Vol. 19, No.2 September 2024

ISSN 1907-0853

# DeReMa

## Development Research of Management

## Jurnal Manajemen



Diterbitkan oleh Jurusan Manajemen - Fakultas Ekonomi
Universitas Pelita Harapan - Karawaci Tangerang

DeReMa
Development Research of Management
Jurnal Manajemen

Vol. 19, No.2 DeReMa - Jurnal Manajemen September 2024

Introduced in 2006, ***DeReMa (DeReMa Management Journal): Jurnal Manajemen*** is a biannual publication of the Department of Management, Faculty of Economics, of the Business School of Universitas Pelita Harapan. The name DeReMa stands for **Development Research of Management** and expresses the journal's purpose

*DeReMa (Development Research of Management): Jurnal Manajemen* is nationally accredited based on the Decree of the Minister of Research, Technology, and Higher Education Number 79/E/KPT/2023 dated 11 May 2023. This accreditation will last for 5 years.
1907-0853 (print ISSN) | 2476-955x (e ISSN)



**Publishing information**

The Journal is published two times annually in May and September

**Editorial Address**

Jurusan Manajemen - Business School
Universitas Pelita Harapan
Kampus UPH Gedung F Lt. 1
Lippo Karawaci, Tangerang 15811
Telp: (021) 5460901 Fax: (021) 54210992
e-mail: jurnal.derema@uph.edu

# DeReMa

**Development Research of Management**

**Jurnal Manajemen**

Vol. 19, No.2 DeReMa - Jurnal Manajemen September 2024


## DAFTAR ISI

# BEYOND MOTIVATION AND HEAVY WORK INVESTMENT: THE CRITICAL ROLE OF BEHAVIORAL-FOCUSED SELF-LEADERSHIP IN ACHIEVING ACADEMIC RESEARCH PERFORMANCE

Herta Napitupulu

*Pelita Harapan University, Jakarta*
e-mail: hertaretta@gmail.com

**ABSTRACT**

Many studies highlight the influence of motivation on lecturers' research performance. However, further research is needed to understand the mechanism behind this relationship better. This research aims to determine how behavioral-focused self-leadership and heavy work investment mediate extrinsic and intrinsic motivation to improve academic research performance. Based on social cognitive theory, extrinsic and intrinsic motivation enable individuals to develop strategies and expend effort to achieve expected performance. Data was collected through an online survey involving lecturers at universities in Indonesia (N = 216). The instrument used in the form of a questionnaire was developed from several measuring tools that have been widely used and have been validated. Data analysis was carried out using PLS-SEM. Research findings reveal that behavioral-focused self-leadership directly influences academic research performance and mediates the relationship between academic extrinsic motivation and academic intrinsic motivation on academic research performance. Academic extrinsic and intrinsic motivation have a positive effect on heavy work investment. However, in this study, there is insufficient evidence to suggest that there is a significant influence between heavy work investment and academic research performance. These findings indicate that more than heavy work investment is needed to influence academic research performance significantly. These results expand our understanding of the existing literature on work motivation and self-leadership. These findings have implications for higher education management. Emphasis on developing behavioral-focused self-leadership strategies for lecturers' human resources will increase the effectiveness of heavy work investments and prevent mental health problems that workaholic tendencies may cause.

**Keywords:** Behavioral-Focused Strategy, Self-Leadership, Academic Research Performance, Higher Education

***ABSTRAK***

*Banyak penelitian menyoroti pengaruh motivasi terhadap kinerja penelitian dosen. Namun, penelitian lebih lanjut diperlukan untuk memahami mekanisme di balik hubungan ini dengan lebih baik. Penelitian ini bertujuan untuk menentukan bagaimana kepemimpinan diri yang berfokus pada perilaku dan investasi kerja yang berat memediasi motivasi ekstrinsik dan intrinsik untuk meningkatkan kinerja penelitian akademik. Berdasarkan teori kognitif sosial, motivasi ekstrinsik dan intrinsik memungkinkan individu mengembangkan strategi dan mengeluarkan usaha untuk mencapai kinerja yang diharapkan. Data dikumpulkan melalui survei online yang melibatkan dosen di universitas di Indonesia (N = 216). Instrumen yang digunakan berupa kuesioner dikembangkan dari beberapa alat ukur yang telah banyak digunakan dan telah divalidasi. Analisis data dilakukan menggunakan PLS-SEM. Temuan penelitian mengungkapkan bahwa kepemimpinan diri yang berfokus pada perilaku secara langsung memengaruhi kinerja penelitian akademik dan memediasi hubungan antara motivasi ekstrinsik akademik dan motivasi intrinsik akademik terhadap kinerja penelitian akademik. Motivasi ekstrinsik dan intrinsik akademik memiliki pengaruh positif terhadap investasi kerja yang berat. Namun, dalam penelitian ini, tidak ada cukup bukti yang menunjukkan adanya pengaruh signifikan antara investasi kerja yang berat dan kinerja penelitian akademik. Temuan ini menunjukkan bahwa investasi kerja yang berat saja tidak cukup untuk mempengaruhi kinerja penelitian akademik secara signifikan. Hasil ini memperluas pemahaman kita tentang literatur yang ada mengenai motivasi kerja dan kepemimpinan diri. Temuan ini memiliki implikasi bagi manajemen pendidikan tinggi. Penekanan pada pengembangan strategi kepemimpinan diri yang berfokus pada perilaku untuk sumber daya manusia dosen akan meningkatkan efektivitas investasi kerja yang berat dan mencegah masalah kesehatan mental yang mungkin disebabkan oleh kecenderungan kerja berlebihan.*

*Kata kunci: Strategi Berfokus pada Perilaku, Kepemimpinan Diri, Kinerja Penelitian Akademik, Pendidikan Tinggi*

## 1. INTRODUCTION

Research plays a critical role in driving innovation and contributing to a country's economic growth and societal transformation (Cauwels & Sornette, 2022; Ioannidis, 2018). Many emerging countries, including Indonesia, are focused on achieving excellence in this area (Diop & Asongu, 2023; Fachriansyah & Wulandari, 2022; Heng et al., 2020; Sukoco et al., 2023; Tuan et al., 2022). Currently, based on the Country Ranking of the Asian region (1996-2023) (Scimago Lab, 2024), the quantity and quality of research in Indonesia, as measured by the number of documents and citations, are still not optimal compared to other countries. This situation needs improvement in both quantity and quality.

Various approaches have been implemented and numerous research studies have been conducted to predict the improvement in academic research performance. Predictors are in the form of national policies: institutional support, collaboration, funding and individual factors such as motivation (Heng et al., 2020; Huang et al., 2023; Ocampo et al., 2022; Wahid et al., 2022). The human resources approach is one of the compelling methods (Ocampo et al., 2022; Perdomo-Ortiz et al., 2021; Ryazanova & Jaskiene, 2022).

In human resources management, there has also been a lot of research, including incentives, motivation, and behavioral factors (Ballestar et al., 2019; Henry et al., 2020; Stupnisky et al., 2023). However, research that highlights the internal mechanisms that influence motivation and, at the same time, continuously encourages researchers' efforts and strategic behavior to increase their research productivity has not been explored in depth. Knowing the critical predictors within lecturers that influence behavior is essential, so managers know which support programs are more targeted and sustainable.

In this study, we utilize the concept of behavioral-focused self-leadership to predict academic research performance. This concept has been used to predict performance in other fields (Kalyar, 2011; Knotts et al., 2022; Lin, 2017; Park et al., 2016). Then, behavioral-focused self-leadership will be explored to determine its influence on mediating academic extrinsic and intrinsic motivation with academic research performance. Along with this concept, heavy work investment will also be implemented, as lecturers typically dedicate significant time to fulfilling their duties, including research (Shkoler & Kimura, 2020; Tabak et al., 2021; Taris et al., 2020). Thus, the purpose of this research is to address the following research questions:

1. To what extent do behavioral-focused self-leadership and heavy work investment influence academic research performance?
2. How do behavioral-focused self-leadership and heavy work investment mediate the effect of extrinsic and intrinsic motivation on academic research performance?

## 2. LITERATURE REVIEW

The study is based on Bandura's social cognitive theory. This theory suggests that personal, behavioral, and social/environmental factors interact. Individuals use processes such as observing others, using symbols, and regulating their behavior to gain a sense of control over their lives. Important motivational processes include setting goals, evaluating progress, expecting outcomes, holding values, making social comparisons, and having self-belief. Progress towards goals helps maintain self-belief and motivation. Individuals act based on their values and work towards desired outcomes (Schunk & DiBenedetto, 2019, 2021).

**2.1 Academic Research Performance**

The concept of academic research performance has been defined and measured through various approaches by researchers. Tartari et al. (2020) define academic research performance as the quantity of research output measured through the total number of journal articles published by a researcher at a particular time. Furthermore, Heng et al. (2020) adopted a broader definition by considering academic research performance as the total number of published works, including journal articles, book chapters, conference papers, research grants, and patents. Fauzi et al. (2019) adopted a subjective perspective, defining academic research performance as academics' perceptions and assessments of their success and contribution to the field of research. The definition of Perceived Academic Research Performance variable in this study refers to academics' perceptions and assessments of their success and contribution to the field of research.

**2.2 The Effect of Academic Extrinsic Motivation on Perceived Self-Leadership and Perceived Academic Performance**

The definition of academic extrinsic motivation is operationalized from the definition of extrinsic motivation, generally the encouragement within an individual to carry out activities because of the belief that his efforts will produce performance that leads to rewards, which are valuable to him (Vroom, 1964). Vroom found that workers' performance levels were related to how their performance helped them obtain higher wages, promotions, and acceptance from coworkers. This relationship is most potent among workers who highly value these outcomes.

In this research, the Academic Extrinsic Motivation variable is defined as the drive to carry out research activities, which is influenced by the belief that his efforts will result in research performance that leads to rewards which are valuable to him. Based on the social cognitive theory, academic extrinsic motivation drives motivational processes, such as goal-setting, self-evaluation, outcome expectations, and values. Individuals set goals, develop strategies to achieve them and then evaluate their progress towards those goals (Schunk & DiBenedetto, 2019). Another study that has predicted the relationship between Extrinsic motivation was conducted by Shkoler & Kimura (2020), which reports that Extrinsic motivation is positively associated with heavy work investment. Garas et al. (2023) also reported that extrinsic motivation influences the level of heavy work investment. Thus, the following hypothesis is proposed:

$H_1$: Academic Extrinsic Motivation has a significant positive influence on Behavioral-focused Self-Leadership

$H_2$: Academic Extrinsic Motivation has a significant positive influence on Heavy Work Invesment

$H_3$: Academic Extrinsic Motivation has a significant positive influence on Academic Research Performance

The Academic Extrinsic Motivation measurement scale was adopted from Vallerand, Pelletier, Blais, & Brière (1992) and Vallerand, Pelletier, Blais, Briere, et al. (1992) called the Academic Motivation Scale (AMS-C 28). Measurement indicators in academic research utilize extrinsic motivational factors identified in previous studies (Lambovska & Yordanov, 2020) in order to adapt to the research context. The study identified extrinsic motivation factors in the research context, including collaboration, research funding, researcher's recognition, financial assets (salary, fair bonuses, rewards) and career promotion.

### 2.3 The Effect of Academic Intrinsic Motivation on Perceived Self-Leadership and Perceived Academic Performance

In this study, Academic Intrinsic Motivation variable is defined as the drive to conduct research because of the enjoyment derived from the research activity itself (Ryan & Deci, 2000). Based on the social cognitive theory, academic intrinsic motivation drives motivational processes, such as goal-setting, self-evaluation, outcome expectations, and values. Individuals set goals, develop strategies to achieve them and then evaluate their progress towards those goals (Schunk & DiBenedetto, 2019).

Previous studies predicted the relationship between intrinsic motivation and heavy work investment, including Shkoler & Kimura (2020) who reported that intrinsic motivation is positively associated with heavy work investment. A study by Garas et al. (2023) also shows that intrinsic motivation influences employee heavy work investment levels. Thus, the following hypothesis is proposed:

$H_4$: Academic Intrinsic Motivation has a significant positive influence on Behavioral-Focused Self-Leadership

$H_5$: Academic Intrinsic Motivation has a significant positive influence on Heavy Work Invesment

$H_6$: Academic Intrinsic Motivation has a significant positive influence on Academic Research Performance

The Academic Intrinsic Motivation measurement scale was adopted from Vallerand, Pelletier, Blais, & Brière (1992) and Vallerand, Pelletier, Blais, Briere, et al. (1992) called the Academic Motivation Scale (AMS-C 28). Measurement indicators in academic research utilize intrinsic motivation factors identified in previous studies to adapt to the research context (Lambovska & Yordanov, 2020). This study identifies and separates intrinsic motivation factors in the research context: contribution to society/dissemination of knowledge, contribution to science, personal development, enjoyment of science, and challenging/creative work.

### 2.4 Behavioral-Focused Self Leadership

Behavioral-focused Self-Leadership is part of the concept of Self Leadership, which is defined as a comprehensive self-influence perspective that concerns leading oneself toward the performance of naturally motivating tasks as well as managing oneself to do work that must be done but is not naturally motivating (Manz, 1986). Behavioral-focused strategy focuses on increasing self-awareness to manage behavior related to tasks, including unpleasant tasks. These behaviors include self-goal setting, self-observation, self-goal setting, and self-feedback (Harari et al., 2021; Houghton et al., 2012; Knotts et al., 2022). Self-goal setting, determining specific targets that are considered to improve performance. Self-observation, increasing self-awareness, and determining evaluation standards for performance results. Self-feedback, including giving rewards or self-correcting feedback or punishment. Referring to Social Cognitive Theory, the behavioral-focused strategy is enabled by the ability of self-regulation to control thoughts and actions using self-determined standards. It also involves the ability to self-reflect to assess the adequacy of actions by evaluating the results (Bandura, 2001).

Previous research shows that behavioral-focused self-leadership strategies increase job satisfaction and have a positive effect on performance (Politis, 2006). Lin (2017) also reported that behavioral-focused strategy positively affects individual creativity. This research also confirms the role of behavioral-focused strategy as a mediator between promotion and prevention-focused variables and individual creativity.

$H_7$: Behavioral-Focused Self-Leadership has a significant positive effect on Academic Research Performance

$H_8$: Behavioral-focused Self-Leadership significantly mediates the effect of Academic Extrinsic Motivation on Perceived Academic Research Performance

$H_9$: Behavioral-focused Self-Leadership significantly mediates the effect of Academic Intrinsic Motivation on Perceived Academic Research Performance

## 2.5 Heavy Work Investment

The concept of heavy work investment was originally coined by (Snir & Harpaz, 2012) to describe the behavior of employees who work long hours, surpassing 48-50 hours per week (Acosta-prado et al., 2021; Snir, 2018; Snir & Harpaz, 2012). This behavior, known as heavy work investment, involves some employees dedicating more time and energy to their work than others (Astakhova & Hogue, 2014). heavy work investment serves as the foundation for various psychological constructs, such as work addiction, work engagement, passion for work, and workaholism (Acosta-prado et al., 2021). Tziner et al. (2019) have noted that heavy work investment encompasses not only working long hours but also investing more physical and mental energy in the workplace. This indicates that heavy work investment is a type of employee behavior that allocates more time, energy, and mental effort than other employees.

Several studies have found that high levels of heavy work investment in employees can impact work engagement, performance, job satisfaction, and productivity (Pătărlăgeanu et al., 2020; van Beek et al., 2014). Thus, the following hypotheses proposed:

$H_{10}$: Heavy Work Investment has a significant positive effect on Academic Research Performance

$H_{11}$: Heavy Work Investment significantly mediates the effect of Academic Extrinsic Motivation on Perceived Academic Research Performance

$H_{12}$: Heavy Work Investment significantly mediates the effect of Academic Intrinsic Motivation on Perceived Academic Research Performance.

depicts the research framework or conceptual structure used in this study.

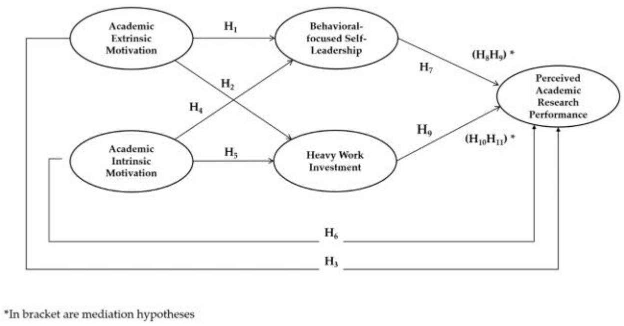



***Figure 1**. Research framework*

The research model described above was developed to investigate the correlation between two independent variables, Academic Extrinsic Motivation and Academic Intrinsic Motivation, and their influence on Perceived Academic Research Performance, the dependent variable. This model introduces Behavioral-focused Self-Leadership and Heavy Work Investment as mediators between the independent and dependent variables. The underpinning theory for explaining these relationships is social cognitive theory, which incorporates elements from expectancy theory, self-determination theory, and goal setting. These theories provide a basis for understanding the impact of motivation and effective goal-setting through self-leadership on overall performance. This model offers a comprehensive view of the factors affecting academic research performance and provides a structure for identifying effective strategies for academic development in higher education and research institutions.

## 3. RESEARCH METHOD

The study employs a quantitative research method and a survey research design. The target population are lecturers affiliated with specific cluster universities in Indonesia. The selection criteria for research participants required them to be permanent lecturers, not currently on study assignments, and not at the professor level. The study's sample size was determined using power analysis (Hair et al., 2022; Hair, Risher, et al., 2019).

The research instrument was developed by adapting the Short Multidisciplinary Research Performance Questionnaire (SMRPQ) (Daumiller et al., 2019), the Academic Motivation Scale (AMS-C 28) (Vallerand, Pelletier, Blais, & Brière, 1992), the Research Questionnaire Model (Klieme & Schmidt-Borcherding, 2023), and the Abbreviated Self-Leadership Questionnaire (ASLQ) by Houghton & Neck (2002). The questionnaire underwent content validity assessment by expert judgment, and its reliability and validity were confirmed through a pilot study involving 43 participants. Data for this study were collected using a cross-sectional approach

The research uses the multivariate analysis technique called Partial Least Square - Structural Equation Model (PLS-SEM) (Bougie & Sekaran, 2019; Hair et al., 2022) for data analysis. PLS-SEM is chosen for its suitability in achieving the study's causal-predictive-oriented, exploratory, and explanatory objectives.

## 4. RESULTS AND DISCUSSION

Table 1 shows the demographic profile of respondents of this study. According to the data in , more than 60% of the respondents are women.

**Table 1**. Respondents demographic profile

| Description | Category | N | Percentage (%) |
|---|---|---|---|
| Gender | Male | 77 | 36 |
| | Female | 139 | 64 |
| | Total | 216 | 100 |
| Age | 30 - 40 years | 69 | 32 |
| | 41 - 50 years | 78 | 36 |
| | 51 - 60 years | 54 | 25 |
| | > 61 years | 13 | 6 |
| | 22 - 30 years | 2 | 1 |
| | Total | 216 | 100 |
| Domicile | Bali, Kalimantan, Sulawesi | 15 | 7 |
| | Jawa | 174 | 81 |
| | Sumatera | 27 | 13 |

**Table 1**. Respondents demographic profile

| Description | Category | N | Percentage (%) |
|---|---|---|---|
| | Total | 216 | 100 |

**Table 2**. Variable descriptive statistics (standardized)

| Variable | Mean | Median | Observed min | Observed max | Standard deviation | Excess kurtosis | Skewness |
|---|---|---|---|---|---|---|---|
| Academic Extrinsic Motivation | 0.000 | 0.115 | -4.294 | 1.366 | 1.000 | 1.735 | -1.087 |
| Academic Intrinsic Motivation | 0.000 | 0.181 | -3.995 | 1.023 | 1.000 | 0.971 | -0.942 |
| Behavioral-focused Self-Leadership | 0.000 | 0.088 | -3.122 | 1.649 | 1.000 | 0.090 | -0.493 |
| Heavy Work Investment | 0.000 | 0.005 | -3.112 | 2.073 | 1.000 | -0.085 | -0.346 |
| Perceived Academic Research Performance | 0.000 | -0.097 | -2.442 | 2.238 | 1.000 | -0.324 | 0.207 |

In terms of age, the respondents were distributed as follows: the largest group falls within the 41-50 years category, followed by the 30-40 years category, and then the 51-60 years category.

Shows the descriptive statistical results of standardized PLS-SEM output for variables. For standardized data, the mean value will show a value of 0.000, while the standard

deviation value will show a value of 1. The data shows that the distribution of standardized median values is greatest at Academic Intrinsic Motivation 0.181, which shows the distribution value is above the median. The largest minimum observed value was found for Academic Extrinsic Motivation at -0.4294, while the smallest maximum observed value was also found for Academic Extrinsic Motivation at 1.023. The excess kurtosis values for all variables do not exceed -2 and +2, which indicates that the data distribution tends to be normal. The skewness values for all measured variables are between -1 and +1, indicating that the data tends to be symmetrical. Therefore, it can be concluded that the distribution of this research data tends to be normal.

Table 3 displays the results of the outer model evaluation. Reliability indicators measured by outer loading should be higher than 0.7, but indicators between 0.4 and 0.7 should also be considered.

**Table 3**. Outer model evaluation results

| Variable | Indicator | Outer Loadings | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---|---|---|---|---|---|---|
| Academic Extrinsic Motivation | AEM2 | 0.711 | 0.835 | 0.856 | 0.877 | 0.546 |
| | AEM3 | 0.795 | | | | |
| | AEM4 | 0.664 | | | | |
| | AEM5 | 0.663 | | | | |
| | AEM6 | 0.800 | | | | |
| | AEM8 | 0.785 | | | | |
| Academic Intrinsic Motivation | AIM1 | 0.799 | 0.936 | 0.940 | 0.947 | 0.690 |
| | AIM2 | 0.862 | | | | |
| | AIM3 | 0.845 | | | | |
| | AIM4 | 0.854 | | | | |
| | AIM5 | 0.820 | | | | |
| | AIM6 | 0.859 | | | | |
| | AIM7 | 0.816 | | | | |
| | AIM8 | 0.787 | | | | |
| Perceived Academic Research Performance | ARP1 | 0.746 | 0.892 | 0.894 | 0.916 | 0.609 |
| | ARP1 | 0.765 | | | | |
| | ARP1 | 0.798 | | | | |
| | ARP2 | 0.849 | | | | |
| | ARP3 | 0.820 | | | | |
| | ARP4 | 0.773 | | | | |
| | ARP6 | 0.704 | | | | |
| Behavioral-focused Self-Leadership | BFS1 | 0.923 | 0.863 | 0.866 | 0.917 | 0.788 |
| | BFS2 | 0.929 | | | | |
| | BFS3 | 0.806 | | | | |
| Heavy Work Investment | HWI1 | 0.685 | 0.870 | 0.910 | 0.892 | 0.480 |
| | HWI2 | 0.745 | | | | |
| | HWI3 | 0.698 | | | | |
| | HWI4 | 0.639 | | | | |
| | HWI5 | 0.659 | | | | |
| | HWI6 | 0.656 | | | | |
| | HWI7 | 0.816 | | | | |
| | HWI8 | 0.667 | | | | |
| | HWI9 | 0.654 | | | | |

Construct reliability is indicated by Cronbach's alpha and composite reliability values should be higher than 0.7. Construct/convergent validity is measured by the AVE value, which should be higher than 0.5 (Hair, Risher, et al., 2019; Ringle & Sarstedt, 2016). Results in show that the outer loadings are mostly higher than 0.7, and several indicators below 0.7 but above 0.5 are maintained, considering they still have a good contribution. All Cronbach's alpha and composite reliability values were higher than 0.7, which meets the reference value. Meanwhile, the AVE value, which shows construct/convergent validity, is higher than 0.5 and meets the reference value. Hence, the measurement is reliable and valid. This study utilizes the heterotrait-monotrait ratio (HT-MT ratio) to assess discriminant validity. HT-MT ratio provides a better estimation

**Table 4**. HTMT ratio

| Variable | AEM | AIM | BFSL | HWI | ARP |
|---|---|---|---|---|---|
| Academic Extrinsic Motivation | | | | | |
| Academic Intrinsic Motivation | 0.667 | | | | |
| Behavioral-focused Self-Leadership | 0.446 | 0.479 | | | |
| Heavy Work Investment | 0.341 | 0.294 | 0.261 | | |
| Perceived Academic Research Performance | 0.481 | 0.421 | 0.640 | 0.215 | |

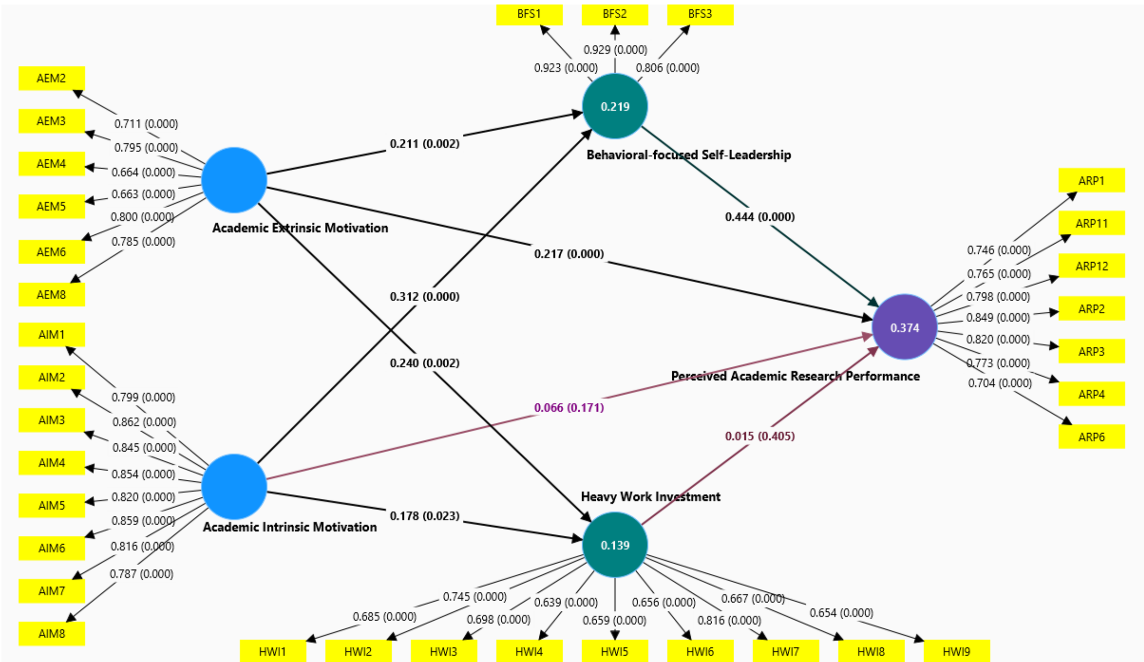



***Figure 2***. *Inner model (structural model)*

(Hair et al., 2022).

The ratio should be below 0.9 for similar constructs and 0.85 for the different concepts. All the HT/MT values shown in, are below 0.9 and 0.85, indicating that the measurement is valid.

This study examines the effects of extrinsic and intrinsic motivation on academic research performance mediated by behavioral-focused self-leadership and Heavy Work Investment using Partial Least Squares Structural Equation Modeling (PLS-SEM) with a bootstrapping procedure with 10,000 resamples. The study tests 12 hypotheses: 8 hypotheses for direct effects and 4 hypotheses for mediation effects.

The primary hypothesis posits that Behavioral-focused Self-leadership and Heavy Work Investment directly influence academic research performance. Then, Behavioral-focused Self-leadership and Heavy Work Investment mediate the influence between extrinsic and intrinsic motivation and academic research performance.

Figure 2 displays the inner model evaluation results. The figure illustrates the structural relationships between variables in the research model, denoted by arrows. Each path or pathway has a p-value (number in brackets). P-value < 0.05 indicates a significant relationship (Hair, Black, et al., 2019).

$F^2$ values of 0.02, 0.15 and 0.35 displays the direct effect hypothesis results of the inner model evaluation, including path coefficients, p-values, confidence intervals, VIF values,

**Table 5.** Direct effect hypothesis testing results

| | Path | SC | p-value | CI 5.0% | CI 95.0% | Supported/ Not Supported | VIF | $f^2$ |
|---|---|---|---|---|---|---|---|---|
| **$H_1$** | Academic Extrinsic Motivation → Behavioral-focused Self-Leadership | 0.211 | 0.002 | 0.099 | 0.340 | Supported | 1.516 | 0.038 |
| **$H_2$** | Academic Extrinsic Motivation → Heavy Work Investment | 0.240 | 0.002 | 0.109 | 0.389 | Supported | 1.516 | 0.044 |
| **$H_3$** | Academic Extrinsic Motivation → Perceived Academic Research Performance | 0.217 | 0.000 | 0.118 | 0.330 | Supported | 1.627 | 0.046 |
| **$H_4$** | Academic Intrinsic Motivation → Behavioral-focused Self-Leadership | 0.312 | 0.000 | 0.182 | 0.433 | Supported | 1.516 | 0.082 |
| **$H_5$** | Academic Intrinsic Motivation → Heavy Work Investment | 0.178 | 0.023 | 0.029 | 0.322 | Supported | 1.516 | 0.024 |
| **$H_6$** | Academic Intrinsic Motivation → Perceived Academic Research Performance | 0.066 | 0.171 | -0.050 | 0.178 | Not Supported | 1.663 | 0.004 |
| **$H_7$** | Behavioral-focused Self-Leadership → Perceived Academic Research Performance | 0.444 | 0.000 | 0.351 | 0.530 | Supported | 1.298 | 0.243 |
| **$H_{10}$** | Heavy Work Investment → Perceived Academic Research Performance | 0.015 | 0.405 | -0.087 | 0.122 | Not Supported | 1.177 | 0.000 |

SC = standardized coefficient.

the decisions to support or not support and effect size value ($f^2$).

The VIF values should be lower than 5, the p-value <0.05, and the confidence interval (CI) does not include zero. $F^2$ values of 0.02, 0.15 and 0.35 indicate the predictor construct's small, medium and large effects on the endogenous construct (Hair et al., 2022). In Table 5, the results indicate that the statistical analysis of the study has provided enough evidence to support 6 out of the 8 proposed hypotheses. The direct effect is significant and positive for hypotheses $H_1$, $H_2$, $H_3$, $H_4$, $H_5$, and $H_7$. Hypotheses $H_6$ and $H_{10}$ were not supported due to non-significant p-values and confidence intervals that include zero.

Table 6 presents the results of hypothesis testing for the indirect effect and mediation analysis to determine whether the type is complementary/partial or indirect only/full mediation.

**Table 6**. Indirect effect hypothesis testing results

| | Path | SC | p-value | CI 5.0% | CI 95.0% | Supported /Not Supported | Mediation |
|---|---|---|---|---|---|---|---|
| **$H_8$** | Academic Extrinsic Motivation → Behavioral-focused Self-Leadership → Perceived Academic Research Performance | 0,094 | 0,003 | 0,043 | 0,155 | Supported | Complementary (Partial Mediation) |
| **$H_9$** | Academic Intrinsic Motivation → Behavioral-focused Self-Leadership → Perceived Academic Research Performance | 0,138 | 0,000 | 0,077 | 0,200 | Supported | Indirect Only (Full Mediation) |
| **$H_{11}$** | Academic Extrinsic Motivation → Heavy Work Investment → Perceived Academic Research Performance | 0,004 | 0,415 | -0,023 | 0,032 | Not Supported | |
| **$H_{12}$** | Academic Intrinsic Motivation → Heavy Work Investment → Perceived Academic Research Performance | 0,003 | 0,416 | -0,017 | 0,025 | Not Supported | |

SC = standardized coefficient.

In Table 6, the results indicate that the statistical analysis of the study has provided enough evidence to support 2 out of the 4 mediation hypotheses. The indirect effect is significant and positive for hypotheses $H_8$ and $H_9$. The mediation of Behavioral-focused Self-Leadership is complementary on Academic Extrinsic Motivation, and Indirect Only (Full Mediation) on Academic Intrinsic Motivation. Hypotheses $H_{11}$ and $H_{12}$ were not supported due to non-significant p-values and confidence intervals that include zero.

The following points provide a detailed interpretation of each supported direct and indirect/mediation hypothesis:

1. Academic Extrinsic Motivation has a significant positive influence on Behavioral-focused self-leadership. Increasing academic extrinsic motivation affects the increasing of behavioral-focused self-leadership.
2. Academic Intrinsic Motivation has a significant positive influence on Behavioral-focused self-leadership. However, Academic Intrinsic Motivation does not have a noticeable positive impact on academic research performance.
3. Behavioral-focused self-leadership has a significant positive direct effect on academic research performance. The Behavioral-focused self-leadership also mediates the effect of Academic Extrinsic and Intrinsic Motivation on Perceived Academic Research Performance. The type of mediation of Academic Extrinsic Motivation is Complementary (partial mediation), while Academic Intrinsic Motivation is Indirect Only (full mediation).
4. Statistical analysis did not find significant support for the hypothesis that heavy work investment has a significant positive effect on Academic Research Performance. Heavy work investment also does not mediate the impact of Academic Extrinsic

Motivation on Perceived Academic Research Performance.

Since this study uses a causal predictive approach, it's important to report the results of model quality evaluation. The R-squared ($R^2$) measures the explanatory power, while the predictive power is measured by the Q-squared ($Q^2$) values and CVPAT. Model fit is assessed using the Standardized Root Mean Square Residual (SRMR). An $R^2$ value between -1 and 1 indicates the explanatory power, with a higher value indicating better explanatory power. A $Q^2$ predicted value between 0 and 0.25 suggests a small predictive ability, while 0.25 to 0.5 indicates a moderate ability, and more than 0.5 indicates a large predictive ability. The SRMR value indicating good model suitability is less than 0.08 (Hair et al., 2022).

In, the $R^2$ measurement results are as follows: 0.219 for Behavioral-focused Self-Leadership, 0.374 for Academic Research Performance, 0.139 for Heavy Work Investment, and 0.318 for Self-Leadership.

**Table 7.** Model quality evaluation

| Variable | $R^2$ | $Q^2$ |
|---|---|---|
| Behavioral-focused Self-Leadership | 0.219 | 0.200 |
| Heavy Work Investment | 0.139 | 0.107 |
| Perceived Academic Research Performance | 0.374 | 0.201 |

Based on previous reference value, both $R^2$ values indicate small to moderate explanatory power.

Additionally, the SRMR value obtained in this study was 0.067, which is below the threshold of 0.08. Therefore, the model is considered to have adequate explanatory power and a good model fit.

The Cross-Validated Prediction Ability Test (CVPAT) is recommended for regular use in PLS-SEM analysis focused on causal prediction (Hair et al., 2022; Liengaard et al., 2021; Sharma et al., 2023). CVPAT employs an out-of-sample prediction approach to compute the model prediction error, represented by the average loss value. A value below zero demonstrates the PLS-SEM model's strong predictive capabilities. In other words, a negative difference in the average loss value between PLS-SEM and the reference value indicates good predictive performance.

