

Digital marketing, customer satisfaction, and customer loyalty in influencing sales at Alfamidi retail

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Abstract

The rapid growth of the digital economy in Indonesia has encouraged retail companies to adopt digital marketing strategies to enhance competitiveness and sales performance. However, the effectiveness of digital marketing in driving retail sales remains inconsistent, particularly when compared with the roles of customer satisfaction and customer loyalty. This study aims to examine the effects of digital marketing, customer satisfaction, and customer loyalty on retail sales performance at Alfamidi. The research employs a quantitative explanatory design with data collected from 140 Alfamidi consumers through online questionnaires using a Likert scale. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results indicate that customer satisfaction and customer loyalty have positive and significant effects on retail sales, while digital marketing does not show a significant direct effect. Customer loyalty emerges as the most dominant factor influencing sales performance. These findings suggest that although digital marketing is important for engagement, strengthening customer satisfaction and loyalty is more critical for sustaining retail sales growth. Therefore, Alfamidi should prioritize improving service quality, enhancing customer experience, and optimizing loyalty programs to achieve long-term sales stability and competitiveness.

Keywords: *digital marketing, customer satisfaction, customer loyalty, retail sales, Alfamidi.*

Introduction

The current era of digital technology has transformed business and consumer behavior worldwide, compelling companies to adopt information technology–based marketing strategies to remain more competitive and effective (Nugroho, 2025). Digital marketing has become a primary approach because it enables broader, faster, and more personalized outreach through social media, websites, and mobile applications, thereby influencing the purchasing process, customer satisfaction, loyalty, and sales (Irwanda, 2025). In Indonesia, the digital economy has grown significantly as a driver of national economic growth. According to Prasetyo (2025), e-retail and marketplace transactions increased by 6.19% year-on-year. Furthermore, Bank Indonesia (2025) reported that the value of e-commerce transactions rose from IDR 205.5 trillion in 2019 to IDR 487.01 trillion in 2024, indicating that marketing digitalization has become an important factor in enhancing corporate competitiveness. This technological development creates opportunities for more flexible and measurable marketing strategies (Hendrian et al., 2023) and influences consumer decision-making, which increasingly depends on ease of access to information and the intensity of digital marketing exposure (Rijali, 2025). The retail sector is among the most affected by these changes, requiring companies to integrate digital marketing with conventional strategies to increase sales while simultaneously building long-term customer

relationships. The effective utilization of digital marketing in Indonesia's retail sector can enhance customer satisfaction and loyalty in line with increasing internet penetration. The digital economy was estimated to reach US\$90 billion in 2024 and is projected to grow to US\$200–360 billion by 2030 (e-Conomy SEA, 2025).

Compared to traditional marketing methods, digital marketing offers advantages in reaching a wider audience, reducing promotional costs, and enabling real-time measurement of campaign effectiveness. Consequently, retail companies today not only promote products but also build long-term relationships with customers through personalized and data-driven communication. This shift is driven by changes in consumer behavior, particularly among Millennials and Generation Z, who demand interactive and relevant shopping experiences. Deloitte (2023) reports that 76% of global consumers prefer brands that maintain an active digital presence and provide personalized experiences, which aligns with the customer journey concept influencing satisfaction, loyalty, and purchasing decisions (Lemon & PC, 2016). The growth of the digital economy in Southeast Asia and Indonesia further supports this trend. DataReportal (2024) indicates that Southeast Asia's digital economy is growing by 17% annually, with Indonesia accounting for more than 40% of total digital transactions. In addition, national internet users have reached 221 million people, or 79% of the population, and 88% of them have conducted digital transactions in the past six months (APJII, 2023). Despite the substantial potential of digital marketing to drive modern retail sales, several studies highlight significant challenges in its implementation, including regulatory and ethical issues, as well as market fragmentation (Adhipratama & Ernungtyas, 2025). Moreover, limitations in internal digital capabilities, human resources, and financial capacity to execute effective campaigns may hinder optimal outcomes (Loo, 2025). As a result, not all retailers immediately experience positive impacts on sales performance.

