview's
*"This business will certainly be continued in the future. You'll see, if you're stuck, you'll definitely continue."*
*(Usaha ini pasti nanti akan dilanjutkan. Lihat saja nanti kalau kepepet pasti akan melanjutkan).*

These findings indicate that there is optimism among SMEs that run businesses in rural areas. They have no worries that later their business will not be continued. According to them, if later it is "*injury time*", the child will definitely continue. This finding is actually contrary to several theories that encourage a succession process that has been prepared early on. This theory generally comes from the initiative of the successor or the mentoring of the incumbent (Hans S.R *et al*., 2018; Saputra, 2017). However, this pent-up science does not become an anomaly, but if further research can be one of the interesting things in the succession process.

*Finding 5: Some of the prospective next generation (children of the incumbent generation) have not seen the SME business run by their parents as promising for the future.*

The fifth finding in this study is that there is information which conveys that children from the incumbent generation make judgments about future career choices by looking at the businesses run by their parents. This indicates that the child actually included the succession process as a career choice.

Mr D interview’s
*“Because his parents weren't rich yet, so they couldn't see it, so they had to prove it. We have to bring new Pajero (car type) to make him believe this business is promising.”*
*(Karena orang tuanya belum kaya jadi belum keliatan, jadi harus buktikan. Petani harus punya Pajero baru dulu baru percaya.)*

Mr D's statement confirms that the child needs to see proof that the business run by his parents is truly productive and can be relied upon as a way of life in the future. The simple indicator is if the parents are able to buy a luxury car or in the context of the informant's statement they are able to buy a Pajero car. This provides evidence that succession must also be sought by parents where the business that is run and inherited must be a profitable business, not just a makeshift business. A profitable business will provide greater opportunities for the child to be willing to continue in the future.

## 5. CONCLUSION

The results of this research indicate that the dynamics of succession in the rural SME sector have not developed into a significant and well-thought-out issue. All SMEs believe that they are still in the best position to carry on with their operations while their children concentrate on learning and schoolwork. The intriguing aspect of this study is that all currently operating SMEs are categorized as family businesses because they meet the majority of the parameters for this type of organization. The results of this study also demonstrate how strategically important and influential parents are as the current generation. This responsibility includes not only planning for the succession but also successfully managing the company so that the inheritor's child may see how promising it is.

In a family business setting, parents should spend more time with their children as well as less time working on their company. Parents ought to be tender and loving. This is necessary to demonstrate that the business does not lessen a parent's love for their children and to give the children the impression that they still feel the business's affection for them. To make the business more believable to the child, the business must also start incorporating components that are modern and technological. Even while there may be opportunities to run a firm out of necessity, this strategy should only be used as a last resort.

### 5.1 Suggestion

The advice that can be given based on the results of this study is that every UMKM that has a family business orientation must start preparing solutions to the problems that arise in the research results above. This is important if MSMEs want their business to last for generations. MSME owners are starting to need to allocate more dominant time to start thinking strategically about who the next successor will be. This consideration has the same strategic role as efforts to grow a business.

### 5.2 Managerial Implication

The managerial implications that can be realized referring to the results of this research are how simple family-owned SMEs must start thinking more advanced regarding succession preparation. This can be done by making a succession development roadmap, discussing with consultants, and having serious discussions with the family regarding who will continue this business in the future. Family-owned SMEs must also start considering serious budg*et al*locations to be able to prepare the succession process so that it runs well and the business can be run more effectively in the future.

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