Show the CVPAT results of this study. It indicates that the average loss difference value is negative

**Table 8**. Cross-Validated Prediction Ability Test (CVPAT) result

| Variable/ Model | Compare to IA (Indicator Average) | | | | Compare to LM (Linear Model) | | | |
|---|---|---|---|---|---|---|---|---|
| | PLS loss | IA loss | Average loss difference | p-value | PLS loss | LM loss | Average loss difference | p-value |
| Behavioral-focused Self-Leadership | 0.765 | 0.907 | -0.142 | 0.004 | 0.765 | 0.798 | -0.033 | 0.267 |
| Heavy Work Investment | 1102 | 1144 | -0.042 | 0.198 | 1102 | 1187 | -0.085 | 0.000 |
| Perceived Academic Research Performance | 0.944 | 1069 | -0.125 | 0.001 | 0.944 | 0.995 | -0.051 | 0.018 |
| Overall | 0.991 | 1079 | -0.088 | 0.003 | 0.991 | 1055 | -0.064 | 0.000 |

**Table 9**. PLS-POS analysis result

| Variable | Original $R^2$ (N = 216) | $R^2$ Segment | |
|---|---|---|---|
| | | Segment 1 (N = 59) | Segment 2 (N = 151) |
| Behavioral-focused Self-Leadership | 0,219 | 0,260 | 0,990 |
| Heavy Work Investment | 0,139 | 0,172 | 0,985 |
| Perceived Academic Research Performance | 0,374 | 0,371 | 0,992 |

compared to the standard reference value. Therefore, the model has good predictive capabilities.

To determine the possibility of unobserved heterogeneity due to the complexity of phenomena in behavior-related research, the use of PLS-POS analysis is proposed (Becker et al., 2013; Hair et al., 2022). This advanced model analysis aims to reveal the segment structure and estimate specific parameters for each segment. Based on the results of this analysis, researchers can try to explain the identified heterogeneity (Sharma et al., 2021).

Table 9 shows the results of the PLS-POS analysis for this study. It shows that the data is divided into two segments. The $R^2$ value for all the endogenous variables increased in Segment 2, indicating that these variables have strong explanatory power. These results suggest potential variations that can be further explored to identify segment characteristics. The analysis results can help understand unobserved heterogeneity in the data and find segments with different behavioral patterns, which can be beneficial for decision-making or advanced research.

This research acknowledges limitations that need to be addressed in future studies. In this study, we made efforts to obtain more homogeneous data; however, the PLS-POS analysis revealed indications of unobserved heterogeneity within the data. The analysis suggests the potential influence of two distinct data segments on the conclusions drawn from the research. Therefore, further research is necessary to identify the specific attributes that differentiate one respondent segment from another.

## 5. CONCLUSION

This study aimed to evaluate the predictors of academic research performance, focusing on academic extrinsic and intrinsic motivation, behavioral-focused self-leadership and heavy work investment. Behavioral-focused self-leadership is found to have significant positive direct effects on academic research performance. Behavioral-focused self-leadership also mediates Academic extrinsic motivation. Behavioral-focused self-leadership mediation is complementary or partial because extrinsic motivation also directly influences academic research performance. In contrast, the role of behavioral-focused strategy in mediating Academic intrinsic motivation is classified as indirect only or full mediation because, in this study, the evidence did not support the hypothesis that academic intrinsic motivation directly affects academic research performance.

However, in this study, there is insufficient evidence to suggest a significant relationship between heavy work investment and academic research performance. The findings indicate that more than just a heavy work investment is required to influence academic research performance. Effective strategies are necessary to manage one's work and oneself to achieve the desired research performance.

This study's findings expand the existing literature by demonstrating that Behavioral-focused self-leadership significantly predicts academic research performance and play a crucial role in enhancing extrinsic and intrinsic motivation. The findings of this research also have practical implications for managing human resources in higher education institutions. It emphasizes the importance of the behavioral strategy, especially in encouraging academicians to prepare specific personal performance targets, focusing on working towards achieving the targets that have been set, and regularly recording progress in achievements.

## REFERENCES


Acosta-prado, J. C., Tafur-mendoza, A. A., Zárate-torres, R. A., & Ramírez-ospina, D. E. (2021). Psychometric properties of heavy work investment measures: A systematic review. *Sustainability*, *13*(22). https://doi.org/10.3390/su132212539

Astakhova, M., & Hogue, M. (2014). A heavy work investment typology: A biopsychosocial framework. In Journal of Managerial Psychology, *29*,(1), 81–99. https://doi.org/10.1108/JMP-05-2013-0140

Ballestar, M. T., Doncel, L. M., Sainz, J., & Ortigosa-Blanch, A. (2019). A novel machine learning approach for evaluation of public policies: An application in relation to the performance of university researchers. *Technological Forecasting and Social Change*, *149*, 119756. https://doi.org/10.1016/j.techfore.2019.119756

Bandura, A. (2001). Social Cognitive Theory: An Agentic Perspective. *Annual Review of Psychology*, *52*(1), 1–26. https://doi.org/10.1146/annurev.psych.52.1.1

Becker, J.-M., Rai, A., Ringle, C. M., & Völckner, F. (2013). Discovering Unobserved Heterogeneity in Structural Equation Models to Avert Validity Threats. *MIS Quarterly*, *37*(3), 665–694. https://doi.org/10.25300/MISQ/2013/37.3.01

Bougie, R., & Sekaran, U. (2019). *Research Methods For Business: A Skill Building Approach* (8th ed.). John Wiley & Sons.

Cauwels, P., & Sornette, D. (2022). Are ‘flow of ideas’ and ‘research productivity’ in secular decline? *Technological Forecasting and Social Change*, *174*. https://doi.org/10.1016/j.techfore.2021.121267

Daumiller, M., Siegel, S., & Dresel, M. (2019). Construction and validation of a short multidisciplinary research performance questionnaire (SMRPQ). *Research Evaluation*, *28*(3), 241–252. https://doi.org/10.1093/reseval/rvz009

Diop, S., & Asongu, S. A. (2023). Research Productivity: Trend and Comparative Analyses by Regions and Continents. *Journal of the Knowledge Economy*, *14*(2), 1503–1521. https://doi.org/10.1007/s13132-022-00934-x

Fachriansyah, K., & Wulandari, C. (2022). Manajemen Talenta Riset dan Inovasi Indonesia: Formulasi Kebijakan Menuju SDM Unggul. *Bappenas Working Papers*, *5*(1), 79–96. https://doi.org/10.47266/bwp.v5i1.115

Fauzi, M. A., Nya-Ling, C. T., Thursamy, R., & Ojo, A. O. (2019). Knowledge sharing: Role of academics towards research productivity in higher learning institution. *VINE Journal of Information and Knowledge Management Systems*, *49*(1), 136–159. https://doi.org/10.1108/VJIKMS-09-2018-0074

Garas, L., Aziz, S., Wuensch, K., & Waterwall, B. (2023). Motivational drivers of heavy work investment: intercultural comparison between USA and Egypt. *International Journal of Workplace Health Management*, *16*(5/6), 379–395. https://doi.org/10.1108/IJWHM-10-2022-0169

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis* (8th ed.). Cengage Learning. www.cengage.com/highered

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3rd ed.). SAGE Publications, Inc.

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Harari, M. B., Williams, E. A., Castro, S. L., & Brant, K. K. (2021). Self-leadership: A meta-analysis of over two decades of research. *Journal of Occupational and Organizational Psychology*, *94*(4), 890–923. https://doi.org/10.1111/joop.12365

Heng, K., Hamid, M. O., & Khan, A. (2020). Factors influencing academics' research engagement and productivity: A developing countries perspective. *Issues in Educational Research*, *30*(3), 965–987. http://www.iier.org.au/iier30/heng.pdf

Henry, C., Md Ghani, N. A., Hamid, U. M. A., & Bakar, A. N. (2020). Factors contributing towards research productivity in higher education. *International Journal of Evaluation and Research in Education*, *9*(1), 203–211. https://doi.org/10.11591/ijere.v9i1.20420

Houghton, J. D., Dawley, D., & Diliello, T. C. (2012). The Abbreviated Self-Leadership Questionnaire (ASLQ): A More Concise Measure of Self-Leadership. *International Journal of Leadership Studies*, *7*(2).

Houghton, J. D., & Neck, C. P. (2002). The revised self-leadership questionnaire: Testing a hierarchical factor structure for self-leadership. *Journal of Managerial Psychology*, *17*(8), 672–691. https://doi.org/10.1108/02683940210450484

Huang, Z., Zong, Q., & Xie, Y. (2023). The individual characteristics, organizational characteristics and research productivity of early career LIS researchers in China's mainland: A crisp set qualitative comparative analysis (csQCA). *Journal of Librarianship and Information Science*, *55*(3), 658–670. https://doi.org/10.1177/09610006221097406

Ioannidis, J. P. A. (2018). Meta-research: Why research on research matters. *PLoS Biology*, *16*(3). https://doi.org/10.1371/journal.pbio.2005468

Kalyar, M. N. (2011). Creativity, Self-Leadership and Individual Innovation. *The Journal of Commerce*, *3*(3).

Klieme, K. E., & Schmidt-Borcherding, F. (2023). Lacking measurement invariance in research self-efficacy: Bug or feature? *Frontiers in Education*, *8*. https://doi.org/10.3389/feduc.2023.1092714

Knotts, K., Houghton, J. D., Pearce, C. L., Chen, H., Stewart, G. L., & Manz, C. C. (2022). Leading from the inside out: a meta-analysis of how, when, and why self-leadership affects individual outcomes. *European Journal of Work and Organizational Psychology*, *31*(2), 273–291. https://doi.org/10.1080/1359432X.2021.1953988

Lambovska, M., & Yordanov, K. (2020). Motivation of researchers to publish in high-quality journals: A theoretical framework. *TEM Journal*, *9*(1), 188–197. https://doi.org/10.18421/TEM91-27

Liengaard, B. D., Sharma, P. N., Hult, G. T. M., Jensen, M. B., Sarstedt, M., Hair, J. F., & Ringle, C. M. (2021). Prediction: Coveted, Yet Forsaken? Introducing a Cross-Validated Predictive Ability Test in Partial Least Squares Path Modeling. *Decision Sciences*, *52*(2), 362–392. https://doi.org/10.1111/deci.12445

Lin, C.-J. (2017). A multi-level test for social regulatory focus and team member creativity. *Leadership & Organization Development Journal*, *38*(8), 1057–1077. https://doi.org/10.1108/LODJ-05-2016-0125

Manz, C. C. (1986). Self-Leadership: Toward an Expanded Theory of Self-Influence Processes in Organizations. *The Academy of Management Review*, *11*(3), 585. https://doi.org/10.2307/258312

Ocampo, L., Aro, J. L., Evangelista, S. S., Maturan, F., Yamagishi, K., Mamhot, D., Mamhot, D. F., Calibo-Senit, D. I., Tibay, E., Pepito, J., & Quiñones, R. (2022). Research Productivity for Augmenting the Innovation Potential of Higher Education Institutions: An Interpretive Structural Modeling Approach and MICMAC Analysis. *Journal of Open Innovation: Technology, Market, and Complexity*, *8*(3). https://doi.org/10.3390/joitmc8030148

Park, Y., Song, J. H., & Lim, D. H. (2016). Organizational justice and work engagement: the mediating effect of self-leadership. *Leadership and Organization Development Journal*, *37*(6), 711–729. https://doi.org/10.1108/LODJ-09-2014-0192

Pătărlăgeanu, S. R., Rădulescu, C. V., Dinu, M., & Constantin, M. (2020). The Impact of Heavy Work Investment on The Economy and the Individual. *Amfiteatru Economic*, *22*(14), 1085–1102. https://doi.org/10.24818/EA/2020/S14/1085

Perdomo-Ortiz, J., Valencia, C., Durán, W. F., & Heredia, O. (2021). Effect of High-Performance Work Practices on Academic Research Productivity. *Latin American Business Review*, *22*(2), 189–214. https://doi.org/10.1080/10978526.2020.1837632

Politis, J. D. (2006). Self-leadership behavioural-focused strategies and team performance: The mediating influence of job satisfaction. *Leadership and Organization Development Journal*, *27*(3), 203–216. https://doi.org/10.1108/01437730610657721

Ringle, C. M., & Sarstedt, M. (2016). Gain more insight from your PLS-SEM results: The importance-performance map analysis. *Industrial Management & Data Systems*, *116*(9), 1865–1886. https://doi.org/10.1108/IMDS-10-2015-0449

Ryan, R. M., & Deci, E. L. (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. *Contemporary Educational Psychology*, *25*(1), 54–67. https://doi.org/10.1006/ceps.1999.1020

Ryazanova, O., & Jaskiene, J. (2022). Managing individual research productivity in academic organizations: A review of the evidence and a path forward. *Research Policy*, *51*(2). https://doi.org/10.1016/j.respol.2021.104448

Schunk, D. H., & DiBenedetto, M. K. (2019). Motivation and Social Cognitive Theory. *Contemporary Educational Psychology, 60,* 101832. https://doi.org/10.1016/j.cedpsych.2019.101832

Schunk, D. H., & DiBenedetto, M. K. (2021). Self-efficacy and human motivation. *Advances in Motivation Science, 8,* 153–179. Elsevier Ltd. https://doi.org/10.1016/bs.adms.2020.10.001

Scimago Lab. (2024, March). *Scimago Journal & Country Rank*. https://www.scimagojr.com/countryrank.php?region=Asiatic%20Region

Sharma, P. N., Liengaard, B. D., Hair, J. F., Sarstedt, M., & Ringle, C. M. (2023). Predictive model assessment and selection in composite-based modeling using PLS-SEM: extensions and guidelines for using CVPAT. *European Journal of Marketing*, *57*(6), 1662–1677. https://doi.org/10.1108/EJM-08-2020-0636

Sharma, P. N., Shmueli, G., Sarstedt, M., Danks, N., & Ray, S. (2021). Prediction-Oriented Model Selection in Partial Least Squares Path Modeling. *Decision Sciences*, *52*(3), 567–607. https://doi.org/10.1111/deci.12329

Shkoler, O., & Kimura, T. (2020). How Does Work Motivation Impact Employees' Investment at Work and Their Job Engagement? A Moderated-Moderation

Perspective Through an International Lens. *Frontiers in Psychology*, *11*. https://doi.org/10.3389/fpsyg.2020.00038

Snir, R. (2018). A longitudinal study of heavy time investment in work. *International Journal of Organizational Analysis*, *26*(1), 153–170. https://doi.org/10.1108/IJOA-03-2017-1143

Snir, R., & Harpaz, I. (2012). Beyond workaholism: Towards a general model of heavy work investment. *Human Resource Management Review*, *22*(3), 232–243. https://doi.org/10.1016/j.hrmr.2011.11.011

Stupnisky, R. H., Larivière, V., Hall, N. C., & Omojiba, O. (2023). Predicting Research Productivity in STEM Faculty: The Role of Self-determined Motivation. *Research in Higher Education*, *64*(4), 598–621. https://doi.org/10.1007/s11162-022-09718-3

Sukoco, B. M., Putra, R. A., Muqaffi, H. N., Lutfian, M. V., & Wicaksono, H. (2023). Comparative Study of ASEAN Research Productivity. *SAGE Open*, *13*(1). https://doi.org/10.1177/21582440221145157

Tabak, F., Tziner, A., Shkoler, O., & Rabenu, E. (2021). The Complexity of Heavy Work Investment (HWI): A Conceptual Integration and Review of Antecedents, Dimensions, and Outcomes. *Sustainability*, *13*(14), 7803. https://doi.org/10.3390/su13147803

Taris, T. W., van Beek, I., & Schaufeli, W. B. (2020). The Motivational Make-Up of Workaholism and Work Engagement: A Longitudinal Study on Need Satisfaction, Motivation, and Heavy Work Investment. *Frontiers in Psychology*, *11*. https://doi.org/10.3389/fpsyg.2020.01419

Tartari, V., Di Lorenzo, F., & Campbell, B. A. (2020). “Another Roof, Another Proof”: The Impact of Mobility on Individual Productivity in Science. *The Journal of Technology Transfer*, *45*(1), 276–303. https://doi.org/10.1007/s10961-018-9681-5

Tuan, N. A., Hue, T. T., Lien, L. T., Van, L. H., Nhung, H. T. T., & Dat, L. Q. (2022). Management factors influencing lecturers’ research productivity in Vietnam National University, Hanoi, Vietnam: A structural equation modeling analysis. *Heliyon*, *8*(9). https://doi.org/10.1016/j.heliyon.2022.e10510

Tziner, A., Buzea, C., Rabenu, E., Shkoler, O., & Truţa, C. (2019). Understanding the relationship between antecedents of Heavy Work Investment (HWI) and Burnout. *Amfiteatru Economic*, *21*(50), 128–128. https://doi.org/10.24818/EA/2019/50/153

Vallerand, R. J., Pelletier, L. G., Blais, M. R., Briere, N. M., Senecal, C., & Vallieres, E. F. (1992). The academic motivation scale: A measure of intrinsic, extrinsic, and amotivation in education. *Educational and Psychological Measurement*, *52*(4), 1003–1017. https://doi.org/10.1177/0013164492052004025 van Beek, I., Taris, T. W., Schaufeli, W. B., & Brenninkmeijer, V. (2014). Heavy work investment: Its motivational make-up and outcomes. *Journal of Managerial Psychology*, *29*(1), 46–62. https://doi.org/10.1108/JMP-06-2013-0166

Vroom, V. H. (1964). *Work and Motivation*. Wiley.

Wahid, N., Warraich, N. F., & Tahira, M. (2022). Factors influencing scholarly publication productivity: a systematic review. *Information Discovery and Delivery*, *50*(1), 22–33. https://doi.org/10.1108/IDD-04-2020-0036

# THE IMPACT OF INTERNAL COMMUNICATION ON VIETNAMESE GEN Z EMPLOYEES' WORK SATISFACTION

Tuong-Minh Ly-Le[1*], Hanh Canh Phuong Le[2*]

[1)]*University of Management and Technology Ho Chi Minh City, Vietnam*
[2)] *EloQ Communications, Vietnam*
e-mail: minh.ly@umt.edu.vn[1]
hanhle@eloqasia.com[2]

**ABSTRACT**

This study aims to explore how effective internal communication influences the job satisfaction of Vietnamese Gen Z employees, and to understand whether good internal communication can enhance Gen Z employees' comprehension of their job roles, promotion opportunities, relationships with supervisors, and co-worker interactions, ultimately leading to increased job satisfaction. The research comprises two phases: a pilot survey and in-depth interviews. The pilot survey confirmed the importance of internal communication and its perceived influence on job satisfaction. Subsequently, in-depth interviews provided nuanced insights into how internal communication practices affect their understanding of work nature, promotion opportunities, relationships with supervisors, and co-workers.The findings indicate that effective internal communication positively affects Gen Z employees' understanding of their job roles, increases their awareness of training and promotion opportunities, enhances relationships with supervisors, and fosters productive co-worker interactions. While it did not directly influence salary levels, these internal communication efforts significantly improved job satisfaction.

**Keywords**: internal communication, employee satisfaction, Gen Z, Vietnam

***ABSTRAK***

*Penelitian ini bertujuan untuk mengeksplorasi bagaimana komunikasi internal yang efektif mempengaruhi kepuasan kerja karyawan Gen Z di Vietnam, dan untuk memahami apakah komunikasi internal yang baik dapat meningkatkan pemahaman karyawan Gen Z tentang peran pekerjaan mereka, peluang promosi, hubungan dengan atasan, dan interaksi dengan rekan kerja, yang pada akhirnya meningkatkan kepuasan kerja. Penelitian ini terdiri dari dua fase: survei pendahuluan dan wawancara mendalam. Survei pendahuluan mengonfirmasi pentingnya komunikasi internal dan pengaruhnya terhadap kepuasan kerja yang dirasakan. Selanjutnya, wawancara mendalam memberikan wawasan yang lebih mendetail tentang bagaimana praktik komunikasi internal memengaruhi pemahaman mereka tentang sifat pekerjaan, peluang promosi, hubungan dengan atasan, dan rekan kerja. Temuan menunjukkan bahwa komunikasi internal yang efektif secara positif mempengaruhi pemahaman karyawan Gen Z tentang peran pekerjaan mereka, meningkatkan kesadaran mereka tentang peluang pelatihan dan promosi, memperbaiki hubungan dengan atasan, dan mendorong interaksi yang produktif dengan rekan kerja. Meskipun tidak secara langsung mempengaruhi tingkat gaji, upaya komunikasi internal ini secara signifikan meningkatkan kepuasan kerja.*

*Kata kunci: komunikasi internal, kepuasan karyawan, Gen Z, Vietnam*

## 1. Introduction

In today's dynamic global landscape, organizations grapple with managing a diverse workforce, shaped by distinct generational characteristics, perspectives, and communication preferences. The emergence of Generation Z (Gen Z), born between the mid-1990s and early 2010s, brings a unique set of challenges and opportunities to the forefront, redefining the dynamics of employee engagement and satisfaction. As the first true digital natives, Gen Z individuals, characterized by their upbringing in a world saturated with internet access, social media, and advanced technology, introduce distinctive expectations, values, and communication preferences, necessitating organizational adaptability (PwC Vietnam, 2021).

The significance of understanding and engaging Gen Z is underscored by their willingness to switch jobs in pursuit of a more suitable work environment, a trait observed amidst the broader context of the Great Resignation. This global phenomenon, marked by a surge in voluntary job exits, has intensified the challenge for companies to retain talent and minimize turnover rates. The U.S. Bureau of Labor Statistics reported over 47 million Americans voluntarily leaving their jobs in 2021, contributing to labor shortages across industries (Teevan et al., 2022). This trend is not only in the U.S., but also in European and Asian countries. Microsoft's 2022 Work Trend Index identified a shift in priorities, with individuals prioritizing family, personal life, health, and well-being during the Great Resignation (Teevan et al., 2022). Consequently, maintaining employees' work satisfaction has become a critical aspect of talent retention and attraction, necessitating a focus on improving human resources strategies and internal practices, particularly concerning the burgeoning Gen Z workforce (Tessema et al., 2022; Đurović et al., 2023).

Within the context of Vietnam, a nation experiencing substantial economic growth and globalization, there is a noticeable shift in attitudes toward work-life balance, job satisfaction, and professional development (Nguyen & Ngo, 2021). This shift is particularly pronounced among the Gen Z demographic in Vietnam, as they prioritize factors extending beyond financial incentives, including meaningful work, transparency, and a sense of belonging within their organizations. Research on turnover intention among Vietnamese Gen Z employees highlights the mediating role of affective commitment, suggesting that effective internal communication can strengthen commitment and reduce turnover intentions (Do et al., 2023). With Gen Z expected to comprise about a third of the Vietnamese workforce by 2025 (PwC Vietnam, 2021), understanding the factors influencing their work satisfaction becomes pivotal for organizational success and talent retention.

This research addresses the critical question of how internal communication practices impact the work satisfaction of Gen Z employees in the Vietnamese context, an area that remains relatively unexplored. The study aims to investigate the influence of internal communication on various facets of Gen Z employees' work experience, including their understanding of their work nature, opportunities for advancement, relationships with supervisors and co-workers, and how these factors collectively contribute to job satisfaction. Previous literature emphasizes the role of internal communication in building trust, fostering a positive and transparent culture, and increasing employee engagement (Mishra et al., 2014; Men & Yue, 2019; Ewing et al., 2019). Notably, Verčič and Vokić (2017) found a significant correlation between internal communication satisfaction and employees' engagement, while Li et al. (2021) highlighted its pivotal role in navigating unplanned organizational changes such as the COVID-19 pandemic.

The distinctive contribution of this research lies in its exploration of the intersection of factors: the Gen Z demographic, the rapidly globalizing economy of Vietnam, and the evolving landscape of internal communication. By addressing the specific communication needs and preferences of Gen Z within this context, the study offers insights relevant not only to the Vietnamese workforce but also to organizations worldwide navigating the changing dynamics of their multigenerational workforce. The research question, "How does internal communication affect the work satisfaction of Gen Z employees in

Vietnam?" guides the investigation, offering organizations valuable insights to tailor their internal communication strategies for effective engagement and motivation of Gen Z employees. These insights, in turn, hold the potential to enhance both individual well-being and organizational outcomes. The subsequent literature review delves into the characteristics of Generation Z, highlighting their unique traits, values, and the challenges they present in the workplace, setting the stage for a comprehensive understanding of the factors influencing their work satisfaction.

## 2. Literature review

### 2.1. Internal communication

Internal communication is described as communication between the company and its employees, who are the company's internal stakeholders (Dolphin, 2005), to promote organizational identification and commitment (Welch & Jackson, 2007). There have been various studies to examine the role of internal communication, as summarized in Table 1 below.

Table 1. *The Roles of Internal Communication in Organizations*

| ***Role*** | ***Reference sources*** |
|---|---|
| Help organizations gain trust and support from shareholders/ investors and organizational members. | (Mishra *et al.*, 2014; Welch and Jackson, 2007) |
| Help organizations disseminate their mission, vision, and regulations so that everyone understands and adheres to them. | (Verčič, 2021; Chong, 2007) |
| Increase pride, gain support from each employee, help them work more efficiently and productively. | (Verčič, 2021, Lemon, 2019; Karanges *et al.*, 2015; Meechan & Wonglorsaichon, 2024) |
| Promote, strengthen, and maintain organizational culture, image, and loyalty of employees. | (Kang and Sung, 2017; Vasquez, 2014; Đurović et al., 2023) |
| Communicate organizational changes and respond to unplanned crises. | (Qin and Men, 2022; Li *et al.*, 2021) |

Welch and Jackson (2007) took a stakeholder approach to examine the role of internal communication within an organization and suggested that internal communication can promote a sense of belonging and a common understanding of the organizational goals, which in turn drive employee engagement (Mishra et al., 2014) and loyalty (Kang & Sung, 2017; Vasquez, 2014). Internal communication allows the organization to build a supportive environment, which is believed to improve productivity among staff (Lemon, 2019; Karanges et al., 2015; Meechan & Wonglorsaichon, 2024).

During critical situations, including communicating change and crisis, internal communication can be deployed to provide guidance and sustain morale. Qin and Men (2022) found that having clear internal communication during COVID-19 contributed to maintaining employees' mental health and organizational trust. Similar research in the pandemic context by Li et al. (2021) also indicated that transparent internal communication supported organizations to cope with sudden change and unplanned crises.

Effective internal communication should be transparent and two-way, this includes offline face-to-face interaction or online communication through the company's intranet and company newsletter. Byrne and LeMay (2006) analyzed surveys on 598 employees from a U.S. high-tech organization, and found that rich communication (face-to-face meetings, phone conversations, and departmental meetings) bring a higher level of satisfaction when exchanging job-relevant information; while lean media (company-wide meetings, newsletter, written memos) are more effective when communicating the company updates; and emails are well-perceived for urgent news. The study by Lee and Dong (2023) further emphasizes the role of transparent internal communication in fostering employee advocacy, highlighting how trust and satisfaction are built through effective communication practices. Other previous studies have suggested that symmetrical internal communication could boost job satisfaction, trust, and empowerment (Jo & Shim, 2005; Kim & Rhee, 2011). Therefore, Mishra et al. (2014) suggested that public relations professionals should work closely with upper-level managers to bridge the communication gap between them and their employees.

Effective internal communication would increase employees' sense of belonging and identify themselves with the company's mission. This fosters trust between the organization and the employee, which leads to employee engagement and job satisfaction. And thus, it is important to identify whether an organization can strengthen its bond with Gen Z workers through internal communication, which this paper aims to look into. In this research, the authors aim to analyze the factors affecting employees' satisfaction from the viewpoint of internal communication, thus helping organizations to come up with more effective communication strategies based on the conclusions obtained.

**2.2. Employee's satisfaction**

Work satisfaction significantly impacts Gen Z's task performance and organizational commitment. Factors such as a flexible work environment, fair reward and recognition system, compensation and benefits, functional feedback, digital orientation, and volunteering work positively influence Generation Z employees toward job satisfaction (Aggarwal et al., 2020). To understand how internal communication affects job satisfaction, this research drew on three frameworks: the Social exchange theory, the Job characteristics model, and the Job descriptive index.

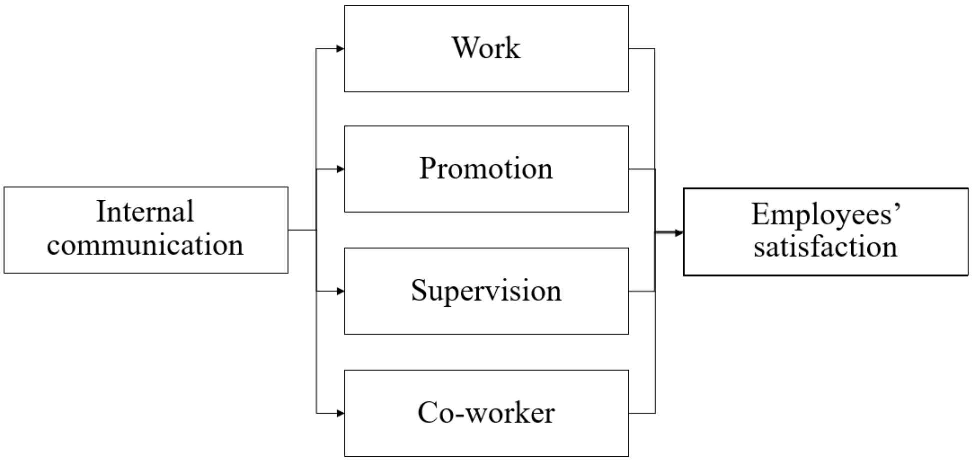
Social exchange theory (SET), proposed by Blau (1964), provides valuable insights into the relationship between employees and organizations. According to SET, individuals engage in social exchange with their employers, where they invest their time, effort, and skills in return for rewards, which can include tangible (e.g., salary, benefits) and intangible (e.g., job satisfaction, positive work relationships) outcomes. This theory would guide the examination of how internal communication practices contribute to the perceived fairness and quality of the exchange, ultimately affecting job satisfaction.

The Job characteristics model (JCT), developed by Hackman and Oldham (1976), focuses on the design of jobs to enhance employee motivation and satisfaction. This model identifies five core job characteristics - skill variety, task identity, task significance, autonomy, and feedback - that influence an individual's psychological state and job satisfaction. This study would explore how internal communication impacts these job characteristics and, consequently, job satisfaction among Gen Z employees.

The third framework, Job Descriptive Index (JDI), established in 1969 by Smith, Kendall, and Hulin, stands as a prominent job satisfaction scale, widely acknowledged as a “gold standard” (Landy et al., 1994). Consisting of five factors – nature of work, opportunities for training and promotion, leadership, colleagues, and salary – it has become a common model in diverse studies, including those on IT companies in Vietnam (Duong & Tran, 2021), in Greece (Tasios & Giannouli, 2017), and in the public sector of Jordan (Rawabdeh & Nawafleh, 2019).

This study focuses on specific aspects of the JDI to assess the impact of internal communication on job satisfaction: (i) Work: Defined as “the feeling a worker has about his job” (Smith et al., 1969), it encompasses employees’ understanding of their roles and tasks. Clear internal communication, facilitated by supervisors or HR personnel, can provide a realistic job preview, managing expectations and reducing turnover for Gen Z. (ii) Training and Promotion: Crucial for self-development, training and promotion contribute to a sense of achievement and increased job satisfaction. Transparent communication regarding these opportunities is essential, aligning with research supporting the positive impact of good training sessions (Rahayu et al., 2019; Nauman et al., 2021). (iii) Supervision: Leadership performance, positively correlated with work satisfaction, emphasizes the role of guidance and mentorship from supervisors (Cakmak et al., 2015; Meng & Berger, 2019). Internal communication enforcing a shared vision can motivate employees and influence their expectations, satisfaction, and performance. (iv) Co-worker: Positive relationships with colleagues are crucial, contributing to job satisfaction (Bozeman & Gaughan, 2011). Internal communication plays a vital role in building a healthy work culture, fostering positive relationships among employees, essential for maintaining motivation and job satisfaction. (v) Salary: While salary is traditionally associated with job satisfaction, this research does not extensively delve into this aspect, recognizing that internal communication does not directly impact salary levels. This research investigates the factors affecting job satisfaction among Gen Z employees through internal communication activities. Specifically, it explores how internal communication can enhance Gen Z employees’ perceptions of work nature, promotion opportunities, supervision, and co-worker relationships, ultimately increasing their job satisfaction. In response to the research question, the authors propose that effective internal communication efforts can significantly improve Gen Z employees’ understanding of work nature, promotion opportunities, and their relationships with supervisors and co-workers, thus leading to heightened job satisfaction (Figure 1).

Figure 1. *Contributing Elements of Employees' Satisfaction among Gen-Zers*




## 3. Research design

This research includes two phases: a pilot survey, and a series of in-depth interviews. The survey is to confirm the model of contributing elements of employees' satisfaction proposed above. The pilot survey aimed to reach out to a big enough sample of Gen-Zers to give reliable measures to their insights about internal communication and how it affects their job satisfaction. It used purposive and convenience sampling techniques to find initial respondents. Subsequently, the snowball sampling technique was employed when the respondents were encouraged to share the survey with other suitable Gen-Zers in their networks. The survey was administered until it gathered a minimum of 400 respondents.

The interviews were semi-structured to fill in more details about the survey results, exploring how internal communication contributes to each factor of satisfaction. The interviews also used purposive and convenient sampling methods to recruit participants. There was no ideal sample size planned. The sample size was decided by data saturation, as the researcher continued to interview until the participants gave similar responses. The interviews were analyzed thematically. The discrepancies among coders' analyses were compared and adjusted with discussion. Krippendorff's alpha was used to determine the intercoder reliability. The accepted reliability scores were above 0.80. For both phases, the target participants are Gen-Zers. The selection criteria are Vietnamese university students, aged from 18 to 25, who have worked at least part-time through an internship, field experience, or official working position. Gender and location are not included in the selection criteria. To prevent misunderstanding of the term, at the beginning of the survey and interviews, the internal communication media were suggested to the participants as print media, bulletin boards, intranet, internal forums, documentaries about the organization, internal meetings and briefings, or any other forms of information transmission to internal groups in the organization.

## 4. Results

The survey gathered 575 respondents, who represented both genders and ages from 18-25. The age and gender distributions are presented in Tables 2a and 2b.

Table 2a. *Age of Survey Respondents*

| *Age* | *n* | % |
|---|---|---|
| 18 | 89 | 15.5% |
| 19 | 158 | 27.5% |
| 20 | 178 | 31.0% |
| 21 | 90 | 15.7% |
| 22 | 35 | 6.1% |
| 23+ | 25 | 4.3% |

Source: Data processing (2024)

Table 2b. *Gender of Survey Respondents*

| *Gender* | *n* | % |
|---|---|---|
| Male | 327 | 56.9% |
| Female | 217 | 37.7% |
| Unspecified | 31 | 5.4% |

Source: Data processing (2024)

Almost all the respondents considered internal communication an important contributor to their understanding of the characteristics and expectations of their work, promotion process, supervisors and co-workers. More than 98.5% of the respondents perceived internal communication as at least somewhat important to the four examined factors, as detailed in Table 3.

Table 3. *Perceived Importance of Internal Communication Activities on the Job Descriptive Indices*

| **Perception** | **Work** | | **Promotion** | | **Supervision** | | **Co-worker** | |
|---|---|---|---|---|---|---|---|---|
| | *n* | % | *n* | % | *n* | % | *n* | % |
| Very important | 507 | 88.2% | 503 | 87.5% | 515 | 89.6% | 527 | 91.7% |
| Somewhat important | 60 | 10.4% | 67 | 11.7% | 56 | 9.7% | 40 | 7.0% |
| Neutral | 7 | 1.2% | 5 | 0.9% | 4 | 0.7% | 8 | 1.4% |
| Somewhat unimportant | 1 | 0.2% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Very unimportant | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| **TOTAL** | 575 | 100% | 575 | 100% | 575 | 100% | 575 | 100% |

Source: Data processing (2024)

Similarly, when asked whether the internal communication effort could improve their job satisfaction, almost all the respondents agreed. Internal communication seems to affect the level of satisfaction across all examined factors. The results are consistent with more than 97.5% of the respondents at least agreed the four factors of internal communication (work, promotion, supervision and co-workers) would help improve their work satisfaction (Table 4).