In the retail sector, in addition to digital marketing, customer satisfaction and customer loyalty are two interrelated key factors that play important roles in driving sales growth and ensuring long-term business sustainability (Kamath et al., 2025). Customer satisfaction reflects the extent to which consumers' expectations of products, services, and shopping experiences are met or exceeded, and it is commonly measured through surveys, post-transaction feedback, or indicators such as the Net Promoter Score. According to Retently (2025), customer satisfaction can be evaluated using structured feedback instruments that capture post-purchase experiences. Previous studies indicate that service quality, product variety, and a comfortable shopping experience contribute positively to customer satisfaction, which in turn encourages repeat purchases and recommendations (Kusrini et al., 2024; Septyarani & Nurhadi, 2023). However, global data reveal persistent challenges. The Retail CX Insight Report (2025) shows that 24.7% of customers are dissatisfied with pricing and 21.3% with the payment process, despite high ratings for staff service and store cleanliness. Such dissatisfaction may hinder purchase frequency and weaken customer loyalty. Customer loyalty itself remains a critical factor for retail growth; however, it has come under pressure due to changes in consumer behavior and increasing market competition. Donlan (2025) reports that in 2024, approximately 69% of consumers indicated loyalty to specific brands, a decline from 77% in 2022, with poor customer service identified as the primary reason for switching brands. These findings underscore that customer satisfaction and loyalty are closely interconnected, where positive experiences

strengthen loyalty and support business sustainability, while negative experiences may reduce consumer preference and retention.

The role of digital marketing, customer satisfaction, and customer loyalty in driving sales is highly relevant in the context of Indonesia's retail industry, which has substantial market potential due to its large population and continuously growing economy. According to Badan Pusat Statistik (BPS, 2023), the wholesale and retail trade sector contributed approximately 13.6% to the national Gross Domestic Product in 2023. In addition, increasing internet penetration and the use of digital devices have transformed consumer shopping patterns. DataReportal (2024) reports that 79% of Indonesia's population is connected to the internet and actively uses it to search for information and compare prices before making purchases. This shift encourages modern retailers to focus not only on products and pricing but also on customer experience, as consumers can easily switch to alternative brands if their expectations are not met. NielsenIQ (2024) indicates that 68% of consumers seek product information online before purchasing, and more than 55% prefer an integrated shopping experience across digital and physical channels. Therefore, effective digital marketing strategies, supported by high levels of customer satisfaction, serve as a foundation for building customer loyalty and sustaining retail sales. This is particularly important amid intense competition from national and regional modern retail networks. Consequently, retail players must continuously optimize digital marketing strategies, enhance service quality, and strengthen customer satisfaction and loyalty in order to retain consumers and drive sales growth in an increasingly dynamic market environment.

Among the various modern retail networks in Indonesia, Alfamidi represents a strategically relevant research object due to its unique positioning within the highly competitive minimarket and small supermarket segment. According to the Indonesian Retailers Association (APRINDO, 2024), the minimarket format remains the dominant modern retail channel in Indonesia, driven by proximity, convenience, and high purchase frequency. Within this segment, Indomaret and Alfamart lead in outlet numbers; however, market reports indicate that Alfamidi occupies a differentiated mid-sized store format, positioned between conventional minimarkets and small supermarkets, offering a broader assortment including fresh food and household essentials (Euromonitor, 2024). This hybrid positioning allows Alfamidi to compete not only with minimarkets such as Indomaret and Alfamart but also with supermarket chains such as Super Indo and Hypermart, particularly in residential and semi-urban areas. Industry data further show that Indonesia's retail sector continues to expand despite increasing competition and digital disruption. NielsenIQ (2024) reports that proximity retail formats account for the largest share of fast-moving consumer goods (FMCG) transactions, reflecting consumers' preference for accessible neighborhood stores. Meanwhile, modern trade competition is intensifying due to digital transformation and omnichannel integration, particularly among leading players such as Indomaret and Alfamart, which have aggressively expanded their digital applications and loyalty ecosystems (Google, Temasek, & Bain & Company, 2024). In this context, Alfamidi's strategic importance lies in its rapid outlet expansion and its ongoing digital integration efforts, positioning it as a growing competitor rather than a market leader, which makes it a compelling case for examining the effectiveness of digital marketing in driving sales performance.

Furthermore, data from Badan Pusat Statistik (BPS, 2023) indicate that the wholesale

and retail trade sector contributes significantly to Indonesia’s GDP, highlighting the macroeconomic relevance of retail performance. However, while large chains such as Indomaret and Alfamart dominate in scale, fewer empirical studies have examined mid-tier retail players like Alfamidi, particularly in relation to digital marketing effectiveness, customer satisfaction, loyalty, and sales performance. This research gap strengthens the justification for selecting Alfamidi as the research object, as it enables a more nuanced understanding of how digital marketing strategies operate within a rapidly growing yet highly competitive retail segment. Therefore, Alfamidi is not selected merely due to its corporate claims or promotional narratives, but because of its distinctive market positioning, competitive dynamics within the minimarket–supermarket hybrid segment, ongoing digital transformation efforts, and its relevance within Indonesia’s expanding retail industry. These characteristics provide a robust empirical foundation for analyzing the relationship between digital marketing, customer satisfaction, customer loyalty, and retail sales performance.