Table 4. *Levels of Agreement on How Employees' Satisfaction Could Be Improved Through Better Understanding of . . .*

| **Level** | **Work** | | **Promotion** | | **Supervision** | | **Co-worker** | |
|---|---|---|---|---|---|---|---|---|
| | *n* | % | *n* | % | *n* | % | *n* | % |
| Strongly agree | 472 | 82.1% | 488 | 84.9% | 511 | 88.9% | 504 | 87.7% |
| Agree | 89 | 15.5% | 80 | 13.9% | 47 | 8.2% | 64 | 11.1% |
| Neither agree or disagree | 11 | 1.9% | 4 | 0.7% | 12 | 2.1% | 7 | 1.2% |
| Disagree | 3 | 0.5% | 3 | 0.5% | 1 | 0.2% | 0 | 0.0% |
| Strongly disagree | 0 | 0.0% | 0 | 0.0% | 4 | 0.7% | 0 | 0.0% |
| **TOTAL** | 575 | 100% | 575 | 100% | 575 | 100% | 575 | 100% |

Source: Data processing (2024)

After the results from the survey confirmed the importance of internal communication and the perceived effect of internal communication on employee's satisfaction, the researchers conducted a series of in-depth interviews to delve deeper into the expectations of Gen-Zers for internal communication efforts.

There were twelve participants in the interview phase. The participants vary in age, with different levels of work exposure and working experience. A significant degree of consistency in the replies appeared after these twelve interviews, which is a reasonable indication of saturation. This number of interviews was also supported by the recommendations of Jugenheimer et al. (2015). When there is no official, "accepted" sample size for in-depth interviews, as in this case, the population of Gen-Zers is too large, these authors suggested that a sample size of twelve might be sufficient to demonstrate patterns of ideas and perceptions. The profiles of the participants are presented in Table 5.

Table 5. *Profiles of Interview Participants*

| **Participant** | **Gender** | **Age** | **Job Experience** | **Job Requires Education Background** |
|---|---|---|---|---|
| A | Male | 18 | Part-time | No |
| B | Male | 21 | Internship | Yes |
| C | Male | 21 | Internship | Yes |
| D | Male | 20 | Part-time | No |
| E | Male | 19 | Part-time | No |
| F | Female | 18 | Part-time | No |
| G | Female | 22 | Part-time | Yes |
| H | Male | 23 | Full-time | Yes |
| I | Female | 19 | Part-time | No |
| J | Female | 24 | Full-time | Yes |
| K | Female | 20 | Part-time | No |
| L | Male | 19 | Part-time | No |

Source: Data processing (2024)

### 4.1. Internal communication with technology improves transparency at work

All twelve participants in the study unanimously conveyed that Generation Z employees have elevated expectations for workplace communication. They expressed a desire for transparency, authenticity, and honesty from their employers, considering effective communication as pivotal to organizational success. “I believe that communication is key to any organization’s success. I wouldn’t be satisfied with a company that does not communicate well with its employees. I want to see more transparency, authenticity and honesty from my employer.” – Participant C. When asked for more details on how internal communication affects work nature, the participants have different perspectives. Three perceived advantages emerged: aiding in the understanding of work duties and expectations, helping grasp the traits and skills necessary for the job, and monitoring the work progress of team members. Eight participants highlighted the role of internal communication in guiding newcomers. “I find [internal communication tools] very helpful for me, a newbie in the office. Most job descriptions out there are not clear enough for me to understand what the companies expect of me, so even when I joined [this company], I struggled to understand what I’m supposed to do and how I’m supposed to perform. And I joined the discussion board and got a lot of support from my colleagues to get through my probation.” – Participant H.

Although internal communication is usually seen as a way for organizations to convey their policies and procedures to the employees, it becomes beneficial for both the employers and employees. According to eight participants, through internal communication, they can understand how to improve their performance and hone the necessary work-related skills. “I’m very eager to learn, if I know what to learn. I can’t ask my supervisor and colleagues directly what I need to learn to [perform well]. There is an “employee of the month” award, and it highlights the winner’s work, achievements, and why they were chosen. Through the weekly meetings and monthly newsletters, I get a sense of what the company is looking for to improve myself.” – Participant G. Another set of answers, also agreed by eight participants, is that through peer communication on the discussion board or intranet, the employees can track the work progress, know how other team members are doing and divide their tasks more efficiently. When asked which internal communication platform or channel the participants expect their organizations to use, all participants mentioned technology tools. Gen-Z workers prefer to use messaging apps for quick communication, video conferencing tools for remote collaboration, and project management tools for organization and task management.

Employers who use modern communication tools that cater to the preferences of Gen-Z workers are more likely to improve their work satisfaction and engagement. “I appreciate when my employer uses project management tools like Trello to keep track of tasks and deadlines. It helps me stay organized and on top of my workload, and I can see what my teammates are working on as well. It’s a great way to stay on the same page and work towards our common goals.” – Participant J.“I think video conferencing tools like Zoom or Google Meet are essential for remote work and long-distance collaboration. Being able to see my coworkers’ faces and have face-to-face conversations even when we’re not in the same place helps build relationships and fosters a sense of community within the team.” – Participant H.

### 4.2. Internal communication could lead to better understanding of promotion and development, if done right

When asked whether internal communication could influence promotion and development opportunities, the replies were mixed. While the participants generally thought internal communication channels might help them understand their work and manage the company's expectations, they did not think the current practice is good enough.

Most of the participants agreed that internal communication could support their training and promotion activities through the transparency of promotion pathways (chosen by eight participants), better understanding of how the work can contribute to personal development (seven participants), and better understanding of how company's trainings can contribute to personal development (six participants). "I think people now get to understand the role of internal communication, especially for us Gen-Zers. It helps us understand our work and what we should expect from it. It also helps us to perform better in our jobs by helping us know how promotion opportunities are created and we can take advantage of them. All in all, I think that internal communication is important for understanding, managing and taking advantage of promotion and development opportunities." – Participant F. "I'm doing a part-time job at [a fast-food chain].I don't hope to work for the restaurant after I graduate [from college] but for now, I always look for opportunities to get promoted. The restaurant has a bulletin board where the manager and employees can exchange messages, company updates and all. A glance at it each day gives me insights into what the restaurant looks for, who gets promoted and why, and I can see if I can be the next person in line for promotion." – Participant K. On the other hand, seven out of twelve participants thought the current internal communication practice was not enough to leave an impact. Participant K, who previously agreed on the role of internal communication, shared her thoughts on how it should have been: "Shouldn't internal communication be planned and consistent? Of course, the bulletin board helps, but I expect quite a lot more. A message or two each day on the board doesn't give much information, and I have to pick up the news here and there and pierce them together to understand what I'm supposed to do."… to which other participants concurred. "I believe that it is important to be transparent with the company and be accountable for our own performance. Internal communication should be planned, and it also should be two-way. I don't think we want to wait until review day to showcase our work and receive comments, while we can share the good things we did in the day with our manager, receive feedback right away, and know well that we're on track for development or promotion. The current practice at my company doesn't support that, while I think it should." – Participant E."I don't have a permanent job yet, but I want to give a comment on the future companies that I'll apply to after graduation. Very few job descriptions on the recruitment site give details on training and promotion. I asked my seniors who are in the workforce and they said the companies don't usually give clear information on those either. I think if companies care more about this topic and share more clue, it would make the employees happier." In summary, Gen-Z workers recognize that clear communication with their managers, ongoing training and development opportunities, and transparency about the promotion process are all essential for their career growth and development. Employers who prioritize internal communication for career development are more likely to retain Gen-Z workers who are motivated and engaged in their work.

### 4.3. Two-way personal communication improves relationship with supervisors

In the previous two factors, the participants focused on the more indirect internal communication media, such as bulletin boards, video conferencing, forums, and intranet. When asked whether internal communication could improve their relationship with the supervisors, all participants discussed the use of meetings and face-to-face briefings. All participants expressed positive expectations of their supervisors, and believed that personal, two-way communication is the best way to improve their relationships.“While [technologies] could help me understand the company, they don’t help the company understand me. I want to show that I care about work and want to share it with [my supervisor] who might not know what I’m doing at work. Meetings are a good way to do so.” – Participant H. “I appreciate when my supervisor is approachable and open to feedback. When there is open communication and a culture of transparency, it helps me feel more comfortable sharing my thoughts and ideas. It also helps me build a stronger relationship with my supervisor.” – Participant C. There are three main ideas of how internal communication could improve the participants’ relationships with their supervisors, which were all agreed by eight out of twelve participants: work performance is evaluated seriously, effectively, and fairly by the team leader; work contribution is acknowledged; and opportunities to learn and gain support from the supervisor. “Acknowledgement is also important. When the supervisor acknowledges our hard work and contributions, it makes us feel valued and motivates us to do even better.” – Participant C. However, the seven participants who had been working part-time or seasonal positions, without a requirement for formal education, did not present much consideration for improving their relationship with their supervisors. They liked to engage in conversations with their supervisors, but they did not actively seek one, or think it is necessary. “I work part-time here, and I don’t think it’s necessary to have a deep relationship with my supervisor. We talk and joke around, but I don’t see the need to improve the relationship.” – Participant F.

### 4.4. Social media and collaboration tools foster sense of community, but personal communication works better to improve coworkers’ relationships

When asked if internal communication could improve the perception of their coworkers, five out of twelve participants agreed. “[Internal communication] could facilitate communication and collaboration. By providing opportunities for employees to connect and collaborate with their peers, organizations can create a sense of community and teamwork that can increase job satisfaction.” – Participant J. “Social media and collaboration tools can help to foster a sense of community and support among employees, particularly when used for informal communication and relationship-building. The use of such tools can also help to facilitate knowledge sharing and collaboration among us, which can lead to improved job performance and job satisfaction.” – Participant H. It is worth noting that all five participants who agreed were holding a more stable job that required a formal education background. The other seven participants working seasonal positions did not make any comments on the effect of internal communication in this case. Instead, they mentioned personal communication would be a better way to improve coworkers’ relationships, and that organizations that encourage personal communication are more desired. “Good communication with my coworkers is essential for building trust and respect. When we communicate regularly and provide feedback on each other’s work, it helps us understand what is expected of us and how we can improve. It makes me feel more comfortable working with them.” – Participant A. “I prefer to work for a company that doesn’t restrain personal conversations at work. I believe that open and transparent communication among co-workers is associated with higher levels of trust, cooperation, and knowledge sharing, which positively impact employees’ job satisfaction.” – Participant K.

### 4.5. Discussion

These findings align with previous research by Rahayu et al. (2019) and Nauman et al. (2021), which established a positive relationship between good training sessions and job satisfaction. However, in the current study, the participants, who were predominantly Gen-Z workers holding junior-level positions or engaged in seasonal jobs, may not have immediate expectations of promotion, which could explain their limited indication of job satisfaction improvement through internal communication.

The findings also reveal that internal communication was not seen as effective in improving the relationship between the participants and their work supervisors. Instead, the participants emphasized the importance of personal, two-way communication for better understanding and support from their supervisors. They highlighted the need for direct communication channels, such as meetings and face-to-face briefings, to foster a stronger relationship. The participants expressed positive expectations of their supervisors and believed that personal communication is the best way to improve their relationships. They emphasized that direct communication allows them to share their work progress, concerns, and ideas with their supervisors, enabling their supervisors to understand them better. The participants viewed this understanding as essential for fair evaluations, acknowledgment of their contributions, and opportunities for learning and support. These findings align with the research conducted by Byrne and LeMay (2006), which emphasized the importance of face-to-face meetings and personal communication in exchanging job-relevant information and enhancing job satisfaction. The findings also support Lee and Dong’s (2023) research, indicating that transparent internal communication practices can empower Gen Z employees, leading to higher job satisfaction and stronger advocacy behaviors.

The participants’ focus on direct communication channels suggests that they value the opportunity to have open and meaningful conversations with their supervisors. It is worth noting that the participants did not actively seek communication with their supervisors or consider it necessary to develop a deep relationship. The reason could be similar to the aforementioned, that as Gen-Z workers are holding junior-level positions or engaged in seasonal jobs, they have short-term plans for their current job positions, and may not see the need for a long-term relationship with their supervisors.

On the relationship between the participants and their work coworkers, the findings of this study indicate that internal communication was not perceived as effective either. The participants emphasized the importance of personal communication to build trust, respect, and a sense of community among coworkers.

They believed that personal communication fosters work transparency, encourages knowledge sharing, and positively impacts job satisfaction. The participants recognized the value of personal interaction in fostering teamwork and creating a positive work environment. These findings align with previous research by Rue (2018), which emphasizes that Gen-Z workers prioritize inclusion and value intangible workplace factors. The study conducted by Nguyen Ngoc et al. (2022) among Vietnamese Gen Z workers also supports these findings, as it revealed that this generation places greater importance on intangible values, such as workplace ethics and personal relationships, than physical infrastructures. Notably, only the participants holding more stable jobs with formal education backgrounds acknowledged the potential impact of internal communication on coworkers' perceptions. The participants in seasonal positions did not provide any comments on this aspect. However, all participants recognized the significance of personal communication for building trust and respect among coworkers. Overall, the findings of the survey and interviews confirm the significance of internal communication and its perceived impact on employee satisfaction among Gen-Z workers.

The participants expressed the importance of internal communication in understanding their work nature and the promotion process. These factors were found to positively influence job satisfaction among the respondents. However, the study did not find a significant association between internal communication and the relationships with supervisors and coworkers, as measured by Smith et al.'s (1969) Job Descriptive Index factors.

#### 4.5.1 Internal communication and Social exchange theory

The results of this study showcase how effective internal communication practices can contribute to improved job satisfaction among Gen Z employees. Clear internal communication helps manage expectations, giving employees a realistic job preview and reducing turnover. Through these communication efforts, mutual expectations between the company and Gen Z employees are matched, ultimately enhancing job satisfaction. Gen Z employees, being tech-savvy and digitally oriented, value communication that resonates with their preferences, as it fosters a sense of transparency and fairness in the employment relationship, aligning with the core principles of SET.

#### 4.5.2 Internal communication and the Job characteristics model

Gen Z employees, when offered clear internal communication about their job roles and tasks, experience an increased understanding of their job significance, task identity, and skill variety, leading to improved job satisfaction. Effective internal communication aligns with the principles of the JCM by providing employees with the necessary information and support to experience these job characteristics. This connection highlights the significance of internal communication in shaping the job characteristics crucial for Gen Z employees' job satisfaction.

#### 4.5.3 Beyond internal communication

The findings also highlight the need for organizations to recognize the value of personal communication in fostering positive relationships among employees. While internal communication plays a vital role in conveying information about work and promotion, it may not directly contribute to enhancing the supervisor-employee and coworker relationships. Thus, organizations should place equal emphasis on personal interactions and open communication channels to build trust, cooperation, and knowledge sharing among employees.

Moreover, the study reveals that Gen-Z workers prefer the use of technology tools for internal communication. Messaging apps, video conferencing tools, and project management platforms were identified as essential communication channels. Employers who leverage these modern communication tools that align with the preferences of Gen-Z employees are more likely to enhance work satisfaction and engagement. These tools enable quick and efficient communication, remote collaboration, and organized task management, which contribute to a positive work experience for Gen-Z workers.

## 5. Conclusion

This study aimed to investigate the impact of internal communication on the work satisfaction of Gen Z employees. Through interviews with twelve Gen Z employees from various industries, the findings revealed the significance of effective internal communication in shaping their perception of work nature, promotion, supervision, and co-workers, ultimately leading to higher work satisfaction. The use of digital communication tools, including instant messaging apps, email, and video conferencing, was seen as particularly effective in improving internal communication and enhancing work satisfaction.

### 5.1. Managerial implications

The managerial implications of this study are valuable for employers who want to enhance employee satisfaction and commitment, especially among Gen Z workers. The findings emphasize the importance of investing in robust internal communication practices that cater to the preferences and needs of Gen Z employees. Incorporating digital communication tools and platforms that facilitate quick and efficient information exchange, collaboration, and knowledge sharing can contribute to improved work satisfaction and engagement among Gen Z workers. Employers should recognize the value of personal communication in building trust and fostering positive relationships among employees, alongside formal internal communication channels.

This research contributes to the existing scholarship by providing empirical evidence of the positive impact of internal communication on work satisfaction specifically among Gen Z employees. While prior literature has highlighted the importance of internal communication for employee satisfaction and well-being, this study specifically focuses on the Gen Z cohort, shedding light on their unique preferences and expectations regarding internal communication practices. By addressing the needs of Gen Z workers, organizations can attract and retain this generation workforce, enhancing overall organizational performance and success.

The implications of this research extend beyond the academic sphere and have practical implications for organizations. Employers who prioritize effective internal communication can expect increased employee satisfaction, higher levels of engagement, and improved retention rates among Gen Z employees.

### 5.2. Suggestions for future research

Future research could study this topic across different generations, such as millennials or baby boomers, which would provide insights into the unique communication needs and preferences of each generation and how organizations can tailor their internal communication strategies accordingly. Understanding the similarities and differences among generations can aid in developing effective communication practices that cater to the diverse workforce.

## REFERENCES


Aggarwal, A., Sadhna, P., Gupta, S., Mittal, A., & Rastogi, S. (2020). Gen Z entering the workforce: Restructuring HR policies and practices for fostering the task performance and organizational commitment. *Journal of Public Affairs,* e2535.

Blau, P. M. (1964). Exchange and power in social life. NY: John Wiley & Sons.

Bozeman, B., & Gaughan, M. (2011). Job satisfaction among university faculty: Individual, work, and institutional determinants. *The Journal of Higher Education, 82*(2), 154-186. https://doi.org/10.1080/00221546.2011.11779090

Byrne, Z. S., & LeMay, E. (2006). Different media for organizational communication: Perceptions of quality and satisfaction. *Journal of Business and Psychology, 21*, 149-173. https://doi.org/10.1007/s10869-006-9023-8

Cakmak, E., Öztekin, Ö., & Karadağ, E. (2015). The effect of leadership on job satisfaction. In Karadağ, E. (Ed.), *Leadership and organizational outcomes* (29-56). Springer, Cham. https://doi.org/10.1007/978-3-319-14908-0_3

Do, D. A., Doan, Q. D., Vu, L. K., Le, T. T., Tran, N. M., & Nguyen, G. L. (2023). Antecedents of turnover intention among Gen z in Vietnam: The mediating role of affective commitment. *Cogent Business & Management, 10*(3), 2267811. https://doi.org/10.1080/23311975.2023.2267811

Duong, T. H. N., & Tran, M. L. (2021). Identifying work-related factors influencing job satisfaction using job descriptive index questionnaire: a study of IT companies in Hanoi. *Journal of International Economics and Management*, *21*(1), 63-85. https://doi.org/10.38203/jiem.021.1.0023

Đurović, M., Dramićanin, S., & Milenković, D. (2023). Generation X, Y and Z: Impact of internal communication on employee satisfaction and commitment. *Journal of Economics, Management and Informatics, 14*(2), 11-19.

Ewing, M., Men, L. R., & O'Neil, J. (2019). Using social media to engage employees: Insights from internal communication managers. *International Journal of Strategic Communication, 13*(2), 110-132. https://doi.org/10.1080/1553118X.2019.1575830

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance, 16*, 250-279. https://doi.org/10.1016/0030-5073(76)90016-7

Jo, S., & Shim, S. W. (2005). Paradigm shift of employee communication: The effect of management communication on trusting relationships. *Public Relations Review*, *31*(2), 277-280. https://doi.org/10.1016/j.pubrev.2005.02.012

Kang, M. & Sung, M. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: The mediation of employee-organization relationships. *Journal of Communication Management, 21*(1), 82-102. https://doi.org/10.1108/JCOM-04-2016-0026

Karanges, E., Johnston, K., Beatson, A., & Lings, I. (2015). The influence of internal communication on employee engagement: A pilot study. *Public Relations Review*, *41*(1), 129-131. https://doi.org/10.1016/j.pubrev.2014.12.003

Kim, J. N., & Rhee, Y. (2011). Strategic thinking about employee communication behavior (ECB) in public relations: Testing the models of megaphoning and scouting effects in Korea. *Journal of Public Relations Research*, *23*(3), 243-268. https://doi.org/10.1080/1062726X.2011.582204

Landy, F. J., Shankster, L. J., & Kohler, S. S. (1994). Personnel selection and placement. *Annual Review of psychology*, *45*(1), 261-296. https://doi.org/10.1146/annurev.ps.45.020194.001401

Lee, Y., & Dong, E. (2023). How transparent internal communication from CEO, supervisors, and peers leads to employee advocacy. *Management Communication Quarterly, 37*(4), 878-912. https://doi.org/10.1177/08933189231153869

Lemon, L. L. (2019). The employee experience: How employees make meaning of employee engagement. *Journal of Public Relations Research*, *31*(5-6), 176-199. https://doi.org/10.1080/1062726X.2019.1704288

Li, J. Y., Sun, R., Tao, W., & Lee, Y. (2021). Employee coping with organizational change in the face of a pandemic: The role of transparent internal communication. *Public Relations Review*, *47*(1), 101984. https://doi.org/10.1016/j.pubrev.2020.101984

Meechan, N., & Wonglorsaichon, P. (2024). The influence of working environment on burnout among Gen-X, Gen-Y, and Gen-Z employees. *Journal of Family Business & Management Studies, 16*(1).

Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors. *Public Relations Review*, *45*(3), 101764. https://doi.org/10.1016/j.pubrev.2019.03.001

Meng, J., & Berger, B. K. (2019). The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust. *Public Relations Review*, *45*(1), 64-75. https://doi.org/10.1016/j.pubrev.2018.11.002

Mishra, K., Boynton, L., & Mishra, A. (2014). Driving employee engagement: The expanded role of internal communications. *International Journal of Business Communication, 51*(2), 183-202. https://doi.org/10.1177/2329488414525399

Nauman, S., Bhatti, S., Jalil, F., & Bint E Riaz, M. (2021). How training at work influences employees' job satisfaction: roles of affective commitment and job performance. *International Journal of Training Research*, *19*(1), 61-76. https://doi.org/10.1080/14480220.2020.1864444

Nguyen, M. H., & Ngo, V. M. (2021). Employees' psychological capital, burnout, and quality of work-life in Vietnamese enterprises: Moderating effects of individual and organisational characteristics. *Asian Academy of Management Journal, 26*(1), 89-112. https://doi.org/10.21315/aamj2021.26.1.4

Nguyen Ngoc, T., Viet Dung, M., Rowley, C., & Pejić Bach, M. (2022). Generation Z job seekers' expectations and their job pursuit intention: Evidence from transition and emerging economy. *International Journal of Engineering Business Management*, *14*, 18479790221112548.

PwC Vietnam. (2021). *How digital ready is Generation Z?*. https://www.pwc.com/vn/en/publications/vietnam-publications/digital-readiness-gen-z.html

Qin, Y. S., & Men, L. R. (2022). Exploring the impact of internal communication on employee psychological well-being during the COVID-19 pandemic: The mediating role of employee organizational trust. *International Journal of Business Communication*, 23294884221081838.

Rahayu, M., Rasid, F., & Tannady, H. (2019). The effect of career training and development on job satisfaction and its implications for the organizational commitment of regional secretariat (SETDA) employees of Jambi provincial government. *International Review of Management and Marketing*, *9*(1), 79.

Rawabdeh, M., & Nawafleh, S. (2019). Compensation system and job satisfaction: the application of the job descriptive index in the public-sector of Jordan. *International Journal of Productivity and Quality Management*, *28*(3), 299-317. https://doi.org/10.1504/IJPQM.2019.103523

Rue, P. (2018). Make way, millennials, here comes Gen Z. *About Campus*, *23*(3), 5-12.

Smith, P. C., Kendall, L., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement: A strategy for the study of attitudes*. Rand McNally.

Tasios, T., & Giannouli, V. (2017). Job descriptive index (JDI): Reliability and validity study in Greece. *Archives of Assessment Psychology*, *7*(1), 31-61.

Teevan, J., Baym, N., Butler, J., Hecht, B., Jaffe, S., Nowak, K., Sellen, A., Yang, L., Ash, M., Awori, K., Bruch, M., Choudhury, P., Coleman, A., Counts, S., Cupala, S., Czerwinski, M., Doran, E., Fetterolf, E., Franco, M., G., ... Yang, L. (2022). *Microsoft new future of work report 2022*. Microsoft Research Tech Report MSR-

TR-2022–3. https://www.microsoft.com/en-us/research/uploads/prod/2022/04/Microsoft-New-Future-Of-Work-Report-2022.pdf

Tessema, M. T., Tesfom, G., Faircloth, M. A., Tesfagiorgis, M., & Teckle, P. (2022). The "great resignation": Causes, consequences, and creative HR management strategies. *Journal of Human Resource and Sustainability Studies*, *10*(1), 161-178. https://doi.org/10.4236/jhrss.2022.101011

Vasquez, D. (2014). Employee retention for economic stabilization: A qualitative phenomenological study in the hospitality sector. *International Journal of Management, Economics and Social Sciences*,*3*(1), 1-17.

Verčič, A. T., & Vokić, N. P. (2017). Engaging employees through internal communication. *Public Relations Review*, *43*(5), 885-893. https://doi.org/10.1016/j.pubrev.2017.04.005

Welch, M., & Jackson, P. R. (2007). Rethinking internal communication: a stakeholder approach. *Corporate Communications: An International Journal*, *12*(2), 177-198. https://doi.org/10.1108/13563280710744847

# FROM PERCEPTION TO LOYALTY: EXPLORING THE IMPACT OF PERCEIVED BRAND AUTHENTICITY ON CONTINUOUS PURCHASE INTENTION

Juwita Djaruma[1)], Keni Keni[2)]

[1),2)]*Management Study Program, Faculty of Economics and Business, Universitas Tarumanagara Jakarta*
e-mail: juwita.15200008@stu.untar.ac.id[1]
keni@fe.untar.ac.id[2]

**ABSTRACT**

Access to information has changed how consumers interact with brands, as they can learn more about a brand's authenticity, impacting their intention to repurchase the brand. Therefore, this study explores how perceived brand authenticity affects continuous purchase intention and examines the mediating role of brand experience. Authenticity was assessed on an instant noodle brand through three dimensions: heritage, quality commitment, and sincerity. The descriptive research used PLS-SEM for data analysis. Data were collected from 210 Generation Z consumers who had used the brand, selected via convenience sampling. The findings of this study underscore the importance of brand experience in mediating the relationship between brand authenticity and continuous purchase intention. Quality commitment and heritage positively and significantly influence brand experience but do not directly affect continuous purchase intention. Conversely, sincerity positively and significantly influenced brand experience and continuous purchase intention. The brand experience itself also significantly influences continuous purchase intention. Thus, brands should leverage their authenticity to enhance customer experience, boosting continuous purchase intention. This research offers valuable insights into brand management and consumer behavior, providing practical implications for creating effective brand strategies.

**Keywords**: perceived brand authenticity, brand experience, continuous purchase intention.

**ABSTRAK**

*Akses terhadap informasi telah mengubah cara konsumen berinteraksi dengan merek, karena mereka dapat mempelajari lebih banyak tentang keaslian merek, yang berdampak pada keterlibatan mereka dan niat untuk membeli kembali merek tersebut. Oleh karena itu, penelitian ini mengeksplorasi bagaimana persepsi keaslian merek mempengaruhi niat pembelian berkelanjutan dan mengkaji peran mediasi dari pengalaman merek. Keaslian dinilai pada merek mi instan melalui tiga dimensi: komitmen kualitas, warisan, dan ketulusan. Penelitian deskriptif ini menggunakan Partial Least Square-Structural Equation Modeling untuk analisis data. Data dikumpulkan dari 210 konsumen Generasi Z yang telah menggunakan merek tersebut, dipilih melalui convenience sampling. Temuan dari penelitian ini menekankan pentingnya pengalaman merek dalam memediasi hubungan antara keaslian merek dan niat pembelian berkelanjutan. Komitmen kualitas dan warisan secara positif dan signifikan mempengaruhi pengalaman merek tetapi tidak secara langsung mempengaruhi niat pembelian berkelanjutan. Sebaliknya, ketulusan secara positif dan signifikan mempengaruhi pengalaman merek dan niat pembelian berkelanjutan. Pengalaman merek itu sendiri juga secara signifikan mempengaruhi niat pembelian berkelanjutan. Dengan demikian, merek harus memanfaatkan keaslian mereka untuk meningkatkan pengalaman pelanggan, sehingga meningkatkan niat pembelian berkelanjutan. Penelitian ini memberikan wawasan berharga tentang manajemen merek dan perilaku konsumen, memberikan implikasi praktis untuk menciptakan strategi merek yang efektif.*

*Kata kunci: persepsi keaslian merek, pengalaman merek, niat pembelian berkelanjutan.*

## 1. Introduction

Access to information has shifted consumers' behavior toward brands because they learn more about the brand, including its authenticity, which may affect their intention to interact with it. Brand authenticity encompasses the differences in products and the value and marketing strategies that differentiate a brand from others (Hernandez-Fernandez & Lewis, 2019). Consumers tend to know more about those differences; thereby, they tend to prefer brands that they perceive as authentic.

It is predicted that by 2030, brand authenticity will influence consumers' purchase decisions (Euromonitor, 2019); therefore, brand authenticity will be essential because the brand's uniqueness may become its sustainable advantage (Astrachan et al., 2018). Meanwhile, Indonesia, with its diverse cultures and traditions, has the potential to create brands with solid brand authenticity that may lead to continuous purchase intention.

However, local brands will always face great challenges from foreign brands (Kompas, 2023), which offer similar-to-better quality at reasonable prices. This presents a great barrier to creating authentic local brands with considerably limited target markets. Therefore, research regarding the influence of perceived brand authenticity toward continuous purchase intention is essential to provide the feasibility of creating authentic local brands, but such research is very limited.

Previous research focused on perceived brand authenticity's influence on purchase intention (Rixom & Rixom, 2023; Papadopoulou et al., 2023) rather than continuous purchase intention. Hence, this study aims to identify the impact of perceived brand authenticity on continuous purchase intention to support the creation and development of authentic local brands.

This study was conducted on the customers of Indonesia's most popular instant noodle brand, which has a 95.4% penetration rate (Statista, 2023). The brand is renowned for its authenticity in terms of design, quality, and successful marketing. Moreover, the brand is distinguished by its various flavored spices and range of variations. The brand highlights the importance of brand authenticity in generating sustainable excellence and attracting consumers (Good Stats, 2023).

Meanwhile, this study was conducted on instant noodles customers because 88.6% of Indonesians eat instant noodles (Annur, 2023), which implies a high tendency for continuous purchase intention. Furthermore, Hernandez-Fernandez (2019) showed that brand authenticity can influence brand experience, and a positive brand experience will, in turn, increase consumers' tendency to keep interacting with the brand. Hence, this study aims to identify the mediating role of brand experience on the influence of brand authenticity on continuous purchase intention.

This study is expected to provide beneficial information regarding how perceived brand authenticity influences continuous purchase intention; thereby, it can be used to utilize a brand's authenticity to improve its performance or to motivate the creation of authentic local brands.

## 2. Literature Review

### 2.2. Attribution Theory

This study adapted attribution theory which suggests that the causes of people's specific behavior may differ between people (Heider's, 1958). Kelley (1973), who adapted the theory, suggested that one cause of people's purchasing behavior is a brand's authenticity. Hence, this study examines the influence of brand authenticity on continuous purchase intention.

#### 2.2.1. Perceived Brand Authenticity

Panyekar and Marsasi (2024) defined perceived brand authenticity as a brand's sincere and consistent effort to create its products. Morhart et al. (2015) defined it as how far customers perceive a brand to be faithful toward itself, credible, has integrity, and can support customers to be true to themselves. Hence, perceived brand authenticity is consumers' belief that a brand is original or unique, not similar to other brands, and similar to their character.

Roushdy (2015) conducted research that identifies this variable through 3 dimensions: quality commitment, heritage, and sincerity. Heritage is consumers' perception of a brand based on the information in their memory (Keller, 1993). A brand's heritage can be similar to that of consumers' memories, which shows the brand's authenticity. Moreover, quality commitment shows a brand's effort to offer consistent customer quality (Napoli et al., 2014), while sincerity is a brand's honesty that customers feel. This study examined the three dimensions because heritage shows consumers' memory about the brand's authenticity, quality commitment shows the consistency of its authenticity, and sincerity shows its ability to keep being an authentic brand.

**2.2.2. Brand Experience**

Ong et al. (2018) stated that brand experience results from consumers' interaction with a brand, which may increase their enthusiasm and enjoyment. Cynthia and Keni (2023) defined it as the experience felt after purchasing and consuming a product, which begins with searching for information about the product and ends with evaluating its performance. Based on those definitions, this study defines brand experience as the experience customers feel when interacting with a brand. This experience can be influenced by customer feelings or interactions with the brand.

**2.2.3. Continuous Purchase Intention**

Mehta et al. (2022) defined continuous purchase intention as consumers' intention to buy from a retailer continuously. The variable is often described similarly to repurchase intention, which is an individual's desire to purchase the same product or from the same brand because of a previous purchase (Le et al., 2023; Veronica & Keni, 2023). This study concluded that continuous purchase intention is an individual's desire to buy the same product continuously.

**2.2.4. Quality Commitment and Brand Experience**

Quality commitment shows a brand's dedication and consistency in offering products that fulfill or exceed consumers' expectations (Rather et al., 2024). Every authentic brand attempts dedication differently, and thereby, quality commitment may cause different consumer experiences (Jimenez-Barreto et al., 2020). Moreover, the commitment to quality can be perceived by comparing a product's past and present quality. If the comparison shows consistent quality, consumers will feel a positive experience (Gazi et al., 2024).

H1a: Quality commitment influences brand experience positively.

**2.2.5. Heritage and Brand Experience**

Consumers' memories regarding a brand's heritage may increase their trust in the brand and its credibility (Dion & Mazzalovo, 2016). Trust and credibility may increase positive experience when they interact with the brand; heritage can influence brand experience positively (Pena & Garcia, 2021). Moreover, customers have a positive experience when interacting with an authentic brand. The experience can be in the form of enthusiasm because of the brand's uniqueness, which other brands don't offer (Garcia & Pena, 2019).

H1b: Heritage influences brand experience positively.

**2.3. Sincerity and Brand Experience**

A positive experience can be felt from a brand's sincerity (Taheri et al., 2020); thereby, consumers tend to prefer brands that communicate transparently and implement their values and principles. The sincerity can be felt from the information about the brand, such as the product's materials, benefits, and the congruence of the its performance with the information (Sung & Lee, 2023; Apriansyah et al., 2024).

H1c: Sincerity influences brand experience positively.

**2.3.1. Quality Commitment and Continuous Purchase Intention**

Product quality has been an essential factor in selecting a brand (Akdeniz et al., 2014), while commitment has been a critical factor in continuously selecting a brand. Hence, a brand's commitment to its quality can influence continuous purchase intention (Diaz et al., 2024). The commitment can be shown by its ability and consistency to fulfill consumers' needs and desires (Xu et al., 2024).

H2a: Quality commitment influences continuous purchase intention positively.

**2.3.2.Heritage and Continuous Purchase Intention**

Zhang et al. (2023) concluded that heritage positively and significantly influences continuous purchase intention for handmade products. The study implied that consumers who remember a brand's heritage have a higher tendency to interact with the brand continuously. This tendency is because heritage helps consumers select a trusted brand that is believed to fulfill their satisfaction (Safeer et al., 2020).

H2b: Heritage influences continuous purchase intention positively.

**2.3.3. Sincerity and Continuous Purchase Intention**

Safeer et al. (2023) showed that sincerity positively and significantly influences continuous purchase intention. Customers tend to believe a brand with sincerity, thereby motivating them to interact with it continuously. The study is consistent with Napoli et al. (2016), who stated that a brand's sincerity can increase consumers' trust.

H2b: Sincerity influences continuous purchase intention positively.

**2.3.4. Brand Experience and Continuous Purchase Intention**

Brand experience is an essential factor in motivating consumers to interact with it (Ong et al., 2015). Interaction can increase positive experience, which will motivate continuous purchase intention. Customers often remember the positive experience they felt when consuming a product, which motivates them to purchase it continuously to experience the specific experience.

H3: Brand experience influences continuous purchase intention positively.

**2.3.5. Quality Commitment and Continuous Purchase Intention through Brand Experience**

Quality commitment and brand experience can motivate consumers to purchase continuously (Lariviere et al., 2014). Consumers will always feel a positive experience from a brand that has a high commitment to quality, thereby motivating their intention to interact with the brand continuously (Wang et al., 2020).

H4a: Brand experience mediates the influence of quality commitment toward continuous purchase intention.

**2.4. Heritage and Continuous Purchase Intention through Brand Experience**

Rose et al. (2017) suggested that heritage refers to the importance of utilizing a brand's history to influence purchase decisions because the history can be a part of consumers' memories about the brand and their experience with it. The experience is considered positive if the product's performance is consistent with its past performance, motivating consumers to purchase it continuously.

H4b: Brand experience mediates the influence of heritage toward continuous purchase intention.

### 2.4.1. Sincerity and Continuous Purchase Intention through Brand Experience

Consumers tend to prefer brands with sincerity and authenticity (Steffen et al., 2021) because a sincere brand will provide complete and valid information about its product, making consumers believe that the product's performance will match the information. The unity of the performance and the information will improve consumers' experience toward the brand, increasing their intention to interact with the brand continuously.

H4c: Brand experience mediates the influence of sincerity toward continuous purchase intention.

Figure 1 presents this study's research model.

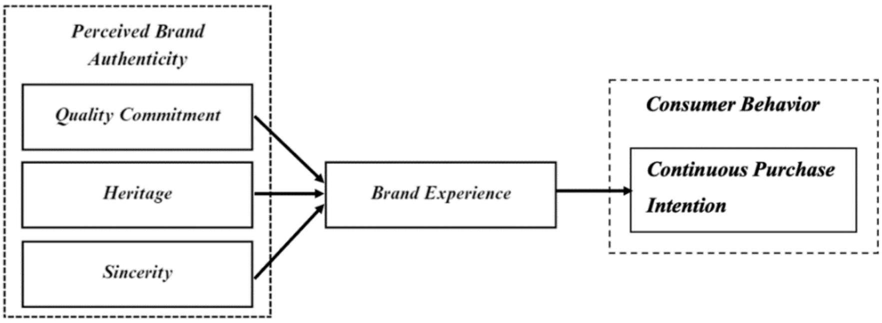



**Figure 1. Research Model**

## 3 Research Method

### 3.1. Research Design

This study is a descriptive study which collects data to describe an object, event, and situation based on the research topic (Bougie & Sekaran, 2020). This study aims to describe the influence of perceived brand authenticity on continuous purchase intention, with brand experience as a mediating variable. Moreover, this research is a cross-sectional study, whereas data collection was done once in a certain period (Bougie & Sekaran, 2020). This research was conducted for four months, from September to December 2023.

### 3.1.1 Population, Sampling, and Sample Size

This study focuses on Generation Z in Indonesia, who have consumed the instant noodle brand being studied. This research focuses on this generation because they consume instant noodles most frequently (Annur, 2023). Meanwhile, this study conducted non-probability sampling using convenience sampling.

### 3.1.2 Operationalization of Variables and Instruments

This study utilized Google Forms to measure variables. The variables were measured using a 5-point Likert scale, where one means "strongly disagree" and five means "strongly agree" to the indicators of variables. The indicators are presented in Table 3.1. Safeer et al. (2020) modified indicators of perceived brand authenticity and continuous purchase intention, while Murshed et al. (2023) modified indicators of brand experience.

Since this study was performed in Indonesia, all of these items were re-translated from English to Indonesian and back to English before being added to the questionnaire to ensure the clarity of each indicator included.

**Table 3.1 Indicators of Variables**

| Variables/ Dimensions | Indicator | Code |
|---|---|---|
| Quality Commitment | Quality is the core of this brand's product. | QC1 |
| | Only the best materials are used to produce this brand's product. | QC2 |
| | Precise standards produce this brand's product. | QC3 |
| | This brand's product is produced according to strict quality standards. | QC4 |
| | This brand's product is a strong symbol of consistent quality. | QC5 |
| | The company is committed to maintain long-term quality standards. | QC6 |
| Heritage | This brand's product demonstrates a close relationship with local culinary culture. | H1 |
| | The presence of this brand has been integrated into local culinary history. | H2 |
| | This brand's product evokes memories of a particular period considered enjoyable. | H3 |
| | This brand's product has an appealing design, even though societal trends change over time. | H4 |
| Sincerity | This brand's product shows sincerity through transparent communication. | S1 |
| | This brand's product firmly upholds the principle of honesty. | S2 |
| | This brand's product has built a reputation as a trustworthy brand. | S3 |
| Continuous Purchase Intention | I intend to purchase this brand's product frequently. | CPI1 |
| | I want to buy this brand's product because others recommend it. | CPI2 |
| | I recommend that others buy this brand's product. | CPI3 |
| | If I want to make a purchase, I consider buying this brand's product. | CPI4 |
| Brand Experience | The design of this brand's product can make a strong impression on my visual senses. | BE1 |
| | I want to buy this brand's product because others recommend it. | BE2 |
| | I recommend that others buy this brand's product. | BE3 |
| | The flavor variety of this brand's product sparks creativity in cooking. | BE4 |

## 4. Results and Discussion

### 4.1. Validity and Reliability Analysis

This research analyzed data using the PLS-SEM method used in SmartPLS4 software.

**Validity Analysis**

According to Bougie and Sekaran (2020), a validity test aims to determine the accuracy of indicators for measuring variables. Validity analysis is conducted based on convergent and discriminant validity (Hair et al., 2019). Convergent validity consists of a loading factor and an Average Variance Extracted (AVE) analysis.

**Table 4.1 Result of Loading Factor Analysis**

| Indicator | Sincerity | Quality Commitment | Heritage | Continuous Purchase Intention | Brand Experience |
|---|---|---|---|---|---|
| S1 | 0.899 | | | | |
| S2 | 0.903 | | | | |
| S3 | 0.856 | | | | |
| QC1 | | 0.863 | | | |
| QC2 | | 0.883 | | | |
| QC3 | | 0.888 | | | |
| QC4 | | 0.905 | | | |
| QC5 | | 0.870 | | | |
| QC6 | | 0.886 | | | |
| H1 | | | 0.879 | | |
| H2 | | | 0.903 | | |
| H3 | | | 0.881 | | |
| H4 | | | 0.880 | | |
| CPI1 | | | | 0.846 | |
| CPI2 | | | | 0.700 | |
| CPI3 | | | | 0.891 | |
| CPI4 | | | | 0.820 | |
| BE1 | | | | | 0.894 |
| BE2 | | | | | 0.873 |
| BE3 | | | | | 0.911 |
| BE4 | | | | | 0.886 |

**Table 4.2 Result of AVE Analysis**

| Variable | AVE |
|---|---|
| Brand Experience | 0.794 |
| Heritage | 0.785 |
| Continuous Purchase Intention | 0.668 |
| Sincerity | 0.786 |
| Quality Commitment | 0.779 |

Based on Table 4.1, every indicator has a loading factor higher than 0.5, indicating validity (Hair et al., 2014). Moreover, based on Table 4.2, the AVE of each variable is more significant than 0.5, indicating validity (Hair et al., 2014). Hence, all variables fulfilled the criteria of convergent validity.

Next, discriminant validity consists of cross-loadings and the Heterotrait-Monotrait Ratio (HTMT). Based on the cross-loadings analysis in Table 4.3, each indicator is more strongly related to indicators of the same variable than to indicators of other variables, thus fulfilling the criteria (Hair et al., 2019).

**Table 4.3 Result of Cross Loadings Analysis**

| Indicator | Sincerity | Quality Commitment | Heritage | Continuous Purchase Intention | Brand Experience |
|---|---|---|---|---|---|
| S1 | **0.899** | 0.706 | 0.694 | 0.648 | 0.701 |
| S2 | **0.903** | 0.724 | 0.661 | 0.642 | 0.695 |
| S3 | **0.856** | 0.806 | 0.737 | 0.629 | 0.742 |
| QC1 | 0.712 | **0.863** | 0.718 | 0.595 | 0.726 |
| QC2 | 0.740 | **0.883** | 0.709 | 0.627 | 0.726 |
| QC3 | 0.735 | **0.888** | 0.743 | 0.611 | 0.725 |
| QC4 | 0.770 | **0.905** | 0.734 | 0.638 | 0.721 |
| QC5 | 0.737 | **0.870** | 0.749 | 0.636 | 0.739 |
| QC6 | 0.762 | **0.886** | 0.772 | 0.636 | 0.761 |
| H1 | 0.687 | 0.746 | **0.879** | 0.631 | 0.743 |
| H2 | 0.699 | 0.743 | **0.903** | 0.592 | 0.757 |
| H3 | 0.684 | 0.742 | **0.881** | 0.619 | 0.778 |
| H4 | 0.719 | 0.731 | **0.880** | 0.647 | 0.784 |
| CPI1 | 0.674 | 0.660 | 0.634 | **0.846** | 0.703 |
| CPI2 | 0.414 | 0.354 | 0.363 | **0.700** | 0.393 |
| CPI3 | 0.673 | 0.679 | 0.652 | **0.891** | 0.737 |
| CPI4 | 0.544 | 0.543 | 0.586 | **0.820** | 0.637 |
| BE1 | 0.731 | 0.761 | 0.817 | 0.726 | **0.894** |
| BE2 | 0.681 | 0.720 | 0.741 | 0.615 | **0.873** |
| BE3 | 0.739 | 0.762 | 0.792 | 0.725 | **0.911** |
| BE4 | 0.715 | 0.716 | 0.727 | 0.702 | **0.886** |

**Table 4.4 Result of *Heteroit-Monotrait Ratio* (HTMT)**

| Variable | Sincerity | Quality Commitment | Heritage | Continuous Purchase Intention | Brand Experience |
|---|---|---|---|---|---|
| **Sincerity** | | | | | |
| **Quality Commitment** | 0.932 | | | | |
| **Heritage** | 0.888 | 0.903 | | | |
| **Continuous Purchase Intention** | 0.830 | 0.770 | 0.784 | | |
| **Brand Experience** | 0.905 | 0.894 | 0.947 | 0.862 | |

Based on Table 4.4, every variable has HTMT ratio lower than 1. Hence, all variables can be considered as valid.

### 4.1.2. Reliability Analysis

Reliability analysis aims to show that instruments will produce the same data when used repeatedly to measure the same object (Sugiyono, 2021).

**Table 4.5 Result of Reliability Analysis**

| Variable | Composite Reliability | Cronbach's Alpha |
|---|---|---|
| Continuous Purchase Intention | 0.866 | 0.835 |
| Brand Experience | 0.916 | 0.913 |
| Heritage | 0.909 | 0.909 |
| Sincerity | 0.863 | 0.863 |
| Quality Commitment | 0.943 | 0.943 |

Based on Table 4.5, Cronbach's alpha and composite reliability of each variable is more than 0.7, indicating that all variables are reliable (Hair et al., 2019).

### 4.1.3. Data Analysis

After collecting data using Google Forms, 274 respondents participated in this study. However, 40 respondents didn't qualify for participation, leaving 234 responses to be analyzed further. Most of the sample are women aged 30 who have completed their bachelor's degree and work as teachers. Geographically, the study was quite diverse, with two major areas of representation, Jabodetabek, and Sulawesi, each accounting for 37.2% of the respondents. Moreover, 83.4% of respondents found the brand's product color combination attractive, and 41% think the logo is very important for product identification. 80.3% of respondents chose the brand as their primary choice for instant noodles.

Meanwhile, data analysis was conducted using PLS-SEM method using SmartPLS 4 software. The technique consists of outer-model analysis and inner-model analysis. According to Hair et al. (2019), outer-model analysis describes the ability of indicators to represent constructs through validity and reliability analysis. The previous section shows that the analysis shows that all data are valid and reliable. Hence, the data analysis proceeded with inner-model analysis to examine the relationships between variables (Hair et al., 2019).

### 4.1.4. Coefficient of Determination ($R^2$)

The $R^2$ value is used to explain the ability of the independent variables to define the dependent variables (Hair et al., 2019). Table 4.6 shows that the $R^2$ value of brand experience is 79.9%, while the $R^2$ value of continuous purchase intention is 62.6%.

**Table 4.6 Result of $R^2$ Analysis**

| Variable | R-Square | R-Square adjusted |
|---|---|---|
| Continuous Purchase Intention | 0.633 | 0.626 |
| Brand Experience | 0.799 | 0.796 |

The result suggests that perceived brand authenticity can explain 79.9% of brand experience's variation, while the other 20.1% can be explained by other variables. The $R^2$ value is considered substantial because it's higher than 0.75 (Hair et al., 2019). Moreover, perceived brand authenticity and experience can explain 62.6% of continuous purchase intention, while other variables can explain the remaining 37.4%. The $R^2$ value is considered as moderate because it's lower than 0.75 (Hair et al., 2019).

### 4.1.5. Effect Size ($f^2$)

Effect size ($f^2$) analysis shows the change in $R^2$ value if a variable is eliminated (Hair et al., 2019). Based on Table 4.7, quality commitment and sincerity have a negligible effect on brand experience and continuous purchase intention because the $f^2$ value is lower than 0.15 (Hair et al., 2019). Moreover, heritage significantly affects brand experience because the $f^2$ value is higher than 0.35, but it does not affect continuous purchase intention because the $f^2$ value is lower than 0.02 (Hair et al., 2019). Brand experience has a medium effect on continuous purchase intention because the $f^2$ value is higher than 0.15 (Hair et al., 2019).

**Table 4.7 Result of $f^2$ Analysis**

| Variable | $f^2$ |
|---|---|
| Heritage → Brand Experience | 0.352 |
| Sincerity → Brand Experience | 0.062 |
| Quality Commitment → Brand Experience | 0.054 |
| Quality Commitment → Continuous Purchase Intention | 0.002 |
| Sincerity → Continuous Purchase Intention | 0.040 |
| Heritage → Continuous Purchase Intention | 0.000 |
| Brand Experience → Continuous Purchase Intention | 0.156 |

## 4.2. Goodness-of-Fit (GoF)

According to Hair et al. (2019), GoF analysis assesses the suitability of the dependent variable in predicting the research model. Based on Table 4.8, the GoF value is 0.739; the dependent variable is highly suitable for predicting the research model. This value is included in the large category since it’s more than 0.36 (Hair et al., 2019).

**Table 4.8 Result of GoF Analysis**

| Variable | AVE | $R^2$ | GoF |
|---|---|---|---|
| Sincerity | 0.786 | - | 0.739 |
| Quality Commitment | 0.779 | - | |
| Heritage | 0.785 | - | |
| Continuous Purchase Intention | 0.668 | 0.633 | |
| Brand Experience | 0.794 | 0.799 | |
| **Average** | **0.762** | **0.716** | |

### 4.2.1. Path Coefficient

Path coefficient analysis describes the relationship between variables (Hair et al., 2019). Based on Table 4.9, quality commitment, sincerity, and heritage positively influence brand experience and continuous purchase intention. Brand experience influences continuous purchase intention positively because the path coefficient value is higher than 0.

**Table 4.9 Result of Path Coefficient Analysis**

| Variable | Path Coefficient | Result |
|---|---|---|
| Quality Commitment → Brand Experience | 0.277 | Positive |
| Heritage → Brand Experience | 0.505 | Positive |
| Sincerity → Brand Experience | 0.216 | Positive |
| Quality Commitment → Continuous Purchase Intention | 0.059 | Positive |
| Heritage → Continuous Purchase Intention | 0.002 | Positive |
| Sincerity → Continuous Purchase Intention | 0.241 | Positive |
| Brand Experience → Continuous Purchase Intention | 0.534 | Positive |

### 4.2.2. Hypothesis Testing

The confidence level in this research is 95%, so a hypothesis is accepted if the t-statistics value is > 1.96 and p-value < 5% (Hair et al., 2019).

Based on Table 4.10, Hypotheses H2a and H2b are rejected. Hence, quality commitment and heritage don’t significantly influence continuous purchase intention.

Moreover, the other hypotheses are accepted. Hence, quality commitment, sincerity, and heritage influence brand experience positively and significantly, sincerity and brand experience influence continuous purchase intention positively and significantly, and brand experience mediates the influence of quality commitment, heritage, and sincerity toward continuous purchase intention.

**Table 4.10 Result of Hypothesis Testing**

| Variable | p-values | t-statistics | Result |
|---|---|---|---|
| $H_{1a}$: Quality Commitment → Brand Experience | 0.002 | 3.082 | Accepted |
| $H_{1b}$: Heritage → Brand Experience | 0.000 | 7.227 | Accepted |
| $H_{1c}$: Sincerity → Brand Experience | 0.008 | 2.661 | Accepted |
| $H_{2a}$: Quality Commitment → Continuous Purchase Intention | 0.534 | 0.623 | Rejected |
| $H_{2b}$: Heritage → Continuous Purchase Intention | 0.984 | 0.020 | Rejected |
| $H_{2c}$: Sincerity → Continuous Purchase Intention | 0.008 | 2.661 | Accepted |
| $H_3$: Brand Experience → Continuous Purchase Intention | 0.000 | 5.590 | Accepted |
| $H_{4a}$: Quality Commitment → Brand Experience → Continuous Purchase Intention | 0.009 | 2.604 | Accepted |
| $H_{4b}$: Heritage → Brand Experience → Continuous Purchase Intention | 0.000 | 4.112 | Accepted |
| $H_{4c}$: Sincerity → Brand Experience → Continuous Purchase Intention | 0.003 | 2.989 | Accepted |

**Discussions**

This study examined the influence of perceived brand authenticity on Generation Z's intention to continuously purchase from the most famous instant noodle brand in Indonesia. Based on the result of hypothesis testing, hypothesis $H1_a$ is accepted, indicating that quality commitment positively and significantly affects brand experience. This aligns with Jimenez-Barreto et al. (2020) who stated that quality commitment significantly impacts brand experience.

The result suggests that the brand's commitment to quality influences the customer's experience, which is felt through the delicacy of the product and the belief in its consistent quality. Customers may also feel a positive experience every time they consume the product and perceive that the noodle's texture and seasonings always taste similar over the years.

Hypothesis H1b is accepted, showing that heritage positively and significantly affects the brand experience. The result is in line with the study of Dion and Mazzalovo (2016). The brand's longevity since the 1980s contributes to customers' perception that it is authentic, thus enhancing customer experience. The heritage also includes the brand's effort to offer various flavors and portions, as well as its success in the global market.

Hypothesis $H1_c$ is accepted, indicating that sincerity positively and significantly influences brand experience. The result is consistent with Taheri et al. (2018), who suggested that sincerity influences brand experience positively and significantly. The sincerity perceived by customers from the brand can be felt through its transparent product information and active communication of the company's social responsibilities, which enhances the consumption experience. The result of that sincerity is considerably high because even though the brand's product is often related to health issues, customers still feel positive about consuming it.

Hypothesis $H2_a$ is rejected, indicating that quality commitment doesn't significantly influence continuous purchase intention. This aligns with Liu et al. (2023), who found that quality commitment does not substantially impact continuous purchase intention. The result suggests that customers are already well aware of the brand's quality, and any additional information about its quality commitment doesn't influence their repeat purchase intention, as they already perceive the product as high quality.

Hypothesis $H2_b$ is rejected, showing that heritage doesn't significantly affect continuous purchase intention. This aligns with Zhang et al. (2022), who concluded that heritage influences purchase intention in handmade products but not machine-produced products like the brand's. The result implies that customers do not consider the brand's heritage when making repeat purchases, focusing instead on their knowledge of its superior quality compared to other instant noodle brands.

On the other hand, hypothesis $H2_c$ is accepted, indicating that sincerity positively and significantly affects continuous purchase intention. The result aligns with Napoli et al. (2016) and Safeer et al. (2023). The sincerity perceived by customers from the brand may consist of its efforts to attract customers through new flavor developments despite being the market leader in Indonesia. Such efforts convince customers of the brand's sincerity, thus influencing their intention to continue purchasing the product.

Hypothesis H3 is accepted, which implies that brand experience has a positive and significant effect on continuous purchase intention. This result is consistent with previous research that explains brand experience influences consumers' intention to make repeat purchases (Ong et al., 2015; Qi & Yon, 2020). Customers' positive experience when consuming the brand's product can increase their tendency to continue buying it. This experience can be felt from its distinctive flavor varieties, affordable price, and innovation in offering more oversized products to match the portions customers need.

Hypothesis $H4_a$ is accepted, indicating that brand experience mediates the influence of quality commitment on continuous purchase intention. This aligns with Chinomona (2016) and Lehman et al. (2018), who suggested that enhancing continuous purchase intention can be achieved by realizing brand authenticity with consistency, such as commitment to product quality. The study shows that while quality commitment does not directly affect continuous purchase intention, it has a significant impact when mediated by brand experience. It emphasizes that the brand's quality commitment is crucial when it provides a positive customer experience, thereby increasing customers' tendency to make repeat purchases.

Hypothesis $H4_b$ is accepted, suggesting that brand experience mediates the influence of heritage on continuous purchase intention. This aligns with Rose et al. (2017), who emphasize the importance of utilizing brand history to influence consumer perceptions and purchase decisions. The implication is similar to H4a: heritage indirectly influences continuous purchase intention. Still, it significantly influences it when mediated by brand experience, indicating that the brand's history can increase repeat purchase tendencies if it provides a positive experience to customers. The heritage may also increase the positive experience and continuous purchase intention if customers believe the brand's performance is as good as they remember it was.

Hypothesis $H4_c$ is accepted, showing that brand experience mediates the influence of sincerity on continuous purchase intention. This finding is consistent with Khan and Fatma (2017) and Mostafa and Kasamani (2021). The result suggests that the congruency in product information consumers receive can create a positive experience, leading to their intention to make repeat purchases. Sincerity can be perceived through transparent information about the brand and its efforts to provide positive experiences to customers continuously.

#### 4.2.3. Managerial Implications

This study showed the crucial role of perceived brand authenticity in shaping the overall brand experience. Managers should leverage aspects such as heritage, sincerity, and a commitment to quality to create a compelling and genuine brand narrative. Emphasizing the brand's heritage can build a strong emotional connection with consumers by showcasing its history, traditions, and enduring values. This can be effectively achieved through storytelling in marketing campaigns, highlighting the brand's origins, milestones, and evolution, fostering a sense of continuity and trust that enhances the brand experience.

Additionally, Commitment to quality is another essential dimension that significantly impacts brand experience. Managers should prioritize consistently delivering high quality products. This involves investing in quality control measures, continuous improvement processes, and customer feedback mechanisms. Highlighting a commitment to quality in marketing campaigns can reassure consumers of the brand's dedication to excellence. By consistently meeting or exceeding customer expectations regarding product quality and performance, brands can enhance consumer satisfaction and loyalty, ultimately strengthening the overall brand experience.

Moreover, sincerity is vital to perceived brand authenticity, and managers must ensure that all brand communications and actions reflect genuine and honest intentions. This involves transparent communication, ethical practices, and consistent messaging across all touchpoints. Brands should engage in open dialogues with consumers, promptly address their concerns, and demonstrate a commitment to social and environmental responsibilities. By maintaining sincerity, brands can build trust and loyalty, leading to a more positive brand experience for consumers.

## 5. Conclusion

This study concluded that perceived brand authenticity's dimensions, namely heritage, sincerity, and quality commitment, influence brand experience positively and significantly. Heritage and quality commitment don't influence continuous purchase intention significantly, while sincerity and brand experience influence continuous purchase intention positively and significantly, and brand experience mediates the influence of heritage, sincerity, and quality commitment on continuous purchase intention.

Therefore, the brand should enhance customers' positive experiences by organizing mass customization to design its product's packaging, interacting with them through social media, and organizing events that give customers a different experience.

Sincerity can directly influence continuous purchase intention; thereby, the brand can design marketing strategies based on transparency, honesty, and product consistency. Additionally, the brand can provide comprehensive information to address health issues associated with its products.

Quality commitment and heritage can affect continuous purchase intention when mediated by brand experience. Hence, the brand can show commitment by providing consistent product quality and developing heritage by launching new flavor variations that match consumer tastes. These efforts are expected to enhance the positive brand experience and motivate continuous purchase intention.

Meanwhile, this study has not examined the impact of other variables, such as product quality or marketing strategies. Hence, this study suggests future research to identify variables that can affect continuous purchase intention, such as brand semiotics and halal certification, and researching the millennial, X, baby boomer, Y, and alpha generations to understand their intention to continue interacting with the brand.

## REFERENCES


Akdeniz, M. B., Calantone, R. J., & Vorhees, C. M. (2014). Signaling quality: An examination of the effects of marketing and nonmarketing-controlled signals on perceptions of automotive brand quality. *Journal of Product Innovation Management, 31*(4), 728-743. https://doi.org/10.1111/jpim.12120

Annur, C. M. (2023). *Indomie, merek mi instan yang paling banyak dikonsumsi masyarakat indonesia setahun terakhir*. Retrieved August 11, 2023, from https://databoks.katadata.co.id/datapublish/2023/02/17/indomie-merek-mi-instan-yang-paling-banyak-dikonsumsi-masyarakat-indonesia-setahun-terakhir

Astrachan, C. B., Botero, I. C., Astrachan, J. H., & Prugl, R. (2018). Branding the family firm: a review, integrative framework proposal, and research agenda. *Journal of Family Business Strategy*, *9*(1), 3-15. https://doi.org/10.1016/j.jfbs.2018.01.002

Bougie, R. & Sekaran, U. (2020). *Research Methods for Business: A Skill Building Approach (8th ed.)*. New Jersey: John Wiley & Sons.

Chinomona, R. (2016). The Influence of brand trust, brand familiarity and brand experience on brand attachment: A case of consumers in the gauteng province of south africa. *Journal of Economics and Behavioral Studies*, *8*(3), 79-91. https://doi.org/10.21580/jdmhi.2021.3.1.7440

Cynthia, C. & Keni, K. (2023). Brand experience, perceived value, and social media marketing to predicate brand loyalty. *International Journal of Application on Economics and Business*, *1*(1), 402-408. https://doi.org/10.24912/ijaeb.11.402-408

Dion, D. & Mazzalovo, G. (2016). Reviving sleeping beauty brand by rearticulating brand heritage. *Journal of Business Research*, *69*(12), 5894-5900. https://doi.org/10.1016/j.jbusres.2016.04.105

Euromonitor. (2019). 2019 Megatrends: state of play. retrieved august 22, 2023, from https://go.euromonitor.com/white-paper-consumers-2019-megatrends-state-of-play.html

Gazi, Md. A., Mamun, A. A., Masud, A. A., Senathirajah, A. R., & Rahman, T. (2024). The relationship between CRM, knowledge management, organization commitment, customer profitability and customer loyalty in telecommunication industry: The mediating role of customer satisfaction and the moderating role of Brand Image. *Journal of Open Innovation: Technology, Market, and Complexity*, *10*(1), 100227. https://doi.org/10.1016/j.joitmc.2024.100227

Good Stats. (2023). *Diekspor ke Banyak Negara, Indomie Masuk Daftar Merek Terpopuler di Dunia 2021*. Retrieved August 15, 2023, from https://goodstats.id/article/diekspor-ke-banyak-negara-indomie-masuk-daftar-merek-terpopuler-di-dunia-2021-1AoXA.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis*. London: Pearson Education.

Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. New York: Springer. https://doi.org/10.1007/978-3-030-80519-7

Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, G. V. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, *26*(2), 106-121. https://doi.org/10.1108/EBR-10-2013-0128

Heider, F. (1958). *The Psychology of Interpersonal Relations*. New York: John Wiley & Sons. https://doi.org/10.1037/10628-000

Hernandez-Fernandez, A. & Lewis, M. C. (2019). Brand authenticity leads to perceived value and brand trust. *European Journal of Management and Business Economics*, *28*(1), 222-238. https://doi.org/10.1108/EJMBE-10-2017-0027

Jimenez-Barreto, J., Rubio, N., & Campo, S. (2020). Destination brand authenticity: What an experiential simulacrum! a multigroup analysis of its antecedents and outcomes through official online platforms. *Tourism Management*, *77*, 104-119. https://doi.org/10.1016/j.tourman.2019.104022

Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, *57*(1), 1-22. http://dx.doi.org/10.2307/1252054

Kelley, H. H. (1973). The processes of causal attribution. *American Psychologist*, *28*(2), 107-128. https://doi.org/10.1037/h0034225

Khan, I. & Fatma, M. (2017). Antecedents and outcomes of brand experience: An empirical study. *Journal of Brand Management*, *24*(5), 439-452. https://doi.org/10.1057/s41262-017-0040-x

Khan, I., & Fatma, M. (2021). Online destination brand experience and authenticity: Does individualism-collectivism orientation matter? *Journal of Destination Marketing & Management*, *20*, 100597. https://doi.org/10.1016/j.jdmm.2021.100597

Kompas. (2023). *Produk lokal kian terpukul barang impor*. Retrieved August 21, 2023, from https://www.kompas.id/baca/ekonomi/2023/08/14/semakin-merebak-barang-jadi-impor-dijual-murah-di-platform-daring

Lariviere, B., Keiningham, T. L., Cooil, B., Aksoy, L., & Malthouse, E. (2014). A longitudinal examination of customer commitment and loyalty. *Journal of Service Management*, *25*(1), 75-100. https://doi.org/10.1108/JOSM-01-2013-0025

Lehman, D. W., O'Connor, K., Kovacs, B., & Newman, G. E. (2018). Authenticity. *Academy of Management Annals*, *13*(1), 1-42. https://doi.org/10.5465/annals.2017.0047

Liu, X., Zhang, C., & Wu, J. (2023). Explaining consumers' continuous purchase intention toward subscriber-based Knowledge Payment Platforms: Findings from PLS-SEM and fsQCA. *Aslib Journal of Information Management*, *76*(2), 189-211. https://doi.org/10.1108/ajim-08-2022-0359

Liu, Y., Hultman, M., Eisingerich, A. B., & Wei, X. (2020). How does brand loyalty interact with tourism destination? exploring the effect of brand loyalty on place attachment. *Annals of Tourism Research*, *81*, 102879. https://doi.org/10.1016/j.annals.2020.102879

Mehta, A., Gaur, L., & Singh, G. (2022). Impact of Customer Experience on Attitude and Repurchase Intention in Online Grocery Retailing: A Moderation Mechanism of Value Co-Creation. *Journal of Retailing and Consumer Services*, *64*(1), 102798. https://doi.org/10.1016/j.jretconser.2021.102798

Morhart, F., Mala¨r, L., Gue`vremont, A., Girardin, F., & Grohmann, B. (2015). Brand authenticity: An integrative framework and measurement scale. *Journal of Consumer Psychology*, *25*(2), 200-218. https://doi.org/10.1016/j.jcps.2014.11.006

Mostafa, R. B. & Kasamani, T. (2021). Brand experience and brand loyalty: Is it a matter of emotions? *Asia Pacific Journal of Marketing and Logistics*, *33*(4), 1033-1051. https://doi.org/10.1108/APJML-11-2019-0669

Murshed, F., Dwivedi, A., & Nayeem, T. (2023). Brand authenticity building effect of brand experience and downstream effects. *Journal of Product & Brand Management*, *32*(7), 1032–1045. https://doi.org/10.1108/JPBM-02-2021-3377

Napoli, J., Dickinson, S. J., Beverland, M. B., & Farrelly, F. (2014). Measuring consumer-based brand authenticity. *Journal of Business Research*, *67*(6), 1090-1098. https://doi.org/10.1016/j.jbusres.2013.06.001

Napoli, J., Dickinson, S., & Beverland, M. B. (2016). The brand authenticity continuum: strategic approaches for building value. *Journal of Marketing Management*, *32*(13-14), 1-29. https://doi.org/10.1080/0267257X.2016.1145722

Ong, C. H., Lee, H. W., & Ramayah, T. (2018). Impact of brand experience on loyalty. *Journal of Hospitality Marketing and Management*, *27*(7), 755–774. https://doi.org/10.1080/19368623.2018.1445055

Ong, C. H., Salleh, S. M., & Yusoff, R. Z. (2015). Influence of brand experience on loyalty dimensions: Evidence from Successful Malaysian SME Brands. *International Journal of Business and Commerce*, *4*(7), 51-75.

Panyekar, A. & Marsasi, E. G. (2024). The role of brand equity, brand authenticity, brand trust to increase customer satisfaction. *Jurnal Pendidikan Ekonomi dan Kewirausahaan*, *8*(1), 71-89. https://doi.org/10.29408/jpek.v8i1.25144

Papadopoulou, C., Vardarsuyu, M., & Oghazi, P. (2023). Examining the relationships between brand authenticity, perceived value, and brand forgiveness: The role of cross-cultural happiness. *Journal of Business Research*, *167*, 114154. https://doi.org/10.1016/j.jbusres.2023.114154

Qi, Y. & Yon, Y. (2020). Influence of multi-channel integration service quality on purchase intention of customers: Dual mediating effect of brand experience and brand trust. *Revista Argentina de Clinica Psicologica*, *29*(2), 58-72. https://doi.org/10.24205/03276716.2020.207

Rather, R. A., Rasul, T., Khan, H., & Khan, I. (2024). Unveiling the dynamics between consumer brand engagement, experience, and relationship quality towards luxury hotel brands: Moderating investigation of brand reputation. *International Journal of Hospitality Management*, *116*, 103572. https://doi.org/10.1016/j.ijhm.2023.103572

Rixom, J. M. & Rixom, B. A. (2023). Perceived brand authenticity: Examining the effects of inferred dedication and anticipated quality on consumers' purchase intentions and actual choices. *Journal of Consumer Behaviour*, *22*(3), 721–737. https://doi.org/10.1002/cb.2156

Rose, E. M., Rose, G. M., & Merchant, A. (2017). Is old gold? how heritage 'Sells' the university to prospective students: The impact of a measure of brand heritage on attitudes toward the university. *Journal of Advertising Research*, *57*(3), 335-351. https://doi.org/10.2501/JAR-2017-038

Roushdy, A. S. (2015). The relationship between consumer-based brand authenticity and brand loyalty: A mediating role of brand satisfaction. *The Journal of Accounting, Management, and Insurance*, 1–15.

Safeer, A. A., He, Y., & Abrar, M. (2020). The influence of brand experience on brand authenticity and brand love: An empirical study from asian consumers' perspective. *Asia Pacific Journal of Marketing and Logistics*, *33*(5), 1123–1138. https://doi.org/10.1108/apjml-02-2020-0123

Safeer, A. A., He, Y., Lin, Y., Abrar, M., & Nawaz, Z. (2023). Impact of perceived brand authenticity on consumer behavior: An evidence from generation Y in Asian perspective. *International Journal of Emerging Markets*, *18*(3), 685-704. https://doi.org/10.1108/IJOEM-09-2020-1128

Statista. (2023). *Food brand preference in Indonesia 2022, by Penetration Rate*. Retrieved July 31, 2023, from https://www.statista.com/statistics/1346815/indonesia-penetration-rate-of-preferred-food-brands/

Steffen, A., Stettler, J., & Huck, L. (2021). Feeling (Un)welcome in switzerland: The perception of commercial hospitality by domestic and international tourists. *Tourism and Hospitality Research*, *21*(1), 44–60. https://doi.org/10.1177/1467358420944458

Sugiyono. (2021). *Metode Penelitian Kuantitatif Kualitatif dan R&D (Ed. 2)*. Bandung: Alfabeta.

Sung, K. S., & Lee, S. (2023). Customer brand co-creation behavior and brand sincerity through CSR interactivity: The role of psychological implications in service-dominant logic. *International Journal of Hospitality Management*, *108*, 103388. https://doi.org/10.1016/j.ijhm.2022.103388

Taheri, B., Gannon, M. J., & Kesgin, M. (2020). Visitors' perceived trust in sincere, authentic, and memorable heritage experiences. *The Service Industries Journal*, *40*(9–10), 705–725. https://doi.org/10.1080/02642069.2019.1642877

Veronica, H. & Keni. (2022). Pengaruh kepuasan, word-of-mouth, dan perceived usefulness terhadap Intensi membeli kembali produk kecantikan merek lokal di jakarta. *Jurnal Manajemen Bisnis dan Kewirausahaan*, *6*(6), 594-599. https://doi.org/10.24912/jmbk.v6i6.20661

Wang, J., Tao, J., & Chu, M. (2020). Behind the label: Chinese consumers' trust in food certification and the effect of perceived quality on purchase intention. *Food Control, 108*, 106825. https://doi.org/10.1016/j.foodcont.2019.106825

Xu, Y., Liu, C., Wei, F., Zhao, S., & Mao, H. (2024). The influence of government subsidies on remanufacturers' production decisions, considering product quality, customer purchase intention, and carbon emissions. *Journal of Cleaner Production*, *443*, 141130. https://doi.org/10.1016/j.jclepro.2024.141130

Zhang, M., Guo, X., Guo, X., & Jolibert, A. (2023). Consumer purchase intention of intangible cultural heritage products (ICHP): Effects of cultural identity, consumer knowledge and manufacture type. *Asia Pacific Journal of Marketing and Logistics, 35*(3), 726-744. https://doi.org/10.1108/APJML-11-2021-0831

# THE INFLUENCE OF CUSTOMER EXPERIENCE AND BRAND IMAGE ON CUSTOMER SATISFACTION

(Study on Tokopedia users in Bandung)

Zulganef Zulganef[1], Dicky Taruna Gustafianto[2]

[1]*Universitas Widyatama, Bandung*
e-mail :zulganef@widyatama.ac.id*
dicky.taruna@widyatama.ac.id

**ABSTRACT**

This study aims to analyze Customer Satisfaction for Tokopedia users in Bandung City. This study uses the variables Customer Experience and Brand image to analyze the effect of these variables on Customer Satisfaction for Tokopedia users in Bandung City. Respondents in this study totaled 106 people. The sampling technique used is purposive sampling technique through questionnaire. The data analysis used is the instrument test of validity, reliability, classical assumption test, descriptive analysis method and multiple linear regression analysis. This research results found that the customer experience and brand image variables have a positive effect on customer satisfaction. Authors also make some recommendation

Keywords: Tokopedia, brand image, customer experience, customer satisfaction.

**ABSTRAK**

*Penelitian ini bertujuan untuk menganalisis Kepuasan Pelanggan pengguna Tokopedia di Kota Bandung. Penelitian ini menggunakan variabel Pengalaman Pelanggan dan Citra Merek untuk menganalisis pengaruh variabel-variabel tersebut terhadap Kepuasan Pelanggan pengguna Tokopedia di Kota Bandung. Responden dalam penelitian ini berjumlah 106 orang. Teknik pengambilan sampel yang digunakan adalah purposive sampling melalui kuesioner. Analisis data yang digunakan meliputi uji instrumen validitas, reliabilitas, uji asumsi klasik, metode analisis deskriptif, dan analisis regresi linier berganda. Hasil penelitian ini menunjukkan bahwa variabel pengalaman pelanggan dan citra merek memiliki pengaruh positif terhadap kepuasan pelanggan. Penulis juga memberikan beberapa rekomendasi.*

*Kata kunci: Tokopedia, citra merek, pengalaman pelanggan, kepuasan pelanggan.*

## 1. Introduction

Based on data reported by Kompasiana in 2023, internet users in Indonesia are in the fourth highest position in Asia. This position indicates that internet usage in Indonesia is quite high. The use of the internet is developing in various aspects in Indonesia. A country's economy can be encouraged to achieve a digital economy by utilizing technology. The use of digital technology triggers the development of e-commerce or electronic commerce. The development of a new digital economy is characterized by the presence of mobile technology, unlimited internet access which makes changes to a digital-based economy (Van Ark, Erumban, Corrado, & Levanon, 2016).

Digital services influence many sectors, especially the economy (Economy Sea, 2022). The biggest growth and main driver of digital economy services occurs in the e-commerce sector with the adoption of digital users in the e-commerce sector. E-commerce became a trend before the pandemic and increased during the pandemic. Economic actors, especially in buying and selling goods and services, are shifting their main focus to e-commerce services (CNBCindonesia, 2023).

In the Statista 2023 report, the total e-commerce consumption in Indonesia increased significantly. The forecast is that growth will continue in the coming years. The number of users in the e-commerce market in Indonesia is expected to continue to increase between

2023 and 2027 by 48.2 million users (+24.53 percent). After four consecutive years of increase, the number of users is expected to reach 244.67 million and peak only in 2027. Notably, the number of e-commerce market users has been steadily increasing over the past few years.

**Table 1 Indonesia E-commerce Competition Map 2018-2022 (In Million)**

| ***E-commerce*** | **Q4 2018** | **Q4 2019** | **Q4 2020** | **Q4 2021** | **Q4 2022** | **Q4 2023** |
|---|---|---|---|---|---|---|
| **Tokopedia** | **168** | **67,9** | **114,65** | **157,44** | **136,7** | **101,1** |
| Shopee | 67,68 | 72,98 | 129,32 | 138,77 | 191,6 | 242,2 |
| Bukalapak | 116 | 39,26 | 38,58 | 25,76 | 19,7 | 8,7 |
| Lazada | 58,29 | 28,38 | 22,41 | 28,17 | 83,2 | 48,6 |

Source: KataData (2023)

Tokopedia and Shopee are two Indonesian e-commerce companies that compete for market share. Based on the average number of website visits in a month, Shopee and Tokopedia have the largest market share. According to Katadata data in 2023

Tokopedia had a visit of 168 million in 2018 and a decrease in visitors in 2019 to 67.9 million visitors within 1 year. Although visitors increased again in 2020 to 114.65 Million visitors, this number is still very far from the average monthly visit in 2018. In 2021 the average visitor has increased but still has a difference compared to 2018. In addition, the decline in the number of visitors also returned to 136.7 Million visitors in 2022 and a decrease in the number of visitors occurred in 2023 to 101.1 Million visitors.

The customer satisfaction factor is also important for every company to implement to benefit from non- financial aspects such as customer loyalty (Sari et al., 2021). Customer satisfaction according to Kotler and Armstrong (2016) customer satisfaction is "the extent to which a product's perceived performance matches a buyer's expectation". Namely the level at which an achievement of the performance of a product received by consumers is the same as the expectations of the consumers themselves (Suwarsito & Aliya, 2020).

The brand image factor is that the better a company's brand image in the minds of consumers, the greater the consumer's self-optimism to be satisfied using a product or service which will benefit the company involved continuously (Nurhidayah & et al, 2021).Satisfied customers are very meaningful, apart from describing the image, they can also encourage new premiums for the company in the long term, thus showing the value or income to the company (Momuat & et al, 2021). Regular purchasing behavior that requires customers to buy at least twice can be said to be loyal customers (Tumanung, 2021).

Based on online survey research conducted by Snapcart in 2022 which was attended by 1000 respondents spread across various areas in Indonesia. From the results of the research, it was found that the e-commerce that is widely remembered and most widely used by most people is Shopee. Shopeebecame the Top of Mind category online shopping site by 78%, followed by Tokopedia by 20%, and Lazada 2%.

The results of this Snapcart research are also in accordance with the Map Of E-Commerce in Indonesia report in the fourth quarter of 2021 published by iPrice. It can be seen that Shopee is ranked first in the App Store and Google Play Store. Even in 2022, Shopee is still the first place which is superior to Tokopedia.

Based on the Top Brand Image from 2019-2022 Tokopedia has entered the top brand index and is in the top 3 top brands of online shopping sites in Indonesia. But in terms of brand ranking from Tokopedia, it has not been able to become the first in 2022 which is occupied by Shopee with a percentage of 43.7% and Tokopedia 14.9%. It can be seen that the brand from Tokopedia has not become the top brand of choice for the public with a large difference from other e- commerce, namely Shopee.

The top brand assessment criteria are based on the results of the Indonesian customer survey to determine the best brand. The findings of the brand selection by the independent top brand are then widely disseminated through marketing magazines. The three parameters of the top brand winner criteria chosen by customers are Top of Mind Share, Top of Market Share and Top of Commitment Share (https://www.topbrand-award.com/top-brand-index/).

Research by Robert and Hartono (2017) shows that customer experience has a significant effect on customer satisfaction, and research conducted by Siswono and Tjahjono (2019) Customer Experience has a significant positive effect simultaneously and partially on Customer Satisfaction. And research conducted by Fani and Happy (2019) The results in this study indicate that brand awareness, perceived value, and Brand Image can positively influence customer satisfaction.

Based on the previous research the aim of this research is to analyze "The Influence of Customer Experience and Brand Image on Customer Satisfaction" (Study on Tokopedia Users in the Bandung City Are

## 2. Literature Review

### 2.1. Brand Image

Brand Image is a consumer's perception of a product brand that is formed from information obtained by consumers through experience using the product. According to Keller (2013: 3) states that brand image is a consumer response to a brand based on the good and bad brands that consumers remember.

Firmansyah (2019: 60) states that "Brand image can be defined as a perception that appears in the minds of consumers when remembering a brand of a particular product". Kotler and Keller (2012: 315) state that: "Brand image is the perception and belief made by consumers, as reflected in the associations that occur in consumer memory. A strong brand image can provide a major advantage for banks, one of which can create a competitive advantage. Brand image is a consumer's perception of a product brand that is formed from information obtained by consumers through the experience of using the product. Based on this understanding, it shows that a brand will be strong if it is based on experience and gets a lot of information ".

Schiffman and Wisenblit (2015: 105) state that Brand image is "the desired outcome of effective positioning is a district "position" (or image) that the brand occupies in the customer mind". Aaker (1991) quoted in Firmansyah (2019: 60) states that "Brand association is anything linked in memory to a brand". This definition shows that brand association is something related to the brand in consumers' memories.

Based on this opinion, it can be explained that brand image is the perception of consumers to evaluate a product when consumers do not have good enough knowledge about a product to be purchased, so consumers tend to choose products that are well-known and used by many people rather than products that are new to them.

## 2.2. Customer Experience

Baker et.al. in Marcellinus (2015) say that "building customer experience is holistic in nature and involves physical and social emotional, affective, cognitive responses of customers to retailers. This experience is created not only by elements that retailers can control (for example, service interface, retail atmosphere, assortment, price), but also by elements that are outside the retailer's control (for example, the influence of other people, shopping destinations)".

In general, Customer Experience refers to the customer's own perception, as well as the interpretation of all aspects encountered when interacting or visiting a company or retail. Therefore, customer experience is not only about customers who just want to buy a product but also relates to the atmosphere inside and outside the company or retail, cashiers, and even other customers. This is a design from the management of a company to stimulate the attention of visitors and customers, so that they have a Customer Experience and memory of a company itself, Dyki and Sutrasmawati (2016).

## 2.3. Dimensions of Customer Experience

Schmitt in Nurul, Tresnati, and Oktini (2017: 1141) categorizes Customer Experience into 5 dimensions that can be used to measure consumer experience consisting of:

1. Sense

Sense is a type of experience that is a tangible and perceivable aspect of a product that can be captured by the five human senses, including sight, sound, smell, taste and touch that will appear through a product or service to create an experience.

2. Feel

Feel is aimed at the feelings and emotions of consumers with the aim of influencing experiences that start from a gentle mood to strong emotions of pleasure and pride. Feel arises as a result of contact and interaction that develops over time, which can be done through the feelings and emotions generated.

3. Think

Think is a type of experience that aims to create cognition. Companies try to challenge consumers by providing problem-solving experiences that encourage customers to interact cognitively with the company or product.

4. Act

It is a type of experience that aims to influence behavior, lifestyle and interaction with consumers. Act is an action related to the whole individual (mind and body) to improve his life and lifestyle. Where the lifestyle itself is a pattern of individual behavior in life in the form of a lifestyle can be applied by using ongoing trends or encouraging the creation of new cultural trends. Messages that motivate, inspire and are spontaneous can cause customers to do things differently and try new ways to change their lives for the better.

5. Relate

Relate marketing combines aspects of sense, feel, think and act with the intention of connecting individuals with what is beyond themselves and implementing relationships between people and other social groups so that they can feel proud and accepted. The purpose of the relate experience is to connect the consumer with the culture and social environment reflected by the brand of a product.

## 2.4. Customer Satisfaction

Satisfaction is an expression of someone's pleasure or disappointment that arises after comparing the perception with the results obtained. If the performance exceeds expectations, the customer will be happy, otherwise if the performance is below expectations, the customer is dissatisfied. Performance that exceeds expectations will encourage customers to buy the product again (Ritonga & et al, 2018).

According to Kotler and Keller (2016) Satisfaction is a person's feelings of pleasure or dissapoinment that result from comparing a product or service's perceived performance (or outcome) to expectations. This means that satisfaction refers to a person's feelings of pleasure or dissatisfaction as a result of comparing the perceived performance of a product or service (Pujiawati & Madiawati, 2020). In companies, customer satisfaction with products and services is seen as long-term success. Customers have a great influence on competitiveness so companies need to pay attention to customer satisfaction (Suchanek & Kralova, 2019). From the previous research, it can be concluded that the definition of customer satisfaction is a person's feeling of satisfaction and pleasure with a product with the results felt after purchase and satisfaction is not obtained elsewhere.

## 2.5. Dimensions of Customer Satisfaction

Parker and Mathews (2001) conducted an in-depth study of the definition of satisfaction and revealed that the definition of satisfaction that is often used by researchers is an evaluation between what is received and what is expected by consumers. based on this, the authors use the definition of satisfaction in this study in accordance with that proposed by Parker and Mathews (2001).

On the other hand, Zeithaml, Berry, Parasuraman (1996) used or adopted servqual to measure customer satisfaction. So than in this research authors also used servqual as dimensions of customer satisfaction.

Some previous studies related to this research are about brand image variables, customer experience, customer satisfaction. For comparison and reference in research, researchers use some of the research results below. Customer experience or customer experience obtained by consumers when buying a product will be able to make consumers feel satisfied. In research conducted by Siswono and Tjipjono (2018) shows that the Customer Experience dimension has a significant positive effect simultaneously and partially on customer Satisfaction on Tokopedia in the city of Bandung. The test results were carried out by partial test (t test) and simultaneous test (f test).

The effect of brand image on customer satisfaction in the marketplace in Indonesia. In research conducted by Fani and Happy (2019) this study shows that brand awareness, perceived value, and brand image can positively influence customer satisfaction with The Body Shop products in Jakarta. Based on the literature review we debeloped two some hypotheses as follows:

H1: There is a significant direct influence between customer experience on customer satisfaction

H2: There is a significant direct influence between brand image on customer satisfaction

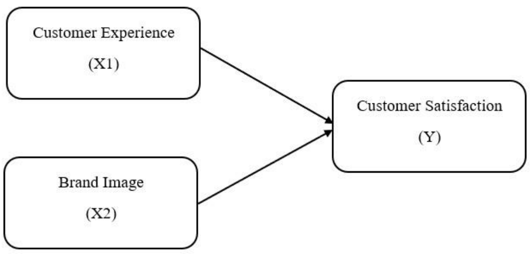



Figure.1 Reseasrch Model

## 3. Research Methodology

This research was conducted to determine the effect of Customer Experience and Brand Image on customer satisfaction and the source is from Tokopedia users and has shopped at Tokopedia at least 2 times. The type of data in this study uses primary data with a quantitative data approach, descriptive analysis techniques are used to process data, and the F test and t test are used to test hypotheses. Data collection in this study was obtained from the results of questionnaires that had been distributed to respondents.

The population used is Tokopedia users who have shopped at Tokopedia at least 2 times. The technique used for sampling is non-probability sampling i.e. purposive sampling where the sampling technique is based on certain criteria or considerations of the population determined by the researcher (Zulganef, 2018: 130). The number of samples needed in this study were 100 respondents.

## 4. Result & Discussion

### 4.1. Validity Test

To ensure that the questionnaire can convey indicators for the variables to be measured, the validity of the questionnaire is tested by looking at the Factor Loading value denoted by Lambda (λ) which requires a value of> 0.50 to be declared valid and the AVE (Average Variance Extracted) value, if the AVE value is above> 0.50 it can be declared to have good discriminant validity.

**Table 2 Validity Test of *Customer Experience* Variables *(X1)***

| CUSTOMER EXPERIENCE | | N=5 | DESCRIPTION |
|---|---|---|---|
| **Factor Loading (λ)** | $\lambda^2$ | **AVE** | |
| 0,711 | 0,506 | 0,551 | **VALID** |
| 0,686 | 0,471 | | |
| 0,8 | 0,640 | | |
| 0,709 | 0,503 | | |
| 0,799 | 0,638 | | |
| 3,705 | 2,757 | | |

**Source: Primary data processed (2024)**

Based on table 2 above, it is known that the *customer experience* variable (X1) has an AVE value> 0.5 and on *factor loading in* each indicator> 0.5 So it can be interpreted that all items of the *customer experience* variable have **valid** data by showing the AVE value> 0.5 and *factor loading* in each indicator indicates a value> 0.5.

**Table 3 Brand Image Variable Validity Test (X2)**

| BRAND IMAGE | | N=5 | DESCRIPTION |
|---|---|---|---|
| **Factor Loading (λ)** | $\lambda^2$ | **AVE** | |
| 0,745 | 0,555 | 0,505 | **VALID** |
| 0,775 | 0,601 | | |
| 0,766 | 0,587 | | |
| 0,762 | 0,581 | | |
| 0,451 | 0,203 | | |
| 3,49 | 2,526 | | |

**Source: Primary data processed in SPSS 24 (2024)**

Based on table 3 above, it is known that the *customer experience* variable (X2) has an AVE value> 0.5 and on *factor loading* in each indicator> 0.5 So it can be interpreted that all *brand image* variable items have **valid** data by showing the AVE value> 0.5 and *factor loading* in each indicator indicates a value> 0.5.

**Table 4 Customer Satisfaction Variable Validity Test (Y)**
**Source: Primary data processed (2024)**

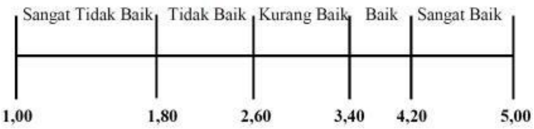
| **CUSTOMER SATISFACTION** | | **N=5** | **DESCRIPTION** |
|---|---|---|---|
| **Factor Loading (λ)** | $\lambda^2$ | **AVE** | |
| 0,809 | 0,654 | 0,558 | **VALID** |
| 0,808 | 0,653 | | |
| 0,73 | 0,533 | | |
| 0,694 | 0,482 | | |
| 0,686 | 0,471 | | |
| **3,727** | **2,792** | | |

Based on table 4 above, it is known that the *customer satisfaction* variable (Y) has an AVE value> 0.5 and on *factor loading in* each indicator> 0.5 So it can be interpreted that all items of the *customer satisfaction* variable have valid data by showing the AVE value> 0.5 and *factor loading* in each indicator indicates a value> 0.5.

## 4.2. **Reliability Test**

Reliability testing is used to measure how consistent the results of a variable are over time. Decision making uses the value limit on *Croncbach's Alpha* greater than 0.60, so the instrument is said to be reliable (Priyatno, 2016). The following are the results of testing 20 question items with 5 *customer experience* indicators, 5 *brand image* indicators and 5 *customer satisfaction* indicators.

Table 5 Reliability Test Results




| **ariables** | **ronbach's Alpha** | **N** | **ption** |
|---|---|---|---|
| Customer Experience (X1) | 0,796 | 5 | e |
| Image (X2) | 0,737 | 5 | e |
| Customer Satisfaction (Y) | 0,794 | 5 | e |

Source: Primary data processed

Based on table 5 above, it is known about the reliability test and what is seen is that the *customer experience reliability test* value is greater than the Cronbach's alpha value limit (0.841>0.60), as well as the product *brand image* variable reliability test is greater than the Cronbach's alpha value limit (0.737>0.60), as well as the product *customer satisfaction* variable reliability test is greater than the Cronbach's alpha value limit (0.803>0.60). This means that all the items on the *customer experience* variable, *brand image* and *customer satisfaction* with 15 questions are said to be reliable and feasible to use so that they can be continued.

## 4.3. **Descriptive Analysis Results**

A descriptive analysis was carried out and the results showed that the average score of the *Customer Experience* variable of 4.29 was in the interval 4.20 - 5.00, which means that on average the *Customer Experience* variable is in a good category. This means that the dimensions of *sense, feel, think, act* and *relate* are in the very good category.

Figure 2. Customer Experience Continuum Line
Source: Data Processed by Researchers, 2024

The continuum line with the percentage of the average score of the *brand image* variable of 4.32 is in the interval 4.20 - 5.00, which means that on average the *brand image* variable is in the very good category. This shows that the aspects of brand association strength, brand association uniqueness, brand association excellence are in the excellent group.

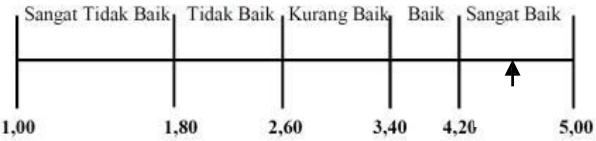



Figure 3. Customer Experience Continuum line
Source: Data Processed by Researchers, (2024)

In the Customer Satisfaction variable, it is known that the continuum line is in the good category in the interval 4.20 - 5.00 with an average score for the *customer satisfaction* variable of 4.36. This shows that the aspects of Overall Customer Satisfaction, Confirmation *Of* Expectations are in the very good group.

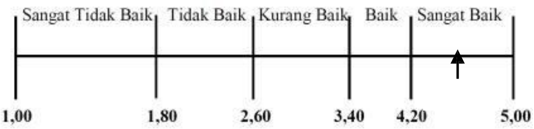



Figure 4. Customer Satisfaction Continuum Line
Source: Data Processed by Researcher, (2024)

## 4.4. **Classical Assumption Test**

### 4.4.1. **Normality Test**

The independent and dependent variables in a regression model are tested to see if they are regularly distributed using a procedure known as a normality test. To conduct the test, researchers used the *Kolmogorov - Smirnov Test.* Residuals are normally distributed if the significant value or p value is more than 0.05 (Priyatno, 2022). In processing the data in this normality test, it operates the IBM SPSS Statistics 24 application.

Table.6. Normality Test

**One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residual |
|---|---|---|
| N | | 106 |
| Normal Parameters[a,b] | Mean | .0000000 |
| | Std. Deviation | 1.53687647 |
| Most Extreme Differences | Absolute | .050 |
| | Positive | .034 |
| | Negative | -.050 |
| Test Statistic | | .050 |
| Asymp. Sig. (2-tailed) | | .200[c,d] |

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: Data Processed by Reseracher, 2024

Based on table 6, the results of normality testing using the *Kolmogorov - Smirnov Test*, on the variable *customer experience* and *brand image* on *customer satisfaction* on customer loyalty with a value of 0.200, where the significant value is more than 0.05, it can be said to be normal.

### 4.4.2. **Multicollinearity Test**

Table 7. Muluticollinearity test

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. | Tolerance | VIF |
| 1 | (Constant) | 6.842 | 1.886 | | 3.629 | .000 | | |
| | CUSTOMER EXPERIENCE | .435 | .082 | .460 | 5.285 | .000 | .778 | 1.286 |
| | BRAND IMAGE | .260 | .087 | .260 | 2.980 | .004 | .778 | 1.286 |

a. Dependent Variable: CUSTOMER SATISFACTION

Source: Data Processed by Reseracher, 2024

From table 7, it can be seen that the VIF value in the *customer experience* and *brand image* variables is 1.286 where 1.286 <10, which means that there is no multicollinearity with a *tolerance* value of 0.778>0.10. Thus it is found that there is no colleration between the *customer experience* and *brand image* variables.

1. Heteroscedasticity Test

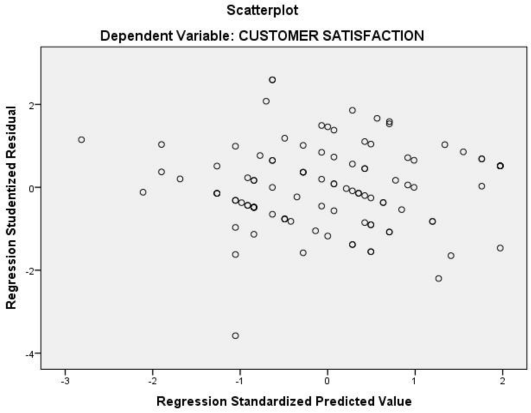



Figure 5. Scatterplot Diagram
Source: Data Processed by Researchers, 2024

Figure 5 shows that Heteroscedacity pattern does not form a clear pattern and is not found and the distribution of points on the Y axis is below zero, then we can concluded that no heteroscedacity in the data.

2. Multiple Linear Regression Analysis

Table 8 Multiple Linear Regression Test Results

Coefficients[a]

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 6.842 | 1.886 | | 3.629 | .000 |
| | CUSTOMER EXPERIENCE | .435 | .082 | .460 | 5.285 | .000 |
| | BRAND IMAGE | .260 | .087 | .260 | 2.980 | .004 |

a. Dependent Variable: CUSTOMER SATISFACTION

Source: Data Processed by Researchers, 2024

Based on table 8 above, the values in the regression equation that explain the effect of price and service quality on customer satisfaction are obtained as follows:

Y= 6.842 + 0.435X1 + 0.260X2

Description:

Y = *Customer Satisfaction*

X1 = *Custmer Experience*

X2 = *Brand Image*

4.5..Hypothesis Test

Simultaneous Hypothesis Testing (F Test)

Based on Table 9. The F test found that the calculated F value obtained was 33.225 with a significance value of 0.000. And it is concluded that Fcount > Ftable or 33,225> 3.09 with a significance of 0.000 <0.05. Thus, H1 and H2 have a significant effect, so that customer experience & brand image on customer satisfaction on Tokopedia have an effect. These results are in line with the findings that have been carried out by Apriati & Riptiono (2021) where there is an influence and simultaneously between the independent variables on the dependent variable.

**Table 9 F Test (Simultaneous)**

ANOVA[a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 160.001 | 2 | 80.000 | 33.225 | .000[b] |
| | Residual | 248.009 | 103 | 2.408 | | |
| | Total | 408.009 | 105 | | | |

a. Dependent Variable: CUSTOMER SATISFACTION

b. Predictors: (Constant), BRAND IMAGE, CUSTOMER EXPERIENCE

Source: Data Processed by Researhers, 2024

Partial Hypothesis Testing (T Test)

Table 10 T Test (Partial)

Coefficients[a]

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 6.842 | 1.886 | | 3.629 | .000 |
| | CUSTOMER EXPERIENCE | .435 | .082 | .460 | 5.285 | .000 |
| | BRAND IMAGE | .260 | .087 | .260 | 2.980 | .004 |

a. Dependent Variable: CUSTOMER SATISFACTION

Source: Data Processed by Researchers, 2024

From table 10 of the t test above, it can be concluded that:

4.5.1. ***Customer Experience* (X1)**

Testing with spss on the *customer experience* variable (X1) found that the value of T count> T table or 5.285> 1.660 with a value that means H1 has a direct effect. This means that there is a significant influence between *customer experience* variables on *customer satisfaction.*

The results indicate that one way to increase visitors to Tokopedia is through the user experience. In this case, Tokopedia can design its website to be more appealing and simpler so that consumers or potential consumers will have an engaging experience when visiting Tokopedia. With more visits, it will certainly increase purchases through Tokopedia.

### *4.5.2.* ***Brand Image*** **(X2)**

It is known that the results of the SPSS test on the *brand image* variable (X2) obtained T count> T table or 2.980> 1.660 with a value that means H2 has a direct effect. This means that there is a significant influence between the *brand image* variable on *customer satisfaction*. The results indicate that one way to increase visitors to Tokopedia is through the user experience. In this case, Tokopedia can design its website to be more appealing and simpler so that consumers or potential consumers will have an engaging experience when visiting Tokopedia. With more visits, it will certainly increase purchases through Tokopedia.

Not much different from the regression results between consumer experience and satisfaction, the influence of brand image on satisfaction also shows that brand image is one way to increase visitors to Tokopedia. In this case, Tokopedia can design and develop its brand, especially through its promotional activities, to be more appealing and simpler so that consumers or potential consumers will have a better image of the Tokopedia brand when visiting Tokopedia.

As with the experience variable above, a better brand image will certainly lead to more visits and will increase purchases through Tokopedia.

### 4.6. Coefficient of Determination

Table 1 1 Coefficient of Determination

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .626[a] | .392 | .380 | 1.55173 |

a. Predictors: (Constant), BRAND IMAGE, CUSTOMER EXPERIENCE

b. Dependent Variable: CUSTOMER SATISFACTION

Source: Data Processed 2024

Based on table 11 above, the positive coefficient of determination is 0.392. This shows that simultaneously there is an influence of customer experience (X1) and brand image (X2) on customer satisfaction (Y). The following are the results of simultaneous application using the coefficient of determination formula:

Kd = $R^2$x 100%
= $(0,626)^2$ x 100%
= 0,392 x 100%
= 39,2%

That is, from the analysis above, it can be seen that the magnitude of the influence of customer experience (X1) and brand image (X2) on customer satisfaction (Y) of Tokopedia users in the Bandung city area is 39.2%, while the remaining 60.8% is influenced by other factors such as promotion, product quality and others not examined by the author.

## 5. CONCLUSION

From the research findings and analysis that has been carried out, it can be said that there is an influence of customer experience and brand image on customer satisfaction on Tokopedia users in Bandung positively and significantly. This means that if the customer experience increases by one, the customer satisfaction will increase or increase, as well as the brand image. If the brand image increases by one, customer satisfaction will increase or increase. The influence of customer experience (X1) and brand image (X2) on customer satisfaction (Y) on Tokopedia users in Bandung has an influence based on the calculation of the coefficient of determination (R2) of 39.2%, while the remaining 60.8% is influenced by other factors such as promotion, product quality and others not examined by the author.

## 6. MANAGERIAL IMPLICATIONS

This research aims to expand on previous studies related to the relationship between customer experience and brand image with customer satisfaction. The results of this study show that both customer experience and brand image variables influence customer satisfaction. Based on these results, several managerial implications of this research can be proposed as follows.

First, Tokopedia's management can focus more on how to enhance consumer experience and brand image to increase visits from consumers or potential consumers. For instance, by creating a more interactive website, providing a simpler and more engaging experience, considering that today's consumers are more knowledgeable and savvy about the digital world (Zulganef & Nilasari, 2022) Second, improve Tokopedia's brand image through marketing activities, such as those related to the marketing mix. By utilizing the marketing mix, a better brand image can be created that aligns more closely with the target consumers (Ramadhani et al, 2022)

## REFERENCES


Aldatya, R., & et al. (2021). The effect of image and trust on loyalty at shopee e-commerce, *Proceedings of the National Research Conference on Economics, Management and,Accounting ,2(*4).

Apriati, I. D. (2019). The *Effect of Green Product, Brand Image and Customer Experience, on Customer Loyalty Through Customer Satisfaction as an Intervening Variable (Study on Tupperware Consumers in Kebumen Regency)* (Doctoral dissertation, Putra Bangsa University).

Ernawati, N., & Prihandono, D. (2017). The effect of customer experience and brand image on satisfaction and its impact on loyalty. *Management Analysis Journal*, 3.

Fani Novita Putri, H. D. (2019). The influence of brand awareness, Perceived Value, and

Brand Image. *Journal of Managerial and Entrepreneurship Volume I No. 4/2019, 768-777.*

Indriyasari, V., & Oscar Simamora. (2022). E Commerce Trends Indonesia 2022. In *SurveySensum*.

Katadata. (2023). *5 E-Commerce with the Most Visitors 4th Quarter 2022*. https://databoks.katadata.co.id/datapublish/2023/01/31/5-e-commerce- with-the-most-visitors-quarter-iv-2022

Kompas.com. (2021). *E-commerce Indonesia with the Most Loyal Consumers, Who's the Champion?* https://money.kompas.com/read/2021/09/03/153000726/e- commerce-indonesia-with-the-most-loyal-consumers-who's-the-champion-

Kompas.com. (2023). *Internet Users in Indonesia Reach 212.9 Million in Early* 2023. https://tekno.kompas.com/read/2023/02/13/19300087/pengguna- internet-in-indonesia-reach-212-9-million-in-early-2023?page=al

Kompasiana. (2023). *5 Countries with the Most Internet Users 2023*. ttps://www.kompasiana.com/sylviacfy/640ad8123555e438a16b65c2/5- countries-with-most-internet-users-2023

Kotler, & Keller. (2016a). *Marketing Management.* https://doi.org/10.1556/9789630597784

Nur, A. I. (2023). The effect of customer experience and brand image on customer satisfaction on linkaja. YUME: *Journal of Management*, *6*(2), 147-154.

Parasuraman, A., Zeithaml, V. A., & Berry, a. L. (1988). SERVQUAL: A Multiple-Item scale for measuring customer perceptions of service quality. *Journal of retailing,64*(1),12-40.

Parker, C., & Mathews, B. P. (2001). Customer Satisfaction: Contrasting academic and customers' interpretations. *Marketing Intelligence & Planning, 19*(1), 38-44. https://doi.org/10.1108/02634500110363790

Pujiawati, S., & Madiawati, P. N. (2020). The effect of customer experience, customer satisfaction, and brand image on customer loyalty at armor kopi bandung. *E-Procedding Of Management, 7*(2), 2.

Ramadhani S.,Nofrida F.A., Sulistuandari (2022)., PENGARUH KUALITAS PRODUK, CITRA MEREK DAN KEPERCAYAAN MEREK TERHADAP LOYALITAS MEREK DENGAN KEPUASAN PELANGGAN SEBAGAI MEDIASI (STUDI PADA MEREK APPLE), *DeReMa*,*17*(2), 205-222 https://doi.org/10.19166/derema.v17i2.5569

Tokopedia. (2022). *Tokopedia Story.* Tokopedia.

Top Brand Award. (2021, 12 26). *Top Brand Index*. Retrieved from https://www.topbrand-award.com

Wardhana, R. E. (2016). The effect of customer experience on customer loyalty with customer satisfaction as an intervening variable (Study on Mie Rampok Tahanan Surabaya consumers). *Journal of Management Science*, *4*(3), 1-9.

Zefanya Elizabeth Mukuan, F. G. (2022). The influence of customer experience and brand image on customer satisfaction at esspecto coffee tondano. *EMBA Journal,10*,(2303-1174), 1458-1466.

Zeithaml, V. A., Parasuraman, A., & Berry, L. (1996), The Behavioral Consequences of Service Qualiy, *Journal of Marketing,60* (April 1996),31-46 https://doi.org/10.1177/002224299606000203

Zulganef, (2018). *Business and Management Research Methods.* Bandung: PT Refika Aditama.

Zulganef, Zulganef and Nilasari, Irma (202). Building Service Experience to Attain Customer Repurchase Intention: A Moderated-Mediation Model in the Context of Student Consumer in Indonesia, *DeReMa*, 17(2), 147-160. https://doi.org/10.19166/derema.v17i2.5867

# EXPLORING CHALLENGES IN IRAN'S KNOWLEDGE-BASED ICT FIRMS: IMPLICATIONS FOR EDUCATIONAL TECHNOLOGIES

Arezoo Fotoohi

*Faculty of Humanities, Islamic Azad University, Sanandaj, Iran*
e-mail: fotoohiarezoo1983@gmail.com

**ABSTRACT**

This study explores the multifaceted growth challenges faced by Knowledge-Based Firms (KBFs) within Iran's Information and Communication Technology (ICT) sector. The research identifies critical barriers across several domains, including financial constraints, market development limitations, and political, regulatory, and legal complexities. Through a comprehensive analysis, the study reveals that financial challenges are intensified by limited access to high-quality equipment and skilled personnel. Additionally, both domestic and international market development face significant hurdles. Regulatory and legal issues, such as inadequate intellectual property protections and cumbersome administrative processes, further exacerbate these challenges. The study underscores the need for strategic policy reforms, improved governmental coordination, and targeted support mechanisms to address the evolving needs of these firms. The findings highlight the importance of optimizing tax policies, facilitating international market entry, revising regulatory frameworks, and enhancing support for knowledge-based law enforcement to foster sustainable growth and innovation in Iran's ICT sector.

**Keywords**: ICT Sector; Growth Challenges; Knowledge-Based Firms (KBFs); Iranian Market; Regulatory Barriers

**ABSTRAK**

*Penelitian ini mengeksplorasi tantangan pertumbuhan yang kompleks yang dihadapi oleh Perusahaan Berbasis Pengetahuan (KBFs) dalam sektor Teknologi Informasi dan Komunikasi (ICT) di Iran. Penelitian ini mengidentifikasi hambatan kritis di berbagai bidang, termasuk keterbatasan keuangan, keterbatasan pengembangan pasar, serta kompleksitas politik, regulasi, dan hukum. Melalui analisis yang komprehensif, penelitian ini mengungkapkan bahwa tantangan keuangan diperparah oleh terbatasnya akses terhadap peralatan berkualitas tinggi dan tenaga kerja terampil. Selain itu, pengembangan pasar domestik dan internasional menghadapi hambatan yang signifikan. Masalah regulasi dan hukum, seperti perlindungan hak kekayaan intelektual yang tidak memadai dan proses administratif yang rumit, semakin memperburuk tantangan ini. Penelitian ini menekankan perlunya reformasi kebijakan strategis, peningkatan koordinasi pemerintah, dan mekanisme dukungan yang tepat untuk mengatasi kebutuhan yang berkembang dari perusahaan-perusahaan ini. Temuan ini menyoroti pentingnya mengoptimalkan kebijakan pajak, memfasilitasi masuknya pasar internasional, merevisi kerangka regulasi, dan meningkatkan dukungan untuk penegakan hukum berbasis pengetahuan guna mendorong pertumbuhan yang berkelanjutan dan inovasi dalam sektor ICT di Iran..*

*Kata kunci: Sektor ICT; Tantangan Pertumbuhan; Perusahaan Berbasis Pengetahuan (KBFs); Pasar Iran; Hambatan Regulasi*

## 1. INTRODUCTION

In an era marked by unprecedented globalization and interconnected economies, the internationalization of firms stands as a pivotal driver for economic growth and cross-cultural collaboration. Knowledge-Based Firms (KBFs) are typically small, entrepreneurial firms that commercialize new technologies and knowledge (Curado & Bontis, 2006). They may act as knowledge creators, developing new technologies, or knowledge customizers, adapting global knowledge to local contexts (Woodward et al., 2011). KBFs are crucial in driving sustainable development through the innovative application of technology, high-level knowledge production, research, and development (Camisón-Haba et al., 2019). These firms leverage the expertise of scientists, technical professionals, and skilled staff to catalyze transformation and economic growth (Camisón-Haba et al., 2019). Characterized by their innovative ideas and expertise, KBFs play a significant role in navigating the complexities of the global business environment.

KBFs, as new technology-based businesses, are recognized for their high level of knowledge production, research and development, employment of scientists and technical and professional staff, and their role as the main source of transformation and innovation driving economic growth and sustainable development (Camisón-Haba et al., 2019). These companies foster entrepreneurship and wealth creation at the national level and, by commercializing scientific and technological achievements, play a key role in the economy (Jensen & Clausen, 2017; Kashani et al., 2014). In Iran, the country's strategic documents, including the policies outlined in Article 44 of the Constitution, the 4th, 5th, and 6th development plans, and the twenty-year vision document, emphasize the significance of knowledge-based sectors for economic development (Askari, 2019).

According to Article 1 of the Law on the Protection of KBFs and Institutions and the Commercialization of Innovations and Inventions, a KBF or institution in Iran is defined as a private or cooperative entity aimed at synergizing science and wealth, developing a knowledge-based economy, and achieving scientific and economic goals. This encompasses the expansion and application of invention and innovation, as well as the commercialization of research and development results, including the design and production of goods and services in high-value technologies (Valibeigi et al., 2020). These organizations are typically private enterprises founded and managed by specialists in science and technology or entrepreneurs. They are primarily engaged in the innovation and commercialization of technological achievements, with a strong emphasis on research and development. The competitive advantage of these firms lies in their technical knowledge and technological capability, which are critical for fostering indigenous knowledge and innovation across various domains (Fartash et al., 2022). For the purpose of this study, KBFs are those recognized and certified for protection under the aforementioned law, often possessing inherent technological capabilities in high-tech fields.

As Iran transitions from a state-run economy to one driven by private enterprises, knowledge-based ICT (Information and Communications Technology) companies encounter distinctive challenges in achieving sustainable growth (Farnoodi et al., 2020). These firms operate within a complex ecosystem shaped by national policies, industry dynamics, and firm-level strategies. To thrive in this environment, they must navigate financial constraints, regulatory challenges, and technological disruptions effectively.

One of the axes of economic development in countries is Information and Communication Technology (ICT), which significantly impacts economic performance (Davari & Farkhmanesh, 2016). This sector encompasses a wide range of industrial services, including information systems, computer science, e-commerce, and engineering, as well as soft and hard skills in programming and systems development, coupled with interpersonal communication skills (Odubiyi et al., 2019). ICT's share in the national GDP of Iran has increased from 2.6% in 2012 to 6.6% in 2022. Although the growth rate in this sector surpasses that of other sectors in Iran's economy, it still lags behind the average value across the national economy (IRNA, 2020).

Despite this growth, ICT companies in Iran face numerous risks and challenges that impede their development and sustainable growth (Naghizade & Namdarian, 2019). Theoretical evidence highlights the significant uncertainty and risk associated with the success and stability of these companies (Naghizadeh, 2021). Previous research has addressed various challenges affecting the growth of these firms, including financial constraints (Ghazinoori et al., 2017), limitations in starting, developing, or maintaining commercial operations in foreign and domestic markets (Zarei & Marjovi, 2018), issues related to government laws and regulations, and business problems, particularly concerning the provision of necessary equipment (Falahdoost, 2020; Inyang & Okonkwo, 2021; Fartash et al., 2021).

The acquisition of new technologies and capabilities is crucial for supporting product development and market entry for small and medium-sized enterprises (SMEs) venturing into foreign markets (Knight, 2001). Additionally, intermediaries such as local distributors and foreign designers play a critical role in bridging cultural divides and facilitating knowledge transfer (Sasaki et al., 2020). However, previous research has often been limited in scope, focusing on specific factors rather than a comprehensive analysis of growth challenges. This article seeks to address this gap by providing a holistic examination of the growth challenges faced by ICT KBFs in Iran (Fartash et al., 2022).

Summarizing the literature, the conceptual framework of this research identifies five main categories of challenges: financial challenges, domestic and export market development challenges, political, regulatory, and legal challenges, business model challenges, and challenges related to the implementation of knowledge-based law. This framework will serve as the basis for the analysis presented in this study. The purpose of this study is to critically analyze existing literature, develop a theoretical framework, and provide policy and strategy recommendations to address the growth challenges faced by knowledge-based ICT firms in Iran.

To achieve this purpose, this study addresses the following objectives: to critically analyze existing literature on the growth challenges of knowledge-based ICT firms in Iran, synthesizing the findings to identify key themes, gaps, and inconsistencies; and to provide actionable recommendations for policymakers, industry leaders, and other stakeholders based on the findings from the literature review, focusing on strategies that can mitigate the identified challenges and promote the growth of knowledge-based ICT firms in Iran.

Given the importance of this topic and the identified research gaps, this study specifically investigates the financial and regulatory challenges encountered by knowledge-based ICT firms in Iran. This paper presents a framework to analyse these challenges, offering insights and strategies for overcoming them. The findings aim to inform policymakers and managers, facilitating sustainable growth and development within Iran’s ICT sector.

## 2. METHOD

This study adopts a systematic review approach to explore the research on KBFs within the ICT sector in Iran, focusing on literature published between 2001 and 2021. The objective is to provide a comprehensive synthesis of the challenges and trends associated with these firms. To ensure a rigorous and transparent review process, the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines were employed.

The review encompasses peer-reviewed articles, conference papers, and relevant reports that address knowledge-based ICT firms specifically within the Iranian context. The selection criteria for the studies included the requirement that they be published within the specified time frame and directly pertain to knowledge-based ICT firms in Iran.

The data collection process involved a thorough search across major academic databases including IEEE Xplore, Scopus, Web of Science, and Google Scholar. Search terms such as "knowledge-based firms," "ICT," "Iran," and "challenges" were used to identify relevant literature. Following the initial search, titles and abstracts were screened to assess their relevance to the study's focus. Articles that did not specifically address the research topic or fell outside the scope of the study were excluded.

Articles that met the relevance criteria were then reviewed in full to evaluate their methodological rigor and appropriateness for inclusion. Key information was extracted from these studies, including details on the authors, publication year, study design, and the main findings related to the challenges faced by knowledge-based ICT firms. This systematic approach was conducted to ensures that the review is comprehensive and adheres to the highest standards of research transparency and reproducibility. For data analysis, a qualitative approach was employed to discern common themes and trends within the reviewed literature. Thematic analysis was utilized to systematically categorize the findings into five central challenges. These themes included financial challenges, domestic and export market development challenges, political, regulatory, and legal challenges, business model challenges, and issues related to the implementation of knowledge-based law. This methodical analysis offered a comprehensive framework for understanding the primary issues reported in the literature, providing clarity on the major obstacles faced by knowledge-based ICT firms.

## 3. RESULT

This section presents a comprehensive analysis of the key challenges faced by knowledge-based ICT firms in Iran, as identified through the review of relevant literature and data. This section elucidates the core findings related to the financial, market development, political, regulatory, and business model challenges encountered by these firms. By systematically organizing the results under specific subheadings, this section aims to provide a clear and structured overview of the obstacles impeding the growth and sustainability of these firms. Each subsection highlights critical issues derived from the analysis, offering insights into the multifaceted barriers that affect knowledge-based ICT enterprises in the Iranian context. The ensuing discussion is designed to reflect on these findings, aligning them with the research objectives and hypotheses to offer a nuanced understanding of the current state of the industry.

### 3.1. FINANCIAL CHALLENGES

The ICT industry in Iran is experiencing a transformative phase, with KBFs playing a pivotal role in fostering innovation and economic progress (Saleem et al., 2016). Despite their critical contributions, these firms encounter significant financial challenges that impede their ability to thrive and compete effectively in the market.

A primary obstacle for Iranian ICT start-ups is their struggle to access financing, exacerbated by the country's reliance on oil revenues and the impact of economic sanctions. The transitional nature of Iran's economy presents unique challenges not typically seen in more developed markets, including the volatility of oil prices and restricted access to international financial markets (HamidiMotlagh et al., 2020; Rehman et al., 2021). The economic context is further complicated by limitations in traditional funding sources such as bank loans and venture capital (Farnoodi et al., 2020). Although politically connected firms might have an edge in securing financing, the broader business environment remains difficult for most (Ghasseminejad & Jahan-Parvar, 2021).

Moreover, SMEs in Iran often lack the resources necessary to develop or adapt innovative technologies, which hinders their growth potential (Yadollahi Farsi & Toghraee, 2014). The financial constraints faced by KBFs are substantial, given the high investment required for technology development and the inherent uncertainties surrounding returns on such investments (Ghazinoori et al., 2017). This issue is further aggravated by high implementation costs associated with ICT ventures (Fartash et al., 2021) and complications related to the credit allocation system, high interest rates, taxes, duties, and excessive costs (Inyang & Okonkwo, 2021). To mitigate these challenges, support programs, government loans, venture capital, investment funds, and foreign investment could be instrumental (Shukaili et al., 2018).

The growth of knowledge-based ICT firms is also hindered by a lack of digital financial literacy among Iranian consumers, which limits the adoption of innovative financial technologies and e-banking services (Salehi & Alipour, 2010). The absence of a clear regulatory framework for financial technology (FinTech) further complicates the integration of these technologies into Iran's Islamic banking system. While FinTech can enhance efficiency and align with Shariah principles, the lack of well-defined standards and regulations introduces uncertainty and risk (Haridan et al., 2020).

Another significant challenge is that KBFs' most valuable assets are often their skilled human capital rather than tangible assets like land and buildings. This discrepancy creates difficulties when these firms seek financing, as traditional banks typically require substantial fixed assets as collateral. For instance, companies like Digikala invest heavily in human capital, resulting in a shortage of physical assets needed to secure loans for working capital or development projects. The conventional banking collateral requirements do not align with the intangible assets, such as intellectual property, that constitute the value of these firms (Fartash et al., 2022).

Additionally, the lack of a clear process for accurate tax determination and the stringent tax and insurance regulations pose further financial challenges. Fintech firms, for example, often face tax assessments based on financial turnover due to the high volume of transactions, leading to potentially excessive tax liabilities (Falahdoost, 2020). Difficulties with international currency transfers, such as issues with paying for POS devices and importing essential infrastructure equipment like servers, exacerbate the financial strain. Currency fluctuations can inflate costs, while regulated prices of services and goods prevent firms from adjusting prices accordingly, leading to liquidity issues.

### 3.2. DOMESTIC AND EXPORT MARKET DEVELOPMENT CHALLENGES

Knowledge-based ICT firms in Iran encounter numerous obstacles that impede their growth in both domestic and international markets. Among the primary challenges are intense competition and inadequate competitive positioning within national and global arenas. Limited access to distribution channels and difficulties in ensuring timely product or service delivery further complicate these issues (Ibitoye, 2018; Mohan & Ali, 2019). The rapid evolution of the industry exacerbates these challenges, with problems including inaccurate competitor behavior predictions, ineffective advertising strategies, and insufficient market research (Suwannaporn & Speece, 2010). Economic stagnation, domestic market complexities, and customs-related issues further hinder market development efforts (Jalalpour et al., 2016).

Iranian ICT firms face significant barriers in international interactions and exporting their products and services due to embargoes and restrictions. The lack of robust international communication infrastructure poses a major hurdle for these firms trying to penetrate global markets. Despite potential cost advantages in labor and infrastructure, Iran's global limitations restrict its connectivity with key international industry players (Fartash et al., 2022).

Economic diplomacy plays a critical role in expanding market reach and facilitating export activities. For example, fintech companies seeking to expand internationally require high-level political negotiations to ease global financial transactions. The absence of effective diplomatic initiatives limits these firms' growth potential on the global stage. Additionally, many managers within large ICT firms lack the necessary expertise in international marketing, indicating a need for targeted training and development to improve export capabilities.

Domestically, there is a pressing need to enhance the market for ICT products and services. Many traditional sectors in Iran still require modernization through information technology solutions. Therefore, while pursuing international market opportunities, ICT firms must also focus on strengthening their domestic market presence to achieve balanced growth.

Challenges specific to certain sectors within the domestic ICT market include issues faced by Iranian computer game companies. These companies often encounter reluctance from major international distributors, which limits their international reach and marketability. Additionally, saturation in some segments of the domestic ICT market, such as computer games, heightens competition among local firms and underscores the necessity for both domestic and international market expansion efforts.

A detailed examination reveals critical challenges obstructing market development and export efforts for Iranian ICT firms. These challenges include fierce competition domestically and internationally, compounded by inadequate distribution channels and delays in product or service rollout (Mohan & Ali, 2019). Insufficient market research, technical and commercial risks, and limited capacity to compete effectively in both national and international markets significantly hinder expansion efforts (Ibitoye, 2018).

Further complexities include fluctuating demand for technological products and a lack of emphasis on product research and development (Jalalpour et al., 2016). Iranian ICT firms face difficulties in international engagements and barriers to exporting their products and services. According to Fartash et al. (2022), additional challenges include ineffective economic diplomacy strategies, limited knowledge and experience among commercial managers regarding international markets, insufficient efforts to cultivate domestic markets for ICT products and services, reluctance from major international game distributors to invest in Iranian-developed games, and market saturation in specific ICT sectors, which increases competition among local competitors.

### 3.3. POLITICAL, REGULATORY, AND LEGAL CHALLENGES

Knowledge-based ICT firms in Iran face a range of political, regulatory, and legal challenges that significantly influence their operational efficiency and growth prospects. A major issue is the lack of adequate laws addressing technology-related concerns, including cybersecurity threats and intellectual property protection (Shukaili et al., 2018). The legal frameworks currently in place often lack clarity and fail to effectively regulate competition within the ICT sector, which can stifle innovation and create operational uncertainties (Fartash et al., 2021). Additionally, the overall weak legal infrastructure, coupled with the high costs associated with seeking legal recourse, further complicates the operational environment for these firms (Falahdoost, 2020).

Regulatory challenges are also prominent, particularly concerning customs and export regulations, government-imposed restrictions, and ineffective oversight mechanisms (Ameen & Willis, 2016; Inyang & Okonkwo, 2021). Government initiatives such as the establishment of a “national information network” and stricter controls over digital communications have raised concerns about censorship and data privacy. These measures can significantly impact the operational autonomy of ICT firms, creating an environment of uncertainty and restricted freedom (Anderson, 2012).

Navigating this complex regulatory landscape requires ICT firms in Iran to adopt strategic approaches that leverage their core competencies while addressing systemic regulatory deficiencies. For instance, the fintech sector faces notable regulatory gaps, with companies like Saman Kish operating without a comprehensive legal framework tailored to their specific needs. This lack of clarity extends to law enforcement practices that sometimes infringe on user rights, underscoring critical gaps in legal protections (Fartash et al., 2022).

A particularly pressing issue is the inadequacy of intellectual property laws. Current legal frameworks do not effectively protect copyrights or address inefficiencies in the utilization of resources at the national level. These outdated laws are not well-suited to the rapidly evolving nature of information technology, exacerbating regulatory conflicts and stifling innovation (Fartash et al., 2022).

Additionally, the proliferation of licenses in sectors like banking and payments, where state-owned enterprises often compete directly with private firms, has led to market saturation and reduced competitive fairness. The slow responsiveness of the legal system to challenges in the fintech sector, combined with opaque tax exemption regulations and stringent corporate naming conventions, further complicates the expansion efforts of ICT firms (Fartash et al., 2022).

The ongoing evolution of information technology laws and their enforcement, coupled with lax regulatory oversight in the gaming industry, highlights the persistent challenges faced by ICT companies. The delegation of regulatory authority to entities like the Games Foundation has introduced ambiguities in oversight and enforcement, affecting the growth trajectory and compliance landscape of the gaming sector (Fartash et al., 2022).

### 3.4. BUSINESS MODEL CHALLENGES

Developing effective business models is a significant challenge for knowledge-based ICT firms operating in Iran, impacting their operational efficiency and growth potential. These companies face several obstacles that complicate their ability to establish and sustain effective business models. A major issue is the limited access to high-quality equipment, specialized research tools, laboratory resources, and essential raw materials, which is further exacerbated by economic sanctions and logistical complexities (Tavakkol & Ghazinouri Naeini, 2010; Fartash et al., 2021).

One of the most pressing issues is the annual loss of skilled personnel due to mandatory military service. This constant depletion of talent disrupts operations and strategic planning, presenting a significant challenge to long-term sustainability efforts (Fartash et al., 2022). Additionally, retaining skilled human resources is costly, as companies face substantial salary demands from employees who are often enticed by competitive offers from both domestic and international competitors. This situation places further strain on operational capabilities and innovation potential (Fartash et al., 2022).

The reliance on specialized equipment and infrastructure, such as servers, is another critical issue. The challenges related to customs clearance processes frequently lead to delays and increased operational costs. The dependency on imported servers, often procured through intermediaries, complicates financial management and adds additional burdens on companies (Fartash et al., 2021).

Addressing these multifaceted business model challenges necessitates strategic interventions that focus on improving talent retention strategies, streamlining import processes, and enhancing operational efficiencies. ICT firms must adeptly navigate these complexities to sustain growth and remain competitive within Iran's technology-driven sectors.

### 3.5. CHALLENGES RELATED TO THE IMPLEMENTATION OF KNOWLEDGE-BASED LAW

Legal protections are vital for the success of KBFs, but several challenges in Iran impede their effective implementation and enforcement. These challenges include inadequacies in support frameworks, systemic inefficiencies, and regulatory shortcomings (Falahdoost, 2020; Akbarzadeh & Shafizadeh, 2011; Moradipour, 2013).

A significant challenge is the imbalance in support systems designed for knowledge-based enterprises. While efforts from the vice presidency responsible for these companies have been made, the current support framework often fails to adequately address the diverse needs of larger, more established firms. This disparity in support allocation can stifle the growth potential of companies that have demonstrated higher success prospects (Fartash et al., 2022). The need for a more nuanced support system that can accommodate the varied requirements of different KBFs is evident.

Additionally, the stringent criteria governing the allocation of academic support present further complications.

Initiatives under the Scientific Vice Presidency, such as those meant for science and technology parks, may not align well with broader operational needs like tax incentives and working capital support. This misalignment highlights the necessity for more flexible and inclusive support mechanisms that address the dynamic needs of KBFs (Fartash et al., 2022).

Another pressing issue is the insufficient dissemination of information regarding available support packages. This lack of awareness limits companies' ability to effectively leverage resources and hampers their strategic planning efforts. Furthermore, the fluctuations and reductions in support over project durations contribute to instability, undermining long-term planning and sustainability within the sector.

Moreover, the current support mechanisms, particularly those under the vice presidency, have shown inefficiencies in facilitating international market penetration and expansion for KBFs. This limitation presents a significant barrier to their global competitiveness and ability to capitalize on international growth opportunities.

Addressing these challenges necessitates a comprehensive approach to reforming support frameworks and enhancing regulatory clarity. It is crucial to create an environment that fosters innovation, transparency, and sustainable growth for KBFs in Iran. Aligning support mechanisms with the specific needs of these firms and improving regulatory efficiency will enable Iran to better leverage its knowledge-based economy and support the growth of its KBF sector.

## 4. DISCUSSION

The findings from this study reveal a complex interplay of challenges faced by knowledge-based ICT firms in Iran, spanning financial, market development, political, regulatory, and business model domains. These findings underscore the multifaceted nature of obstacles that impede the growth and sustainability of these firms, each area contributing uniquely to the overall landscape.

In examining the financial challenges, it is evident that Iranian ICT firms grapple with significant constraints including difficulties in securing bank loans, navigating inaccurate tax assessments, and overcoming restrictions on international currency transfers. These issues resonate with the observations of Fartash et al. (2021) and Inyang & Okonkwo (2021), who highlighted similar financial barriers. The persistence of these financial difficulties suggests a critical need for reform in the financial sector to better support ICT firms. The constraints on capital return uncertainties further aggravate the liquidity challenges faced by these firms, which directly impacts their operational stability and growth potential.

The domestic and export market development challenges identified reflect a pressing need for Iranian ICT firms to overcome both local and global barriers. The difficulties in establishing competitive positioning, accessing distribution channels, and addressing market saturation are consistent with the struggles reported by Mohan & Ali (2019) and Suwannaporn & Speece (2010). These challenges are compounded by economic stagnation and customs-related issues, which are significant impediments to market expansion. The findings underscore the necessity for enhanced economic diplomacy and strategic market development efforts to bolster both domestic and international market presence.

Political, regulatory, and legal challenges represent another critical dimension impacting ICT firms. The study's results align with Fartash et al. (2021) and Inyang & Okonkwo (2021) in highlighting the inadequacies in legal frameworks and regulatory oversight. The lack of clear regulations, coupled with high legal costs and the evolving nature of ICT laws, creates an uncertain operating environment for these firms. This instability in the regulatory landscape necessitates a more robust and adaptive legal framework to support innovation and safeguard intellectual property.

The analysis of business model challenges reveals that ICT firms face substantial operational hurdles, including limited access to quality equipment and the high cost of retaining skilled personnel. These challenges are exacerbated by mandatory military service and logistical issues related to imported equipment, echoing concerns raised by Tavakkol & Ghazinouri Naeini (2010) and Fartash et al. (2021). Addressing these issues requires strategic interventions to streamline import processes, enhance talent retention, and optimize operational efficiency.

Lastly, the challenges related to the implementation of knowledge-based law highlight systemic inefficiencies and regulatory shortcomings. The study confirms findings from Falahdoost (2020) and Fartash et al. (2022), showing that inadequate support frameworks and insufficient dissemination of information about available resources hinder the effectiveness of knowledge-based policies. Reforming support mechanisms and improving regulatory clarity are essential to fostering a conducive environment for innovation and growth.

Overall, targeted reforms and strategic interventions can mitigate these issues while significant challenges persist across multiple domains,. By addressing financial constraints, enhancing market development strategies, strengthening legal frameworks, and resolving business model inefficiencies, Iran's knowledge-based ICT firms can achieve sustainable growth and bolster their competitiveness in the global digital economy. These findings contribute to a deeper understanding of the multifaceted barriers faced by ICT firms and highlight the need for coordinated efforts to create a more supportive and dynamic environment for innovation.

## 5. CONCLUSION

This research systematically examined the growth challenges faced by knowledge-based ICT firms in Iran, revealing critical barriers in financial constraints, domestic and export market development, political and regulatory complexities, business model issues, and the enforcement of knowledge-based laws. Unlike previous studies that focus on isolated factors, this study offers a comprehensive analysis of these multifaceted challenges within the Iranian context. The findings underscore the need for substantial policy reforms, enhanced governmental coordination, and targeted interventions. Key recommendations include refining tax policies, improving international market entry strategies, revising regulatory frameworks, and optimizing support mechanisms for knowledge-based enterprises. While this study provides a detailed overview of the challenges and solutions, it acknowledges limitations such as the generalizability of findings beyond Iran and the potential impact of evolving global economic conditions. Future research should explore longitudinal impacts of policy changes and investigate the effectiveness of proposed reforms in facilitating sustainable growth and innovation within the ICT sector.

## REFERENCES


Akbarzadeh, N., & Shafizadeh, A. (2011). Investigating the role of the government in improving the process of creating and developing knowledge-based businesses. *Roshd-E-Fanavari*, *9*(33), 61-55.

Ameen, N., & Willis, R. (2016). Current and future challenges facing the mobile telecommunications industry in the Arab world. *International Journal on Embedded Systems*, *4,* 1-6.

Anderson, C. (2012). The hidden internet of Iran: Private address allocations on a national network. *arXiv preprint arXiv:1209.6398*. https://doi.org/10.48550/arXiv.1209.6398

Askari, A. (2019). Absorption capacity model in knowledge based defense organizations with futuristic approach. *Defensive Future Studies*, *4*(13), 143-168.

Camisón-Haba, S., Clemente-Almendros, J. A., & Gonzalez-Cruz, T. (2019). How technology-based firms become also highly innovative firms? The role of knowledge, technological and managerial capabilities, and entrepreneurs' background. *Journal of Innovation & Knowledge*, *4*(3), 162-170. https://doi.org/10.1016/j.jik.2018.12.001

Davari, A., & Farkhmanesh, T. (2016). Effect of entrepreneurship policies on the establishment and development of knowledge-based ICTs businesses. *Iranian Journal of Information Management*, *2*(3),1-23.

Falahdoost, a. (2020). Legal protection of KBFs. *New Research in Human Sciences*, *61*(4), 244-260.

Farnoodi, S., Ghazinoory, S., Radfar, R., & Tabatabaian, S. H. (2020). Governmental origin: why NTBFs grow in a transitional economy. *Economic research-Ekonomska istraživanja*, *33*(1), 379-398. https://doi.org/10.1080/1331677X.2019.1674173

Fartash, K., Dehghanpir, A., & Saremi, M. S. (2021). An analysis on policy requirements to strengthening the local content of ICT equipment in Iran. *Rahyaft*, *31*(2), 47-64.

Fartash, K., Baramaki, T., Saremi, M. S., & Sadabadi, A. A. (2022). the growth challenges of pioneer KBFs of ICT. *Journal of Science and Technology Policy*, *15*(3), 41-54.

Ghasseminejad, S., & Jahan-Parvar, M. R. (2021). The impact of financial sanctions: The case of Iran. *Journal of Policy Modeling*, *43*(3), 601-621. https://doi.org/10.1016/j.jpolmod.2021.03.001

Ghazinoori, S., Bamdad Soofi, J., & Radaei, N. (2017). A framework for selecting financing instruments based on KBFs clustering. *Journal of Science and Technology Policy*, *10*(2), 13-30.

HamidiMotlagh, R., Babaee, A., Maleki, A., & Taghi Isaai, M. (2020). Innovation policy, scientific research and economic performance: The case of Iran. *Development Policy Review*, *38*(3), 387-407. https://doi.org/10.1111/dpr.12423

Haridan, N. M., Hassan, A. F. S., & Alahmadi, H. A. (2020). Financial technology inclusion in Islamic banks: Implication on Shariah compliance assurance. *International Journal of Academic Research in Business and Social Sciences*, *10*(14), 38-48. http://dx.doi.org/10.6007/IJARBSS/v10-i14/7361

Heshmati, A. (2001). On the growth of micro and small firms: evidence from Sweden. *Small business economics*, *17*, 213-228. https://doi.org/10.1023/A:1011886128912

Hoshdar, F., Soltani , B., Fasihi , S., & Naseemeh, T. (2019). Presenting an improved classification model of KBFs in Iran. *Strategic Studies of Public Policy*, *9*(30), 215-233.

Ibitoye, O. (2018). An evaluation of challenges facing small and medium scale enterprises in nigeria and suggested solutions: Further Evidence from Ekiti State. *Available at SSRN 3309685*. https://doi.org/10.2139/ssrn.3309685

Inyang, U., & Okonkwo, I. V. (2021). Information and communication technology in Nigeria insurance industry: Developments, challenges and prospects. *Journal of Economics, Finance and Management Studies*, *4*(07), 1159-1171. https://doi.org/10.47191/jefms/v4-i7-28

IRNA. (2020). 5% increase in the share of digital economy from GDP in the last eight years. the Islamic Republic News Agency, 84331887.

Jalalpour, S., Talebi, K., & Tabibi , J. (2016). Performance improvement of Iranian knowledge based firm: Identify effective factors in policies and executive programs. *Entrepreneurship Development*, *9*(2), 199-27. https://doi.org/10.22059/jed.2016.60457

Jensen, A., & Clausen, T. H. (2017). Origins and emergence of exploration and exploitation capabilities in new technology-based firms. *Technological Forecasting and Social Change*, *120*, 163-175. https://doi:10.1016/j.techfore.2017.03.004

Kashani, E. S., Talebi, S., & Eskandari, V. A. A. (2014). Exploring the organizational capabilities of four knowldege-based firms in the technology's incubator of sharif university. *Journal of*, *6*(3).

Mansuri, S., Vazifeh, Z., & Yusefi Tabas, H. (2017). Prioritizing the effective factors in the development of KBFs of Kerman. *Journal of Entrepreneurship Development*, *10*(2), 319-338.

Mohan, V., & Ali, S. (2019). Challenges faced by indian MSMES in adoption of internet marketing and e-commerce. Academy of Marketing Studies Journal, *23*(1), 1-9.

Montazeri, E., Movadinia, N., & Talebi, H. (2016). Challenges and obstacles in the implementation of comprehensive information and communication technology plans in organizations. Smart Business Management Studies, *5*(18), 105-136. https://doi.org/10.22054/ims.2017.7013

Moradipour, R. (2013). Presenting the success model of KBFs. The second international technology commercialization conference. *Iran University of Science and Technology*.

Naghizade, R., & Namdarian, L. (2019). The suppotive policies for new technology-based firms (NTBF's). *Journal of Science and Technology Policy*, *12*(2), 285-296.

Naghizadeh, R. (2021). A Historical Narrative of the Pattern of Formation and Development of Empowerment Services for New KBFs in the Innovation and Prosperity Fund. *Journal of Improvement Management*, *15*(3), 221-239. https://doi.org/10.22034/JMI.2021.294417.2611

Odubiyi, T. B., Aigbavboa, C. O., & Thwala, W. D. (2019, November). Information and communication technology application challenges in the construction industry: A narrative review. In *Iop conference series: Materials science and engineering ,640*(1), 012025. IOP Publishing. https://doi.org/10.1088/1757-899X/640/1/012025

Ogbuabor, J. E., Eigbiremolen, G. S. O., Orji, A., Manasseh, C. O., & Onuigbo, F. N. (2020). ICT and financial inclusion in Nigeria: An overview of current challenges and policy options. *Nigerian Journal of Banking and Finance*, *12*(1), 90-96.

Qolipour, M., Vahdatzad , M., Olya , M., & Khademi Zare , H. (2015). Identifying and prioritizing the challenges of KBFs using the artificial neural network method (case study: Yazd KBFs). *Roshd-E-Fanavari*, *12*(45), 17-25.

Rafsanjani Nejad, S. (2015). Pathology of the law to support KBFs and institutions from the perspective of executive mechanisms. *Center for Presidential Strategic Studies*.

Rehman, A., Ozcan, R., Badshah, W., Radulescu, M., & Ozturk, I. (2021). Symmetric and asymmetric impacts of commercial energy distribution from key sources on economic progress in Pakistan. *Sustainability*, *13*(22), 12670. https://doi.org/10.3390/su132212670

Saleem, F., Salim, N., Altalhi, A. H., Abdullah, A. L., Ullah, Z., Baothman, F. A., & Junejo, M. H. (2016). Comparative study from several business cases and methodologies for ICT project evaluation. *International Journal of Advanced Computer Science & Applications*, *1*(7), 420-427. https://dx.doi.org/10.14569/IJACSA.2016.070654

Salehi, M., & Alipour, M. (2010). E-banking in emerging economy: empirical evidence of Iran. *International Journal of economics and finance*, *2*(1), 201-209. https://doi.org/10.5539/ijef.v2n1p201

Shukaili, A. A., Cucculelli, M., González-Pernía, J. L., & Legazkue, I. P. (2018). Entrepreneurship policy to overcome barriers to new firm growth in a developing economy: evidence from Oman. *International Journal of Entrepreneurship and Small Business*, *35*(4), 511-537. https://doi.org/10.1504/IJESB.2018.096173

Suwannaporn, P., & Speece, M. W. (2010). Assessing new product development success factors in the Thai food industry. *British Food Journal*, *112*(4), 364-386. https://doi.org/10.1108/00070701011034394

Tavakkol, M., & Ghazinouri Naeini, R. (2010). Diffusion and obstacles to ict adoption in iranian industries; case study of selected sectors. *Journal of Science and technology policy*, *3*(3), 31-45. https://doi.org/20.1001.1.20080840.1389.3.2.4.6

Valibeigi, M., Mohammadi, A., Valibeigi, M., & Zameni, A. (2020). A Framework for Knowledge-Based Enterprise Financial Support in Iran. *Global Economics Science*, 50-55. https://doi.org/10.37256/ges.12202086

Yadollahi Farsi, J., & Toghraee, M. T. (2014). Identification the main challenges of small and medium sized enterprises in exploiting of innovative opportunities (Case study: Iran SMEs). *Journal of Global Entrepreneurship Research*, *4*, 1-15. https://doi.org/10.1186/2251-7316-2-4

Zarei, B., & Marjovi, A. (2018). Strategic internationalization of knowledge based new ventures in Iran: a longitudinal case study aiming at creation of actionable knowledge. *Journal of Science and Technology Policy*, *11*(2), 29-46. https://doi.org/10.22034/jstp.2018.10.2.539482

# PENGARUH *MARKET ORIENTATION*, *DESIGN PACKAGING*, DAN *SOCIAL MEDIA MARKETING* TERHADAP MINAT BELI PADA DE KLAPPER PIE DENGAN *TRUST* SEBAGAI VARIABEL MODERASI

Intan Daratullaila[1], Fitri Ayu Nofirda[2]

[*] *Universitas Muhammadiyah Riau*
*e-mail: fitriayunofirda@umri.ac.id

**ABSTRACT**

*With trust serving as a moderating variable, the purpose of this study is to ascertain the impact of market orientation, package design, and social media marketing on purchase interest at De Klapper Pie. 190 people participated in this survey, which was carried out at the De Klapper Pie location in Jalan Durian. Purposive sampling is used with a quantitative approach in this investigation. With the aid of SmartPLS version 3, data testing employs reliability, validity, and hypothesis testing. The study's findings suggest that market orientation significantly and favorably influences buying interest. Purchase interest is significantly and favorably impacted by packaging design. Interest in making a purchase is significantly and favorably impacted by social media marketing. The impact of market orientation on buying interest can be mitigated by trust. The impact of packaging design on purchase interest can be mitigated by trust. Nonetheless, the impact of social media marketing on purchase interest cannot be mitigated by trust.*

**Keywords:** *Market Orientation, Design Packaging, Social Media Marketing, Trust, Purchase Intention*

**ABSTRAK**

Dengan kepercayaan sebagai variabel moderasi, tujuan dari penelitian ini adalah untuk memastikan dampak orientasi pasar, desain kemasan, dan pemasaran media sosial terhadap minat pembelian di De Klapper Pie. Sebanyak 190 orang berpartisipasi dalam survei ini, yang dilakukan di lokasi De Klapper Pie di Jalan Durian. Pengambilan sampel secara purposif digunakan dengan pendekatan kuantitatif dalam penyelidikan ini. Dengan bantuan SmartPLS versi 3, pengujian data menggunakan reliabilitas, validitas, dan pengujian hipotesis. Temuan penelitian menunjukkan bahwa orientasi pasar secara signifikan dan positif memengaruhi minat beli. Minat beli secara signifikan dan positif dipengaruhi oleh desain kemasan. Minat untuk melakukan pembelian secara signifikan dan positif dipengaruhi oleh pemasaran media sosial. Dampak orientasi pasar terhadap minat beli dapat dikurangi dengan kepercayaan. Dampak desain kemasan terhadap minat beli dapat dikurangi dengan kepercayaan. Meskipun demikian, dampak pemasaran media sosial terhadap minat beli tidak dapat dikurangi dengan kepercayaan.

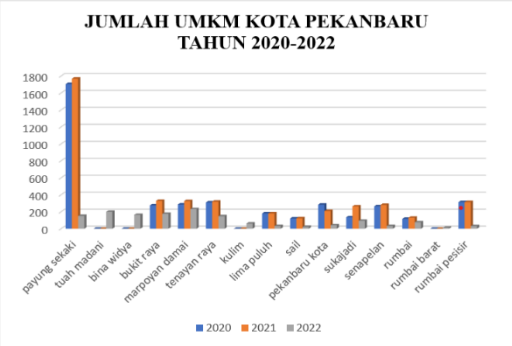
**Kata Kunci:** Orientasi Pasar, Desain Kemasan, Pemasaran Media Social, Kepercayaan, Minat Beli

## 1. Pendahuluan

Usaha mikro, kecil, dan menengah, atau UMKM, sangat penting bagi komunitas bisnis dan pertumbuhan ekonomi Amerika. UMKM yang berkualitas akan memberikan solusi atas berbagai permasalahan terkait kemajuan. Untuk menekan angka pengangguran, perusahaan di sektor UMKM dapat merekrut orang-orang yang siap bekerja tetapi belum mendapatkan pekerjaan. (Srijani, 2020).

Salah satu faktor pendorong perekonomian Indonesia adalah keberadaan UMKM. Dengan potensi yang dimilikinya, UMKM diharapkan mampu tumbuh dan terus membantu memecahkan berbagai permasalahan. (Febrian & Kristianti, 2020).

Pertumbuhan UMKM akan memperluas basis perekonomian dan berpotensi mempercepat perbaikan struktural, yakni memperkuat ketahanan ekonomi nasional dan ekonomi daerah. (Berlilana et al., 2020).




Sumber: Dinas Koperasi, dan UKM kota pekanbaru, (2023)

**Gambar 1 Jumlah UMKM Kota Pekanbaru Tahun 2020 – 2022**

Usaha mikro, kecil, dan menengah (UMKM) di Kota Pekanbaru, khususnya yang bergerak di bidang jasa boga, mengalami penurunan tajam dalam beberapa tahun terakhir, seperti yang terlihat pada Gambar 1.1. Jumlah usaha mikro, kecil, dan menengah (UMKM) di bidang jasa boga pada tahun 2020 sebanyak 4.278, tahun 2021 sebanyak 4.545, dan tahun 2022 sebanyak 1.469. Hal ini disebabkan oleh menurunnya jumlah UMKM kuliner yang disebabkan oleh beberapa faktor, antara lain perluasan wilayah Kabupaten dan faktor lainnya, seperti kurangnya arahan dan pendanaan. Industri jasa boga memiliki ruang pertumbuhan yang sangat besar dan menggembirakan. Persaingan yang ketat di bidang jasa boga menjadi argumen yang kuat untuk mengadopsi rencana bisnis yang unggul. (Ardian, 2017). Salah satu pelaku UMKM yang bergerak dibidang kuliner di kota Pekanbaru adalah De Klapper Pie. Fokus usaha yang dijalankan De Klapper Pie yaitu pada industri makanan ringan berupa *Pie* dan *Pastry* yang telah beroperasi sejak tahun 2011.

**Tabel 1. Pendapatan De Klapper Pie Tahun 2020-2023**

| NO | TAHUN | JUMLAH |
|---|---|---|
| 1 | 2020 | Rp. 1. 950.372.000 |
| 2 | 2021 | Rp. 1. 795.569.000 |
| 3 | 2022 | Rp. 2.281.450.000 |

Sumber: De Klapper Pie, (2023)

Berdasarkan tabel 1.1 Berdasarkan Tabel 1.1 tersebut didapati bahwa penjualan De Klapper Pie mengalami fluktuasi, pendapatan tahun 2020, 2021 dan 2022 masih mengalami naik turun pada setiap tahunnya. Jumlah pendapatan pada setiap tahun yang mengalami naik turun tersebut mengindikasikan adanya berbagai faktor utama yang memengaruhi minat beli pada De Klapper Pie Pekanbaru.

Tentu saja, minat konsumen atau minat beli menjadi salah satu faktor yang paling penting untuk diperhatikan oleh pelaku UMKM (Putra, 2022). Minat konsumen terhadap suatu produk atau jasa dan tumbuhnya keinginan untuk memperolehnya melalui pembelian merupakan bentuk minat beli (Sari *et al*., 2020).

Menurut Tungka *et al*. (2020), minat beli pelanggan merupakan komponen yang membantu pembelian suatu produk. Sebelum melakukan pembelian, pelanggan pasti memiliki permintaan terhadap kategori produk yang dimaksud. Hal ini dilakukan perusahaan untuk menarik pelanggan, sehingga siapa pun yang berkecimpung di dunia bisnis harus memahami pentingnya orientasi pasar (Dwi *et al*., 2020).

*Market orientation* menjadi faktor yang penting bagi pelaku UMKM untuk dapat bangkit dan menyadari bahwa harus selalu dekat dengan pasarnya karena semakin meningkatnya persaingan global dan dengan selalu berubahnya kebutuhan konsumen (Na *et al*., 2019). Hubungan antara market orientation Antusiasme pembelian pelanggan akan berubah tergantung pada keadaan dan akan mempercepat perluasan pasar. Strategi bisnis didasarkan pada upaya yang dikenal sebagai orientasi pasar. Pelaku bisnis perlu memastikan data pasar, mengenali keinginan dan permintaan pelanggan, dan memantau persaingan bisnis pesaing (Alwi & Handayani, 2018).

Selain *market orientation*, *design packaging* dapat menjadi faktor pemicu dari minat beli konsumen. Salah satu strategi yang digunakan pelaku korporasi untuk menarik perhatian konsumen melalui kemasan yang menarik adalah desain kemasan. Dalam pasar yang kompetitif, desain kemasan memiliki reputasi sebagai senjata strategis (Clara, 2021). Menurut Herawati dan Muslikah (2020), Agar barang dapat dipasarkan, bisnis desain kemasan secara kreatif menghubungkan informasi produk dengan bentuk, struktur, bahan, warna, gambar, tipografi, dan elemen desain. Dengan demikian, pelanggan akan lebih cenderung membeli suatu produk jika dikemas secara menarik dan menonjol dari pesaing. (Maulani *et al*., 2021).

Minat konsumen dalam melakukan pembelian dipengaruhi oleh beberapa faktor, salah satunya adalah pemasaran media sosial. Pemasaran media sosial dapat menjangkau audiens yang jauh lebih besar daripada melalui pendekatan periklanan tradisional, klaim Untari dan Fajariana (2018). Hal ini karena pemasaran media sosial memungkinkan individu dan perusahaan untuk mempromosikan situs web, produk, atau layanan mereka secara daring dan melalui platform media sosial.

*Trust* memainkan peran penting dalam mengatur minat beli konsumen karena minat tersebut meningkat saat orang mulai mempercayai suatu produk berdasarkan pengalaman media sosial mereka. Kepercayaan konsumen dipengaruhi oleh tingkat informasi yang tersedia tentang suatu produk. Pemahaman konsumen terhadap barang, produk, dan minat mereka dapat dilihat sebagai tanda kepercayaan. (Yunikartika & Harti, 2022). Chan *et al*., (2020) Menurut saya, pelanggan tidak akan tertarik untuk membeli jika tidak ada rasa percaya di antara mereka. Kepercayaan merupakan komponen penting dalam membangun dan membina hubungan yang erat antara pembeli dan penjual.

## 2. Literatur Review

### 2.1 *Market Orientation*

Menurut Pratama dan Yudhira (2022) *market orientation* adalah sudut pandang yang memusatkan operasi bisnis pada kebutuhan dan keinginan pelanggan. Budaya organisasi terbaik untuk menumbuhkan perilaku yang dibutuhkan guna memberikan nilai lebih tinggi bagi pelanggan dan menghasilkan kinerja unggul bagi bisnis, terutama dalam konteks kompetitif, dikenal sebagai orientasi pasar (Rahmadi *et al*., 2020). Menurut Novarini dan Bhegawati (2020) Indikator orientasi pasar mencakup tiga dimensi: koordinasi fungsi, orientasi pesaing, dan orientasi pelanggan.

### 2.2 *Design Packaging*

Fauziyah dan Julaeha (2022) berpendapat *design packaging* adalah desain kemasan suatu produk, yang menghubungkan struktur, bahan, warna, gambar, tipografi, dan komponen lain yang mungkin menarik dan meyakinkan pelanggan tentang produk tersebut, sebagai alat pemasaran. Sementara itu, sebagaimana Willy dan Nurjanah (2019) Tujuan utama pengemasan adalah untuk menjaga kualitas produk dengan menjaganya, yang memerlukan perancangan dan pembuatan kemasan itu sendiri.

Herawati dan Muslikah (2020) berpendapat terdapat beberapa indikator pada *design packaging* diantaranya yaitu, bahan, logo dan label, warna, ukuran suatu kemasan dan daya tarik *design*.

### 2.3 *Social Media Marketing*

Utami dan Saputri (2020) berpendapat bahwa pemasaran media sosial adalah alat untuk mengawasi dan memungkinkan pelanggan untuk berkomunikasi dan terhubung secara positif dengan bisnis dan merek mereka. Zulfikar dan Mikhriani (2017) Pemasaran media sosial, menurut para pendukungnya, adalah jenis periklanan yang memanfaatkan khalayak media sosial untuk menjual suatu merek, layanan, produk, atau tujuan. Kristiawan dan Keni (2020) Berbeda dengan pemasaran tradisional, pemasaran media sosial memberi bisnis suara yang lebih besar dengan menggunakan media daring untuk mempromosikan merek dan produknya. Alhadid dan Alhadeed (2017) mengidentifikasi banyak faktor, termasuk partisipasi dalam komunitas daring, berbagi konten, aksesibilitas, dan legitimasi.

### 2.4 Trust

Dalam konteks hubungan transaksi, Keyakinan yang dimiliki seseorang terhadap orang lain akan melaksanakan semua tanggung jawabnya dengan baik dan sesuai harapan (Adji & Semuel, 2014). Hal ini juga diungkapkan oleh Rosdiana *et al*., (2019) *trust* juga dapat dilakukan dengan etika produsen atau pemasar di menjelaskan secara akurat kepada pelanggan tentang fitur barang atau jasa yang mereka jual. Nurmanah dan Nugroho (2021) menghasilkan indikasi seperti bakat, kebaikan, dan kejujuran.

### 2.5 Minat Beli

Pada dasarnya, tujuan pembelian suatu produk berfungsi sebagai motivator saat membuat pilihan. Niat pembelian adalah frasa yang digunakan konsumen untuk mengungkapkan niat mereka untuk membeli merek produk tertentu. Pemasar perlu mengetahui niat pembelian pelanggan terhadap suatu produk untuk memperkirakan perilaku di masa mendatang (Halim & Iskandar, 2019).

Menurut Halim dan Iskandar (2019) Minat beli konsumen dipengaruhi oleh empat faktor: keyakinan, perhatian, minat, dan keinginan.

### 2.6 Hubungan *market orientation* terhadap minat beli

Pemahaman akan *market orientation* adalah salah satu penentu dalam menarik minat beli konsumen. Hubungan antara *market orientation* dengan minat beli konsumen akan berbeda-beda situasi dan akan mempercepat pertumbuhan pasar. Kotler dan Philip (2011) menyatakan bahwa barang yang sekarang dijual kepada klien tidak sepenting apa yang diinginkan masyarakat. Menurut Adinoto (2012), pemasaran harus memanfaatkan gagasan bahwa bisnis memahami apa kebutuhan klien atau konsumen mereka dan memuaskan mereka dengan memprioritaskan kepuasan dan nilai klien dan menggunakan transaksi sebagai dasar analisis. Aspek paling signifikan dari orientasi pasar adalah orientasi pasarnya. Bisnis yang memprioritaskan pelanggannya menawarkan layanan kepada calon klien atau melakukan perkenalan. Menurut penelitian Novarini dan Bhegawati (2020), minat pembelian dipengaruhi secara positif dan signifikan oleh orientasi pasar. Bisnis memberikan penawaran produk kepada klien, karenanya barang pesaing menimbulkan risiko bagi pangsa pasar bagi pengusaha. Jika permintaan klien kita tidak dipenuhi oleh barang yang kita suplai, hal itu dapat mengurangi minat mereka untuk melakukan pembelian.

H1: *Market orientation* berpengaruh positif dan signifikan terhadap minat beli

**2.7 Hubungan *design packaging* terhadap minat beli**

Dalam bukunya Graphic Design Solutions, Landa (2019) menyatakan bahwa salah satu aspek branding yang menggabungkan teknik pemasaran seperti peluncuran produk, promosi, dan periklanan adalah desain kemasan. Biasanya, program branding ini juga menciptakan identitas visual, logo, dan grafis lainnya. Pembelian suatu merek dapat dipengaruhi oleh desain kotak yang menarik.

Menurut penelitian Clara, manfaat dan desain kemasan memiliki dampak positif terhadap keinginan konsumen untuk membeli pada tahun 2021. Hal ini menunjukkan bahwa jika suatu produk, seperti susu, kopi, atau barang lainnya, dikemas dengan cara yang menarik sehingga membedakannya dari pesaing, hal itu akan menarik minat konsumen untuk membelinya.

H2: *Design packaging* memiliki dampak yang signifikan dan positif terhadap minat beli

**2.8 Hubungan *social media marketing* terhadap minat beli**

*Social* Media memegang peranan penting sebagai wahana komunikasi, tempat para pengguna berinteraksi satu sama lain dan bertukar pengetahuan serta informasi. Tahapan terpenting dalam proses pengambilan keputusan pembelian media sosial adalah pencarian informasi dan kegunaan media sosial (Putri & Nofirda, 2023). Banyak pelaku bisnis yang tertarik dengan pemasaran media sosial karena biayanya yang lebih murah dibandingkan bentuk komunikasi pemasaran tradisional, Dengan demikian, peluang bagi pemilik perusahaan semakin besar karena pengguna internet yang terus bertambah. Hal ini merupakan salah satu cara pemasaran media sosial memengaruhi kecenderungan konsumen untuk melakukan pembelian.

Menurut penelitian Onsardi dan Mantovani (2022) minat beli sangat dipengaruhi oleh media sosial. Salah satu alat yang berguna untuk komunikasi pemasaran adalah pemasaran media sosial. Menurut Arief dan Millianyani (2015) ketika audiens merasa senang dan yakin dengan konten yang disebarkan perusahaan, hal tersebut menandakan bahwa audiens memiliki kepercayaan terhadap perusahaan, yang akan memudahkan upaya perusahaan untuk membujuk audiens agar menjadi pelanggan.

H3: *Social media marketing* berpengaruh positif dan signifikan terhadap minat beli

**2.9 Hubungan *market orientation* terhadap minat beli melalui *trust***

*Market orientation* adalah sudut pandang yang memusatkan operasi perusahaan di sekitar kebutuhan dan keinginan pelanggannya. Minat membeli telah menjadi sumber berharga bagi pemasar, untuk mendapatkan wawasan tentang perilaku pembelian konsumen yang sebenarnya. Niat membeli mencerminkan situasi pengambilan keputusan yang kompleks, Dengan demikian, terdapat banyak peluang bagi pemilik perusahaan karena semakin banyaknya pengguna internet. Organisasi harus memahami kebutuhan pelanggan dan pasar, mampu berbagi pengetahuan di perusahaan, dan menyelaraskan dan menyeim-bangkan kemampuan sistem secara internal. Hal ini, pada gilirannya, akan membantu organisasi untuk mencapai kinerja maksimalnya, yaitu membangkitkan niat membeli oleh calon kon-sumen (Khan *et al*., 2021). Kepercayaan sangat penting untuk menjaga hubungan jangka panjang antara perusahaan dan pelanggan. Menurut Adji dan Samuel (2014) kepercayaan adalah keyakinan umum yang dimiliki konsumen terhadap kemampuan perusahaan, merek, dan tenaga penjual untuk menyelesaikan penawaran berdasarkan pengetahuan pelanggan. *Trust* dapat timbul karena adanya respon baik dari perusahaan kepada konsumen dan kualitas produk itu sendiri. Zakaria *et al*., (2011) dalam penelitiannya *market orientation* dengan *trust* memiliki hubungan yang moderat dengan hasil bahwa market orientation memiliki hasil yang signifikan dan positif terhadap trust

H4: *Trust* memperkuat pengaruh market orientation terhadap minat beli

**2.10 Hubungan *design packaging* terhadap minat beli melalui *trust***

*Design Packaging* dapat memainkan peran penting dalam membangun *trust* terhadap pelanggannya. *Packaging* yang dirancang dengan baik dapat membantu membangun kredibilitas dan keandalan suatu merek, sementara packaging yang dirancang dengan buruk dapat memiliki efek sebaliknya. Desain kemasan harus mampu menarik perhatian konsumen dengan cepat karena biasanya digunakan di lingkungan ritel seperti supermarket, toko kelontong, atau department store, tempat konsumen dari berbagai latar belakang dan nilai budaya berinteraksi (Budiardjo, 2016). Membangun kepercayaan konsumen melalui kemasan yang dirancang dengan baik dapat menjadi faktor utama dalam merangsang minat konsumen untuk melakukan pembelian. Lebih jauh lagi, desain kemasan harus mampu menarik perhatian konsumen dengan cepat. Budiardjo (2016) dalam penelitianya trust memoderasi pengaruh *design packaging* terhadap sikap pembelian. Septiani *et al*. (2023) Menunjukkan bahwa, minat beli dipengaruhi secara signifikan oleh desain kotak.

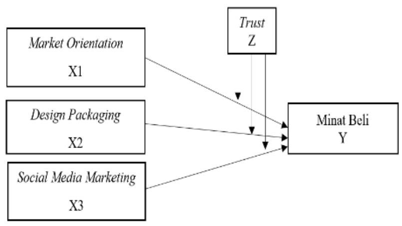
H5: *Trust* memperkuat pengaruh *design packaging* terhadap minat beli

**2.11 Hubungan *social media marketing* terhadap minat beli melalui *trust***

Menurut Moslehpour *et al*. (2022), Menurut Manzoor *et al*. (2020), interaksi sosial yang dilakukan di platform media sosial dapat meningkatkan kepercayaan antara konsumen dan penjual. Selain itu, komunikasi yang efisien memiliki pengaruh yang signifikan dan langsung terhadap kepercayaan konsumen. Pemasaran media sosial akan memfasilitasi komunikasi konsumen-penjual yang langsung dan sederhana. Hubungan antara pemasaran media sosial dan niat pembelian sangat dipengaruhi oleh kepercayaan, menurut penelitian yang dilakukan pada tahun 2023 oleh Kusherawati *et al*. Niat pembelian dipengaruhi secara positif dan signifikan oleh hubungan ini. Hal ini sejalan dengan temuan penelitian Trisnianti dan Wardhana dari tahun 2023, yang menunjukkan bahwa kepercayaan dan pemasaran media sosial memiliki pengaruh yang positif dan signifikan terhadap niat pembelian.

H6: *Trust* memperkuat pengaruh *social media marketing* terhadap minat beli

Setelah dijelaskan keterkaitan antar variabel, berikut ini adalah gambaran model penelitian yang digunakan:




**Gambar 3. Metode Penelitian**

## 3. Metode Penelitian

Teknik penelitian kuantitatif adalah teknik yang digunakan. Teori di balik metode penelitian kuantitatif adalah empirisme positivisme, yang menyatakan bahwa fakta yang dapat diverifikasi atau diuji secara empiris adalah dasar kebenaran. (Suharsaputra, 2018). Konsumen cabang Jalan Durian De Klapper Pie yang jumlahnya tidak diketahui, merupakan populasi yang diteliti. Sebanyak 190 pelanggan cabang Jalan Durian De Klapper Pie menjadi sampel penelitian. Model yang dibuat menentukan jumlah sampel dalam penelitian ini. Hair *et al.*, (2021), bahwa perhitungan sampel menggunakan rasio 10:1 di mana jumlah indikator yang dianalisis disertai dengan setidaknya 5–10 observasi. Ada 19 indikator dalam penelitian ini. Karena tidak semua populasi digunakan sebagai sampel, penulis menggunakan pengambilan sampel non-probabilitas; meskipun demikian, sampelnya adalah responden yang telah membeli De Klapper Pie di Jalan Durian. Skala pengukuran menggunakan skala Likert lima poin, di mana "1" menunjukkan "sangat tidak setuju" dan "5" menunjukkan "sangat setuju." Skala ini tidak berlaku untuk data responden atau pertanyaan penyaringan. Survei daring yang dibuat dengan program formulir Google digunakan untuk mengumpulkan data untuk penyelidikan ini. Uji-t, yang sering dikenal sebagai uji signifikansi 5%, adalah alat analisis yang digunakan untuk menilai hipotesis penelitian. Untuk menentukan kualitas dan keandalan data dan model penelitian, analisis model luar dilakukan. Temuan analisis model internal, termasuk pengujian hipotesis dan koefisien determinasi (R2), menunjukkan bahwa semua praduga terpenuhi.

## 4. Hasil dan Pembahasan

### 4.1 Hasil

Mayoritas peserta survei adalah perempuan (63%), berusia 22-23 tahun (42%), bekerja sebagai mahasiswa (46,32%), dan berpenghasilan tahunan kurang dari Rp 3.000.000 (60%).

#### 4.1.1 Pengujian Outer Model

Untuk menentukan *outer model* maka Uji validitas konvergen dan diskriminatif diperlukan sebelum uji reliabilitas (Composite Reliability, Cronbach's Alpha, dan Average Variance Extracted (AVE)) dilakukan. Berikut foto model luar:

##### 4.1.1.1 Uji Validitas

***a) Convergent Validity (outer loading)***

Validitas setiap indikator konsep dalam penelitian ini dievaluasi menggunakan validitas konvergen. Nilai faktor pemuatan setiap indikator konstruk memberikan wawasan tentang proses pengujian validitas konvergen. Saat menentukan validitas konvergen faktor pemuatan, aturan umum adalah > 0,7. (Abdillah dan Hartono, 2015).

**Tabel 2. Outer Loading**

| | Market Orientation | Minat Beli | Design Packaging | Social Media Marketing | Trust | X1*Z | X2*Z | X3*Z |
|---|---|---|---|---|---|---|---|---|
| Market Orientation * Trust | | | | | | 1.806 | | |
| Design Packaging * Trust | | | | | | | 1.866 | |
| Social Media Marketing * Trust | | | | | | | | 1.751 |
| X1.1 | 0.810 | | | | | | | |
| X1.2 | 0.779 | | | | | | | |
| X1.3 | 0.792 | | | | | | | |
| X1.4 | 0.771 | | | | | | | |
| X1.5 | 0.779 | | | | | | | |
| X1.6 | 0.784 | | | | | | | |
| X2.1 | | | 0.771 | | | | | |
| X2.10 | | | 0.799 | | | | | |
| X2.11 | | | 0.736 | | | | | |
| X2.12 | | | 0.777 | | | | | |
| X2.13 | | | 0.809 | | | | | |
| X2.14 | | | 0.768 | | | | | |
| X2.15 | | | 0.793 | | | | | |
| X2.2 | | | 0.771 | | | | | |
| X2.3 | | | 0.768 | | | | | |
| X2.4 | | | 0.810 | | | | | |
| X2.5 | | | 0.754 | | | | | |
| X2.6 | | | 0.782 | | | | | |
| X2.7 | | | 0.827 | | | | | |
| X2.8 | | | 0.761 | | | | | |
| X2.9 | | | 0.816 | | | | | |
| X3.1 | | | | 0.757 | | | | |
| X3.10 | | | | 0.750 | | | | |
| X3.11 | | | | 0.793 | | | | |
| X3.12 | | | | 0.754 | | | | |
| X3.13 | | | | 0.785 | | | | |
| X3.14 | | | | 0.769 | | | | |
| X3.15 | | | | 0.842 | | | | |
| X3.2 | | | | 0.737 | | | | |
| X3.3 | | | | 0.764 | | | | |
| X3.4 | | | | 0.767 | | | | |
| X3.5 | | | | 0.818 | | | | |
| X3.6 | | | | 0.753 | | | | |
| X3.7 | | | | 0.736 | | | | |
| X3.8 | | | | 0.799 | | | | |
| X3.9 | | | | 0.831 | | | | |
| Y1.1 | | 0.784 | | | | | | |
| Y1.10 | | 0.765 | | | | | | |
| Y1.11 | | 0.725 | | | | | | |
| Y1.12 | | 0.824 | | | | | | |
| Y1.2 | | 0.811 | | | | | | |
| Y1.3 | | 0.725 | | | | | | |
| Y1.4 | | 0.779 | | | | | | |
| Y1.5 | | 0.769 | | | | | | |
| Y1.6 | | 0.802 | | | | | | |
| Y1.7 | | 0.788 | | | | | | |
| Y1.8 | | 0.732 | | | | | | |
| Y1.9 | | 0.771 | | | | | | |
| Z1.1 | | | | | 0.790 | | | |
| Z1.2 | | | | | 0.779 | | | |
| Z1.3 | | | | | 0.742 | | | |
| Z1.4 | | | | | 0.744 | | | |
| Z1.5 | | | | | 0.790 | | | |
| Z1.6 | | | | | 0.783 | | | |
| Z1.7 | | | | | 0.798 | | | |
| Z1.8 | | | | | 0.791 | | | |
| Z1.9 | | | | | 0.836 | | | |

Sumber: Data Olahan *Smart*Pls, (2024)

Dari tabel hasil pengujian di atas terlihat jelas bahwa setiap hubungan antara indikator dan konstruknya memiliki faktor pemuatan dengan nilai variabel. Indikator dengan nilai di atas 0,70 dianggap valid, artinya tidak ada nilai di bawah 0,70.

***b) Discriminant Validity***

Validitas diskriminan menjamin hasil validitas konvergen. Istilah "validitas diskran" menggambarkan situasi di mana dua alat yang menilai dua variabel yang seharusnya tidak dikaitkan sebenarnya memberikan skor yang tidak berkorelasi. Salah satu cara untuk mengevaluasi validitas diskriminan adalah dengan membandingkan akar AVE dengan Kriteria Fornell dan Larcker. Studi validitas konvergen secara konsisten menunjukkan bahwa hasilnya relevan terlepas dari apakah akar AVE lebih dari 0,5 atau tidak. Oleh karena itu, hal ini secara umum diterima sebagai aturan praktis. Analisis dilakukan menggunakan akar AVE untuk menilai korelasi setiap konstruk dengan konstruk lain dalam model. (Abdillah and Hartono, 2015).

***Tabel. 3 Fornell and Larcker Criterion***

| | Market Orientation | Minat Beli | Design Packaging | Social Media Mar keting | Trust | X1*Z | X2*Z | X3*Z |
|---|---|---|---|---|---|---|---|---|
| Market Orientation | 0.786 | | | | | | | |
| Minat Beli | 0.611 | 0.773 | | | | | | |
| Design Packaging | 0.634 | 0.687 | 0.783 | | | | | |
| Social Media Marketing | 0.455 | 0.708 | 0.675 | 0.778 | | | | |
| Trust | 0.388 | 0.575 | 0.580 | 0.559 | 0.784 | | | |
| X1*Z | -0.076 | 0.024 | -0.071 | -0.022 | - 0.256 | 1.000 | | |
| X2*Z | -0.069 | 0.080 | -0.221 | -0.120 | - 0.348 | 0.829 | 1.000 | |
| X3*Z | -0.023 | -0.053 | -0.128 | -0.125 | - 0.328 | 0.839 | 0.773 | 1.000 |

Sumber: Data Olahan *Smart*Pls, (2024)

Tabel tersebut menunjukkan bahwa dibandingkan dengan konstruk lainnya, semua indikator penelitian memiliki hubungan yang lebih besar dengan konstruk yang tepat. Akibatnya, desain penelitian ini memenuhi kriteria validitas diskriminan. Hal ini menunjukkan bahwa setiap pernyataan atau indikasi yang disertakan dalam alat penelitian secara efektif dan tidak ambigu menilai setiap variabel. Memeriksa nilai average variance extracted (AVE) merupakan metode tambahan untuk menilai validitas diskriminan. Nilai yang disarankan lebih dari 0,50. Berdasarkan nilai AVE, uji validitas diskriminan adalah sebagai berikut.

**Tabel 4.** ***Avarege Variance Extracted*** **(AVE)**

| Variabel | *Average Variance Extracted* (AVE) |
| --- | --- |
| *Market Orientation* | 0.618 |
| Minat Beli | 0.598 |
| *Design Packaging* | 0.613 |
| *Social Media Marketing* | 0.605 |
| *Trust* | 0.615 |
| X1*Z | 1.000 |
| X2*Z | 1.000 |
| X3*Z | 1.000 |

Semua konstruksi memiliki nilai AVE lebih besar dari 0,50, seperti terlihat pada tabel di atas. *Market orientation* memiliki AVE 0.618, minat beli nilai AVE 0.598, *design packaging* nilai AVE 0.613, *social media marketing* nilai AVE 0.605, dan variabel moderasi X1*Z, X2*Z, X3*Z nilai AVE 1.000 jadi dapat disimpulkan kelima konstruk reliabel.

#### 4.1.1.2 Uji Realibilitas

Uji reliabilitas dalam PLS digunakan untuk menilai konsistensi internal instrumen pengukuran. Reliabilitas adalah ukuran keakuratan, ketepatan, dan konsistensi instrumen pengukuran. Dalam uji reliabilitas PLS, Anda memiliki dua pilihan: reliabilitas komposit (>0,7) atau alfa Cronbach (>0,6). (Abdillah and Hartono, 2015). Berikut ini adalah hasil pengujian *composite reliability, cronbach's alpha* dari Smart PLS:

**Tabel 5. Uji Realibilitas (*Cronbach's Alpha dan Composite Reliability*)**

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
| --- | --- | --- | --- | --- |
| **Market Orientation** | 0.876 | 0.878 | 0.906 | 0.618 |
| **Minat Beli** | 0.939 | 0.940 | 0.947 | 0.598 |
| **Design Packaging** | 0.955 | 0.957 | 0.960 | 0.613 |
| **Social Media Marketing** | 0.953 | 0.957 | 0.958 | 0.605 |
| **Trust** | 0.922 | 0.925 | 0.935 | 0.615 |
| **X1*Z** | 1.000 | 1.000 | 1.000 | 1.000 |
| **X2*Z** | 1.000 | 1.000 | 1.000 | 1.000 |
| **X3*Z** | 1.000 | 1.000 | 1.000 | 1.000 |

Sumber: Data Olahan *Smart*Pls, (2024)

Jika skor reliabilitas komposit lebih tinggi dari 0,70 dan alpha Cronbach lebih besar dari 0,60, maka konstruksi tersebut dianggap dapat dipercaya menurut data dalam tabel di atas. Menurut hasil SmartPLS yang ditunjukkan di atas, semua konstruksi memiliki alpha Cronbach lebih dari 0,60 dan skor reliabilitas komposit 0,70. Ini menunjukkan bahwa konstruksi tersebut cukup dapat dipercaya.

### 4.1.2 Pengujian Inner Model

#### 4.1.2.1 R Square ($R^2$)

Hubungan antara konstruk model penelitianPengujian model internal atau struktural menghasilkan R-kuadrat, nilai signifikan, dan metrik lainnya. Relevansi model struktural untuk koefisien parameter jalur struktural dan konstruk dependen uji-t dievaluasi menggunakan R-kuadrat.

**Tabel 6. R-Square**

| | R Square | R Square Adjusted |
| --- | --- | --- |
| **Minat Beli** | 0.747 | 0.737 |

Sumber: Data Olahan SmartPls, (2024)

Variabel minat pembelian dipengaruhi oleh orientasi pasar, desain kemasan, pemasaran media sosial, dan faktor kepercayaan sebesar 0,737 atau 73,7% menurut tabel di atas, sedangkan faktor atau konstruksi di luar cakupan penyelidikan ini menyumbang 26,3% sisanya.

#### 4.1.2.2 Uji Hipotesis

Model luar, atau model pengukuran, menunjukkan tingkat signifikansi dan berupaya meramalkan hubungan kausal antara variabel atau pengujian hipotesis. Skor model luar, seperti yang ditunjukkan oleh nilai T-statistik, harus lebih dari 1,96 untuk hipotesis dua sisi dan lebih besar dari 1,64 untuk hipotesis satu sisi saat menggunakan SmartPLS untuk pengujian hipotesis dengan nilai alfa 5% (Jogiyanto, 2009).

**Tabel 7. *Path Coefficients***

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| Market Orientation -> Minat Beli | 0.200 | 0.176 | 0.076 | 2.626 | 0.004 |
| Design Packaging -> Minat Beli | 0.292 | 0.285 | 0.089 | 3.275 | 0.001 |
| Social Media Marketing -> Minat Beli | 0.333 | 0.307 | 0.082 | 4.072 | 0.000 |
| X1*Z -> Minat Beli | -0.132 | -0.103 | 0.076 | 1.657 | 0.049 |
| X2*Z -> Minat Beli | 0.320 | 0.300 | 0.076 | 4.201 | 0.000 |
| X3*Z -> Minat Beli | -0.087 | -0.064 | 0.064 | 1.378 | 0.084 |

Sumber: Data Olahan *Smart*Pls, (2024)

Hipotesis penelitian ini didukung oleh Tabel 7 yang menunjukkan signifikansi nilai orientasi pasar (3,274 > 1,64 dan nilai-p kurang dari 0,05 (0,004). Hasilnya signifikan secara statistik, dan kami mengambil H1 sebagai mean. Pengaruh desain kemasan terhadap niat untuk membeli memiliki nilai-p sebesar 0,001, yang kurang dari 0,05, dan T-statistik sebesar 3,274, yang lebih dari 1,64. Oleh karena itu, kami mengadopsi H2 sebagai mean dan menemukan signifikansi statistik. Hasilnya signifikan dan mean H3 diterima karena dampak pemasaran media sosial terhadap niat pembelian, sebagaimana dibuktikan oleh T-statistik sebesar 4,071 di atas 1,64 dan nilai-p sebesar 0,000 < 0,05. Dampak orientasi pasar terhadap niat pembelian berbasis kepercayaan memiliki nilai t-statistik sebesar 1,656, yang lebih dari 1,64, dan nilai-p sebesar 0,049, yang kurang dari 0,05. Nilai p kurang dari 0,05, yang berarti H4 dapat diterima. Hal ini menunjukkan bahwa terdapat hubungan yang jelas dan substansial antara orientasi pasar dan niat membeli melalui kepercayaan. Nilai p untuk pengaruh desain kemasan terhadap niat membeli berdasarkan kepercayaan adalah 0,000 < 0,05 dan nilai statistik t adalah 4,200 > 1,64. Dengan nilai p yang lebih rendah dari 0,05, kita dapat menerima H5, yang menyatakan bahwa terdapat hubungan yang sederhana namun kuat antara kepercayaan dan niat membeli yang berkaitan dengan desain kemasan. Pengaruh pemasaran media sosial terhadap niat membeli melalui kepercayaan memiliki nilai-p 0,084 > 0,05 dan nilai statistik-t 1,378 > 1,64. H6 ditolak karena nilai-p lebih dari 0,05, yang menunjukkan bahwa hubungan antara pemasaran media sosial dan niat membeli melalui kepercayaan tidak moderat dan tidak memiliki dampak yang berarti.

## 4.2 Pembahasan

### 4.2.1 Hubungan Market Orientation Terhadap Minat beli

Hasil penelitian ini menunjukan Semakin baik *market orientation* maka semakin tinggi minat beli pada De Klapper Pie. Hal ini dapat didukung oleh beberapa faktor. Pertama, perusahaan telah berfokus pada *market orientation* dengan memahami kebutuhan dan keinginan konsumen, implementasi strategi tersebut efektif dalam menyasar segmen pasar yang tepat sehingga mampu menciptakan diferensiasi produk yang menarik perhatian konsumen. Mempehatikan persaingan yang ketat di pasar juga bisa menjadi alasan mengapa *market orientation* berdampak signifikan, karena konsumen memiliki banyak pilihan alternatif yang mungkin lebih sesuai dengan preferensi mereka. Jika klien tidak puas dengan barang yang kami sediakan, hal itu dapat memengaruhi minat mereka untuk melakukan pembelian. Terakhir, hasil orientasi pasar yang sesuai juga dapat didukung oleh dinamika pasar yang stabil, yang akan memungkinkan mereka untuk berhasil memengaruhi minat pembelian. Temuan penelitian ini menguatkan temuan Novarini dan Bhegawati (2020) dan Khan., *et al* (2021) Terbukti bahwa fokus pada pasar secara signifikan dan positif mempengaruhi keinginan konsumen untuk membeli.

### 4.2.2 Hubungan *Design Packaging* Terhadap Minat Beli

Hasil penelitian ini menunjukan bahwa semakin baik *design packaging* maka semakin tinggi minat beli pada De Klaper Pie. *Packaging* yang menarik secara visual dapat menangkap perhatian konsumen. *Packaging* yang estetis dan kreatif cenderung lebih menonjol dan memikat pandangan, sehingga meningkatkan peluang produk untuk dipilih. *Packaging* yang fungsional dan informatif memberikan nilai tambah bagi konsumen. Loyalitas dan kepercayaan konsumen dapat ditingkatkan melalui kemasan yang memiliki identitas merek yang kuat dan konsisten. Selain melindungi barang, kemasan yang menarik merupakan alat pemasaran yang efektif yang dapat menyampaikan citra dan kualitas merek. Temuan analisis ini mendukung penelitian Septiyadi dan Dirgantara (2020) yang menemukan bahwa desain kemasan secara signifikan dan positif memengaruhi kecenderungan konsumen untuk melakukan pembelian. Temuan penelitian ini konsisten dengan temuan Harmawani dan Sakinah (2019), Clara (2021), Wahyuni dan Ernawati (2020) yang menunjukkan pengaruh desain kemasan yang cukup besar terhadap minat beli.

### 4.2.3 Hubungan *Social Media Marketing* Terhadap Minat Beli

Temuan penelitian menunjukkan bahwa konsumen lebih tertarik membeli De Klapper Pie ketika pemasaran media sosial dilakukan dengan baik. *Social media* menyediakan platform yang luas dan interaktif bagi perusahaan untuk berkomunikasi langsung dengan konsumen. Melalui konten yang menarik, seperti gambar, video, dan cerita, perusahaan dapat membangun citra merek dan menarik perhatian konsumen secara lebih efektif. *Social media* juga memungkinkan interaksi dua arah, yang berarti konsumen dapat memberikan umpan balik langsung dan perusahaan dapat merespons secara cepat, menciptakan hubungan yang lebih personal dan terpercaya. Selain itu, kampanye iklan yang ditargetkan pada platform *social media* dapat menjangkau segmen pasar yang spesifik dengan lebih efisien, memastikan bahwa pesan pemasaran mencapai audiens yang paling relevan. Temuan analisis ini sejalan dengan penelitian Devi et al. tahun 2023 yang menunjukkan bahwa pemasaran media sosial memengaruhi kecenderungan konsumen untuk melakukan pembelian dengan cara yang positif. Lebih jauh, temuan ini menguatkan penelitian Ardy (2021) dan Yohandi *et al*. (2022) yang menyimpulkan bahwa pemasaran media sosial memengaruhi dan berkorelasi kuat dengan minat pembelian. Oleh karena itu, temuan analisis ini mendukung gagasan bahwa, di era digital saat ini, pemasaran media sosial merupakan taktik penting untuk memengaruhi kecenderungan konsumen untuk melakukan pembelian.

### 4.2.4 Hubungan *Market Orientation* Terhadap Minat Beli Melalui *Trust*

Hasil pengujian hipotesis yang dilakukan menunjukkan bahwa dampak kepercayaan adalah. memoderasi hubungan *market orientation* terhadap minat beli pada De Klapper Pie dengan *trust* berpotensi untuk menjadi variabel moderasi yang memperkuat hubungan *market orientation* terhadap minat beli. Oleh karena itu, semakin besar keinginan untuk membeli De Klapper Pie, semakin baik orientasi pasar dan semakin tinggi kepercayaan gabungan. Bisnis yang memiliki fokus kuat pada pasar lebih mampu memahami keinginan, persyaratan, dan harapan pelanggan mereka dan menyediakan barang dan layanan yang lebih relevan dan memuaskan. Pelanggan akan lebih percaya pada suatu bisnis ketika mereka percaya bahwa barang dan layanan yang diberikan benar-benar memenuhi permintaan mereka. Temuan analisis mendukung temuan Yousaf (2018) bahwa kepercayaan dapat memengaruhi perasaan konsumen tentang kecenderungan pasar terhadap pembelian. Hal ini juga konsisten dengan studi oleh Maesarah (2015), yang menunjukkan bahwa kepercayaan dapat membatasi orientasi pasar terhadap minat untuk melakukan pembelian.

### 4.2.5 Hubungan *Design Packaging* Terhadap Minat Beli Melalui *Trust*

Berdasarkan hasil pengujian hipotesis yang dilakukan, menunjukan bahwa pengaruh *trust* yang memoderasi hubungan *design packaging* terhadap minat beli pada De Klapper Pie dengan *trust* berpotensi untuk menjadi variabel moderasi yang memperkuat hubungan *design packaging* terhadap minat beli. Dengan demikian semakin baik *design packaging* dan semakin tinggi *trust* secara bersama-sama maka semakin tinggi minat beli pada De klapper Pie. *Design packaging* yang menarik dan profesional menciptakan kesan pertama yang positif, membuat konsumen lebih cenderung percaya bahwa produk tersebut berkualitas tinggi. Packaging yang baik dan fungsional tidak hanya menarik perhatian tetapi juga memberikan rasa aman dan kepercayaan terhadap produk di dalamnya. Informasi yang jelas yang tercantum pada kemasan, seperti bahan baku, tanggal kadaluarsa, dan petunjuk penggunaan, juga membantu membangun kepercayaan konsumen. Temuan analisis ini konsisten dengan penelitian yang dilakukan oleh Budiardjo (2016) yang menemukan bahwa kepercayaan dapat mengurangi dampak desain kemasan terhadap perilaku konsumen. Desain kemasan berdampak pada perilaku pembelian.

### 4.2.6 Hubungan *Social Media Marketing* Terhadap Minat Beli Melalui *Trust*

Relevansi hubungan antara pemasaran media sosial dan minat pembelian pada De Klapper Pie ditunjukkan oleh temuan pengujian hipotesis, yang juga menunjukkan bahwa dampak kepercayaan tidak dapat mengurangi hubungan ini. Dengan menggunakan faktor moderasi terkait kepercayaan, dampak pemasaran media sosial terhadap minat pembelian berkurang. Oleh karena itu, minat pembelian De Klapper Pie tidak terlalu terpengaruh oleh pemasaran media sosial yang lebih kuat dan kepercayaan bersama yang lebih besar. Dalam penelitian ini Perusahaan perlu secara bijaksana Ketika memilih konsep *social media marketing* yang tepat agar dapat di percaya untuk medorong minat beli. *Socal media marketing* memungkinkan perusahaan untuk membangun hubungan yang lebih personal dan interaktif dengan konsumen. Melalui konten yang menarik, transparan, dan berkelanjutan, perusahaan dapat menunjukkan komitmen mereka terhadap kualitas dan pelayanan, yang pada akhirnya meningkatkan kepercayaan konsumen. meskipun kepercayaan (*trust*) terhadap Meskipun konten dan merek media sosial berperan penting dalam membangun hubungan jangka panjang dengan pelanggan, kepercayaan tidak serta merta menjadi penghalang yang akan mengurangi dampak pemasaran media sosial terhadap kecenderungan mereka untuk membeli. Temuan analisis tersebut mengonfirmasi temuan Salsabilla dari tahun 2022, yang menyatakan bahwa kepercayaan tidak berdaya untuk mengurangi dampak media sosial terhadap sikap terhadap pembelian. Studi ini berbeda dari studi sebelumnya.

Marivan, *et al* (2022), Kusherawati *et al*., (2023) dan Trisnianti dan Wardhana, (2023) Diklaim bahwa hubungan antara pemasaran media sosial dan niat pembelian sangat dipengaruhi oleh kepercayaan. Variasi dalam latar studi, teknik pengumpulan data, atau faktor lain yang memengaruhi niat pembelian yang tidak ditemukan dalam analisis ini mungkin menjadi alasan perbedaan hasil.

## 5. Kesimpulan dan Saran

*Market orientation* berdampak signifikan terhadap keinginan untuk membeli De Klapper Pie. Oleh karena itu, semakin besar keinginan untuk membeli De Klapper Pie, semakin baik orientasi pasarnya. Karena dinamika pasar yang stabil juga dapat membuat hasil orientasi pasar menjadi bermakna, yang berhasil memengaruhi minat beli. Minat untuk membeli De Klapper Pie sangat dipengaruhi oleh desain kemasannya. Oleh karena itu, semakin besar keinginan untuk membeli De Klapper Pie, semakin baik desain kemasannya. Karena kemasan perusahaan tersebut menampilkan konten yang menarik secara visual, artistik, imajinatif, praktis, dan edukatif yang dapat menarik minat konsumen untuk melakukan pembelian. Minat pembelian De Klapper Pie sangat dipengaruhi oleh pemasaran media sosial. Oleh karena itu, akan ada minat yang lebih besar untuk membeli De Klapper Pie jika promosi media sosialnya lebih baik. Karena, melalui konten yang menarik, seperti gambar, video, dan cerita, perusahaan dapat membangun dan menarik minat beli. *Trust* dapat memoderasi pengaruh *market orientation* terhadap minat beli. Oleh karena itu, semakin besar keinginan untuk membeli De Klapper Pie, semakin baik orientasi pasar dan semakin tinggi kepercayaan gabungan. Dampak desain kemasan terhadap minat pembelian dapat dikurangi dengan kepercayaan. Oleh karena itu, semakin besar keinginan untuk membeli De Klapper Pie, semakin baik desain kemasan dan semakin besar kepercayaan di antara keduanya. Namun, kepercayaan tidak berdaya untuk mengimbangi dampak pemasaran media sosial terhadap keinginan konsumen untuk melakukan pembelian. Oleh karena itu, minat untuk membeli De Klapper Pie tidak terpengaruh oleh efektivitas pemasaran media sosial atau tingkat kepercayaan.

Temuan studi ini membantu bisnis dan pengusaha meningkatkan orientasi pasar, desain kemasan, dan pemasaran media sosial mereka karena telah dibuktikan bahwa masing-masing faktor ini memengaruhi minat beli dan, selain kepercayaan, itu juga dapat berfungsi sebagai faktor moderasi. Berdasarkan hasil tanggapan responden diketahui pertanyaan yang memiliki nilai terendah adalah *packaging* produk De Klapper Pie melindungi isi didalamnya dengan memberikan ulasan negatif terhadap De Klapper Pie. Hal ini dapat menjadi perhatian peneliti selanjutnya untuk mengetahui tingkat ulasan negatif pada De Klapper Pie, terjadi penurunan atau peningkatan.

Penelitian ini memiliki sejumlah kekurangan. Disarankan agar dilakukan penelitian lebih lanjut untuk memastikan bahwa fitur gender seimbang, tingkat pendidikan terdistribusi, dan pendapatan bulanan didefinisikan dengan lebih tepat. Kedua, penelitian harus mempertimbangkan hubungan antara variabel dan menyelidiki kemungkinan menggabungkan faktor-faktor tambahan. Terakhir, pertimbangan cermat harus diberikan pada pemilihan indikator tetap untuk meningkatkan nilai validitas instrumen.

### 5.1 Implikasi Manajerial

Menurut temuan studi tersebut, niat pembelian dipengaruhi oleh pemasaran media sosial, desain kemasan, dan orientasi pasar. Lebih jauh, kepercayaan dapat meningkatkan dampak desain kemasan dan orientasi pasar terhadap niat untuk membeli, tetapi tidak dapat meningkatkan dampak pemasaran media sosial terhadap niat yang sama. Ada beberapa konsekuensi manajemen bagi De Klapper Pie dalam hal ini. Pertama, responden kurang merasakan adanya orientasi pelanggan yang diberikan oleh Perusahaan/pengusaha untuk kedepannya diharapkan Perusahaan/pengusaha untuk dapat memberikan pemahaman dan penghargaan terhadap keinginan dan kebutuhan pelangan.

Kedua, konsumen akan memperhatikan *packaging* dari suatu produk yang akan dibelinya. Saran penulis Perusahaan/pengusaha dapat mengubah ukuran *packaging* serta *design packaging* agar dapat memudahkan konsumen dalam menggunakannya serta dapat melindungi produk pie didalamnya.

Ketiga, konsumen sebelum membeli produk akan melihat ulasan dan komentar dari pembeli lainnya. Saran penulis Perusahaan/pengusaha diharapkan untuk dapat memulai berinteraksi dua arah dengan konsumen dengan merespon dengan cepat tanggapan konsumen serta membalas pesan dan komen positif dan negative konsumen

Keempat, konseman akan mempertimbangakn pengiriman produk yang akan dibeli olah merka. Saran penulis Perusahaan/pengusaha memperhatikan pengiriman produk agar sesuai dengan ketentuan pengiriman yang dijelaskan di *social media* Instagram sehingga Perusahaan/pengusaha memiliki reputasi yang baik.

Kelima, konsumen akan merasa nyaman dan puas jika berbelanja langsung ke outlet. Saran penulis Perusahaan/pengusaha dapat meningkatkan kualitas pelayanan yang diberikan sehingga konsumen sering mengunjungi *outlet*.

## REFERENCES


Abdillah, W. and Hartono, J. (2015) *Partial least square (PLS) : Alternatif structural equation modeling (SEM)* dalam penelitian bisnis. Edited by D. Prabantini. Yogyakarta: Andi Offset.

Adji, J. and Semuel, H. (2014) Pengaruh *satisfaction* dan *trust* terhadap minat beli konsumen (*Purchase Intention*) Di starbucks the square surabaya. *Jurnal Manajemen Pemasaran Petra, 2*(1), 1–10.

Alhadid, A.Y. and Alhadeed, A.Y. (2017) *The impact of social media marketing on purchase intention*, *Internasional Business Management,* 1844–1847.

Ardian, S. (2017) *Strategi pengembangan usaha kuliner mie x, surabaya dengan pendekatan Blue Ocean Strategy (BOS)*, *Institut Teknologi Sepuluh November*.

Chan, B., Purwanto, E. and Hendratono, T. (2020) *Social media marketing , perceived service quality , consumer trust and online purchase intentions*, *Technology Reports of Kansai University, 62*(10), 6265–6272.

Dwi, R.; *et al.* (2020) Analisis strategi promosi untuk meningkatkan minat pembeli pada usaha kain tenun salmah pagatan kabupaten tanah bumbu, *Prodi manajemen, fak ekonomi-univ.Islam Kalimantan Muhammad Arsyad Al-Banjari Kalimantan Selatan*.

Fauziyah, W.N. and Julaeha, L.S. (2022) Pengaruh desain kemasan terhadap pembelian impulsif yang dimediasi emosi positif (studi kasus di instagram @superjunior_elfindonesia)20220514, *Jurnal Ilmiah Wahana Pendidikan*, *8*(7), 111–122.

Febrian, L.D. and Kristianti, I. (2020) Identifikasi faktor eksternal dan internal yang mempengaruhi perkembangan umkm (studi kasus pada umkm di kabupaten magelang), *Journal of Economic, Management, Accounting and Technology*, *3*(1), 23–35. https://doi.org/10.32500/jematech.v3i1.799

Hair, J.F. *et al.* (2021) *A primer on partial least squares structural equation modeling (PLS-SEM)*. https://doi.org/10.1007/978-3-030-80519-7

Halim, N.R. and Iskandar, D.A. (2019) Pengaruh kualitas produk, harga dan persainagn terhadap minat beli, *Jurnal Ilmu manajemen dan Bisnis (JRMB) fakultas Ekonomi UNIAT*, *4*(3), 415–424.

Herawati, H. and Muslikah, M. (2020) Pengaruh promosi dan desain kemasan terhadap keputusan pembelian sariayu putih langsat, *Kinerja*, *2*(01), 17–35. https://doi.org/10.34005/kinerja.v2i02.794

Khan, N.R., Abedin, Z.U. and Ghouri, A.M. (2021) *(In) direct effects of customer-defined market orientation on brand loyalty through purchase intention and brand image: a parallel mediation approach*, *The Lahore Journal of Business*, *9*(2), 79–108. https://doi.org/10.35536/ljb.2021.v9.i2.a4

Kristiawan, T.A. and Keni, K. (2020) Pengaruh *packaging*, *social media marketing* dan *electronic word of mouth* terhadap keputusan pembelian busana brand lokal, *DeReMa (Development Research of Management): Jurnal Manajemen*, *15*(2), 244. https://doi.org/10.19166/derema.v15i2.2445

Marivan, S., Kurniawati and Masnita, Y. (2022) Kredibilitas *social media influencer marketing* terhadap minat beli: hedonisme sebagai moderasi, *Jurnal Ilmiah Manajemen Dan Bisnis*, *23*(2). 130–145.

Novarini, N.N.A. and Bhegawati, D.A. sriary (2020) Pengaruh inovasi produk dan orientasi pasar terhadap kinerja pemasaran melalui minat beli customer sebagai variabel intervening pada usaha pudding art di kota denpasar, 03, 327–335. https://doi.org/10.31842/jurnalinobis.v3i3.141

Nurmanah, I. and Nugroho, E.S. (2021) Pengaruh kepercayaan (*trust*) dan kualitas pelayanan online (*E-Service Quality*) terhadap keputusan pembelian online shop bukalapak, *At-Tadbir : Jurnal Ilmiah Manajemen*, *5*(1),11. https://doi.org/10.31602/atd.v5i1.3384

Pratama, A. and Yudhira, A. (2022) Pengaruh gaya hidup dan orientasi pasar terhadap keputusan pembelian properti di pt. rizki mandiri, *Value*, *3*(1), 36–47. https://doi.org/10.36490/value.v3i1.309

Putra, A. (2022) Pengaruh harga, inovasi dan kreativitas terhadap minat beli pada pelaku ukm di kabupaten bayuasin, *Remik*, *6*(4), 987–995.

https://doi.org/10.33395/remik.v6i4.11900

Rahmadi, A.N., Jauhari, T. and Dewandaru, B. (2020) Pengaruh orientasi pasar, inovasi dan orientasi kewirausahaan terhadap keunggulan bersaing pada ukm di jalanan kota kediri, *Jurnal Ekbis*, *21*(2), 178. https://doi.org/10.30736/je.v21i2.510

Rosdiana, R., Haris, I.A. and Suwena, K.R. (2019) Pengaruh kepercayaan konsumen terhadap minat beli produk pakaian secara online, *Jurnal Pendidikan Ekonomi Undiksha*, *11*(1),318. https://doi.org/10.23887/jjpe.v11i1.20164

Sari, P.D.R., Manggabarani, A.S. and Husniati, R. (2020) Pengaruh *brand image*, harga, dan kualitas layanan terhadap minat beli produk fashion secara online di jakarta (studi pada situs belanja online zalora), *Prosding Miema*, *1*, 727–738.

Srijani, K.N. (2020) Peran UMKM (Usaha Mikro Kecil Menengah) dalam meningkatkan kesejahteraan masyarakat, *EQUILIBRIUM : Jurnal Ilmiah Ekonomi dan Pembelajarannya*, *8*(2), 191. https://doi.org/10.25273/equilibrium.v8i2.7118

Suharsaputra, U. (2018) *Metode penelitian : Kuantitatif, Kualitatif Dan Tindakan / Uhar Suharsaputra ; editor, Nurul Falah Atif*. Cetakan Ke. Edited by N.F. Atif. Bandun: Refika Aditama.

Trisnianti, R. and Wardhana, A. (2023) Pengaruh *social media marketing* dan *customer trust terhadap purchase decision* ( studi pada customer gramedia pvj bandung), *10*(1),349–355.

Tungka, D. *et al.* (2020) Pengaruh *social media marketing* pada instagram terhadap minat beli chatime indonesia, *manajemen perhotelan , Program Studi Manajemen Universitas Kristen Petra*, 77–87.

Utami, G.R. and Saputri, M.E. (2020) Pengaruh *social media marketing* terhadap *customer engagement* dan loyalitas merek pada akun instagram tokopedia, *Jurnal Riset Manajemen dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*, *5*(2),185–198.

Willy and Nurjanah, S. (2019) Pengaruh kemasan produk dan rasa terhadap minat beli yang berdampak pada keputusan pembelian pelanggan minuman energi, *Jurnal Ilmu Manajemen*, *9*(2), 65–74. https://doi.org/10.32502/jimn.v8i2.1820

Yunikartika, L. and Harti, H. (2022) Pengaruh *social media marketing* dan *Electronic Word Of Mouth* (E-WOM) terhadap minat beli kuliner melalui kepercayaan sebagai variabel intervening pada akun instagram @carubanmangan, *Jurnal E-Bis (Ekonomi-Bisnis)*, *6*(1), 212–230. https://doi.org/10.37339/e-bis.v6i1.897

Zulfikar, A.R. and Mikhriani (2017) Pengaruh *social media marketing* terhadap *brand trust* pada followers instagram dompet dhuafa cabang yogyakarta, *al-idarah: Jurnal Manajemen dan Administrasi Islam*, *1*(2). https://doi.org/10.22373/al-idarah.v1i2.1663

**UCAPAN TERIMA KASIH KEPADA PARA REVIEWER (MITRA BESTARI) PADA TERBITAN INI**

| No. | Nama | Institusi |
|---|---|---|
| 1. | Prof. Dr. Sabrina O. Sihombing, S.E., M.Bus | Universitas Pelita Harapan |
| 2. | Dr. Vina Nugroho, S.E., M.M. | Universitas Pelita Harapan |
| 3. | Dr. Jacob D. Tan, B.B.A., M.B.A. | Universitas Pelita Harapan |
| 4. | Dr. Juliana, S.E., M.M. | Universitas Bunda Mulia |
| 5. | Rosdiana Sijabat Ph.D | Universitas Katolik Atma Jaya |
| 6. | Dr. Teofilus, S.E., M.M., CRME | Universitas Ciputra |
| 7. | Dr. (cand) Nicholas Wilson | Universitas Bunda Mulia |

**DeReMa (DEVELOPMENT AND RESEARCH MANAGEMENT)**
**JURNAL MANAJEMEN UPH**

## Sekilas tentang DeReMa Jurnal Manajemen UPH

DeReMa Jurnal Manajemen UPH diterbitkan oleh Fakultas Ekonomi Universitas Pelita Harapan yan bertujian untuk menyebarluaskan hasil penelitian dan buah pikiran akademisi dan praktisi di bisang ilmu manajemen. Topik-topik dalam DeReMa antara lain mencakup manajemen keuangan, pesaran, manajemen ritel, manajemen sumber daya manusia, manajemen operasional, manajemen strategi, bisnis internasional, usaha skala kecil dan menengah, kewirausahaan, dan manajemen pariwisata. DeReMa Jurnal Manajemen diterbitkan sejak tahun 2016 dengan periode penerbitan sebanyak 2 (dua) kali dalam setahun, yaitu Mei, dan September.

## Hak Cipta atas Karya Ilmiah

Naskah yang dikirimkan kepada Dewan Redaksi DeReMa Jurnal Manajemen UPH harus merupakan karya asli yang belum pernah dipublikasikan sebelumnya atau dalam proses evaluasi di publikasi ilmiah lainnya. Pengecualian diberikan bagi karya ilmiah yang telah dipublikasikan dalam *proceedings*. Penulis menyadari sepenuhnya bahwa Dewan Redaksi DeReMa berhak untuk menerbitkan karyanya apabila lolos dalam proses evaluasi redaksi DeReMa.

## Proses Telaah Karya Ilmiah

Naskah yang dikirimkan akan mellui proses evaluasi dengan system double-blind peer review oleh penelaah yang dipilih oleh Dewan reaksi dan minimal sat di antaranya adalah anggota Dewan Redaksi. Penelaah ditunjuk berdasarkan pertimbangan kepakaran dan kesesuaian bisang ilmu. Hasil evaluasi akan diberitahukan dalam waktu 2-3 bulan. Atas dasar komentar dan rekomendasi penelaah, dewan Redaksi akan memutuskan apakah naskah diterima tanpa revisi, diterima dengan perbaikan, atau dotolak. Naskahyang telah diperbaiki harus dikembalikan kepada Dewan redaksi dalam waktu yang telah ditentukan.

## Pengiriman Naskah

Naskah dikirimkan melalui Open Journal Systems kepada Dewan Redaksi DeReMa Jurnal Manajemen UPH dengan alamat website: http://ojs.uph.edu/index.php/DJM/index. Naskah yang dikirimkan harus mengikuti petunjuk yang telah ditentukan oleh dewan redaksi DeReMa berikut ini:

1. Naskah diketik dengan ukuran A4 dengan marjin batas atas, bawah, dan samping masing-masing 2.5 cm. Naskah diketik rata kanan dan kiri (justified) dengan spasi 1.
2. Halaman depan hanya memuat judul artikel, nama penulis, nama institusi/perusahaan tempat penulis berafiliasi, alamat korespondensi, dan abstrak. Naskah tidak lebih dari 20 halaman, termasuk gambar, table, dan daftar referensi. Nomor halaman ditempatkan pada bagian pojok kiri bawah.
3. Abstrak ditulis dalam Bahasa Indonesia dan Bahasa Inggris maksimal 250 kata dan memuat tidak lebih dari 5 (lima) kata kunci. Penulisan bagian Abstrak berspasi tunggal dan dicetak miring. Abstrak hams menyatakan tujuan penelitian, metode yang digunakan, hasil, dan kontribusinya.
4. Gambar dan tabel diletakkan dalam badan tulisan. Gambar dan tabel diberikan nomor dengan menggunakan fonnat penomoran Arab, contohnya Gambar 1, Tabel 1, dst. Judul gambar dan

table diletakkan pada bagian atas gambar dan tabel.

5. Naskah diketik dengan menggunakan huruf Times New Roman dengan ketentuan sebagai berikut:

| | Ukuran | **Bold** | *Italics* | Alignment | Keterangan |
|---|---|---|---|---|---|
| Judul Artikel | 12 | Ya | Tidak | Centered | |
| Nama Penulis | 10 | Tidak | Tidak | Centered | |
| Nama Institusi /Afiliasi | 8 | Tidak | Tidak | Centered | |
| Email | 8 | Tidak | Tidak | Centered | |
| Abstrak & Kata Kunci | 10 | Tidak | Tidak | Justified | Artikel Bahasa Indonesia |
| Abstract & Keyword | 10 | Tidak | Ya | | |
| Abstrak &Kata Kunci | 10 | Tidak | Ya | Justified | Artikel Bahasa Inggris |
| Abstract & Keyword | 10 | Tidak | Tidak | | |
| Isi Naskah | 12 | Tidak | Tidak | Justified | |
| Referensi | 12 | Tidak | Tidak | Justified | Marjin kiri 1 cm |
| Judul Gambar & Tabel | 10 | Tidak | Tidak | Centered | |
| Tulisan dalam Gambar & Tabel | ≥ 8 | Tidak | Tidak | - | |

6. Kutipan ditulis dengan menggunakan format APA Edisi 6 (American Psychological Association). Catatan kaki tidak diperbolehkan untuk digunakan dalam penulisan naskah. Berikut adalah contoh penulisan kutipan dengan menggunaan format APA:
   a. Sumber kutipan dengan satu penulis: (Goulding, 2005)
   b. Sumber kutipan dengan dua penulis: (Schifffnan & Kanuk, 2010)
   c. Sumber kutipan dengan lebih dari dua penulis: (Ghazali *et al.,* 2008)
   d. Dua sumber kutipan dengan penulis berbeda: (Ghazali *et al.,* 2008; Danielsson, 2009)
   e. Dua sumber kutipan dengan penulis sama: (Lawson 2003, 2007). Jika tahun publikasinya sama: (Fam, 2008a, 2008b)
   f. Sumber kutipan dari institusi ditulis dengan menyebutkan akronim institusi yang bersangkutan, misalnya (BI, 2011)
   g. Sumber kutipan dari hasil wawancara: (Aldiano, wawancara pribadi, Oktober 12, 2010)

7. Daftar referensi disusun secara berurutan secara abjad dan menggunakan sistem APA Edisi 6 (American Psychological Association) yang dapat dilihat lengkapnya di http://www.calstatela.edu/librarv/guides/3apa.ndf. Berikut adalah contoh penulisan referensi:

   a. Buku
      Goulding, C. (2005). *Grounded theory: A practical guide for management, business, and market researchers*. London: Sage.

   b. Artikel atau bagian dalam sebuah buku:
      Gerke, S. (2000). Global lifestyles under local conditions: The new Indonesian middle class. In B. H. Chua (Ed.), *Consumption in Asia: Lifestyle and identities* (pp. 135-158). New York, NY: Routledge.

   c. Artikel dari jurnal cetak:
      Ghazali, M., Othman, M. S., Yahya, A. Z., & Ibrahim, M. S. (2008). Products and country of origin effects: The Malaysian consumers' perception. *International Review of Business Research Paper, 4(*2), 91-102.

   d. Artikel dari jurnal online dengan DOI (digital object identifier):

Armstrong, J. S., & Overton, T. S. (1977). Estimating non-response bias in mail surveys. *Journal of Marketing Research,* 14, 396–402. https://doi.org/10.2307/3150783

e. Artikel dari jurnal online tanpa DOI:
Danielsson, S. (2009). The impact of celebrities on adolescents' clothing choices. Undergraduate *Research Journal for the Human Sciences, 8*. Retrieved from http://www.kon.org/urc/v8/danielsson.html

f. Artikel koran atau majalah:
Widyastuti, R. S. (2011, January 14). Masih sebatas macan kertas. *Kompas*, 34.

g. Laporan organisasi atau perusahaan:
Bank Indonesia. (2011). *Perekonomian Indonesia tahun 2010*. Jakarta: Bank Indonesia.

Jurusan Manajemen - Business School
Universitas Pelita Harapan
Kampus UPH Gedung F Lt. 1
Lippo Karawaci, Tangerang 15811
Telp. (021) 546 0901
Fax. (021) 546 0910
e-mail : jurnal.derema@uph.edu
www.uph.edu

ISSN 1907-0853
9 771907 085360