The financial performance data of PT Midi Utama Indonesia Tbk (MIDI), the parent company of Alfamidi, show a positive growth trend from 2022 to 2024 based on a market research report by Samuel Sekuritas Indonesia (2024), with revenue reaching IDR 9,991 billion in 2024, as well as increases in gross profit, operating profit, and net profit from IDR 141 billion in 2023 to IDR 166 billion in 2024, reflecting the effectiveness of the company’s operational strategies. Alfamidi has operated more than 2,800 outlets, including Alfamidi Regular, Alfamidi Super, and Midi Fresh, serving millions of customers every day, while also developing its digital shopping channel through the Midi Kriing service, which in 2025 recorded more than 3.3 million transactions and over 6.7 million registered members, indicating a broad integration of digital marketing strategies with customer experience.

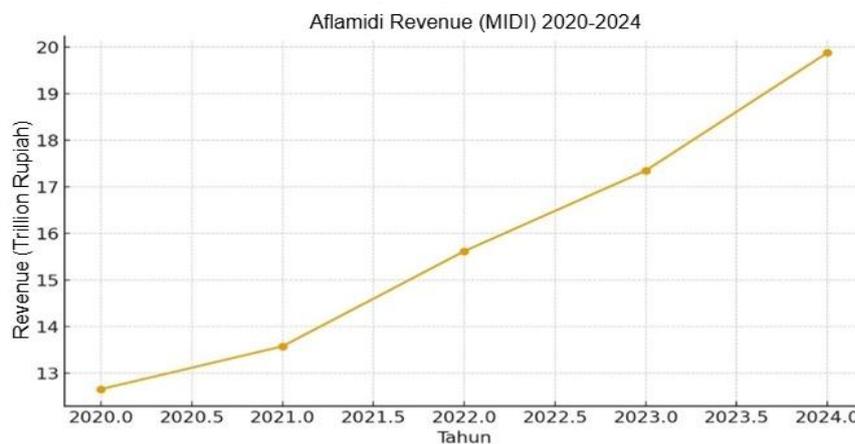


Figure 2. Retail Sales Diagram

Alfamidi’s sales performance shows a positive growth trend from 2020 to 2024, with net revenue increasing from IDR 12.66 trillion in 2020 to IDR 19.89 trillion in 2024, reflecting the success of physical expansion, operational effectiveness, and improved market penetration. The company’s official digital channel, Midi Kriing, which integrates in-store promotions with product delivery services, recorded more than 2.8 million transactions, while the digital loyalty program registered 1.8 million members out of a total of 6.4 million members, indicating that customer adoption of digital services remains relatively small

compared to total transactions at physical outlets. Alfamidi's digital strategy is strengthened through official social media platforms, email blasts, WhatsApp blasts, and paid digital campaigns; however, omnichannel development is still in a growth phase compared to major competitors such as Alfamart and Indomaret. Alfamidi's outlet growth reached 54%, higher than Indomaret (31%) and Alfamart (25%), demonstrating its unique position in the mid-market segment and its relevance as an object of research. Although the company has achieved positive growth in outlets and sales performance, the low adoption of digital membership, the limited contribution of digital channels, and the still-developing omnichannel strategy indicate that Alfamidi's utilization of digital marketing has not yet been optimal. This condition may constrain improvements in customer satisfaction and loyalty as well as sustainable sales growth, making it necessary to empirically examine the relationship between digital marketing, customer satisfaction, customer loyalty, and Alfamidi's sales performance.

Various previous studies on the effects of digital marketing, customer satisfaction, and customer loyalty on retail sales have produced inconsistent results. Some studies find a positive relationship, indicating that digital marketing enhances purchasing decisions and sales performance through wider market reach, personalized communication, and ease of access to information (Dwivedi et al., 2021; Fernandes et al., 2022; Hidayat & Delinda, 2025), while other studies report weak or insignificant effects due to limitations in implementation, resources, or internal digital capabilities (Revanza et al., 2025; Istianingsih & Ariyanto, 2025; Loo, 2025). Similarly, customer satisfaction generally contributes positively to sales through repeat purchases and customer recommendations (Kusrini et al., 2024; Mesquita & Jaya, 2024; Fernandes et al., 2022), yet its impact may be reduced by factors such as price perceptions or inefficient service processes (Merritt & Zhao, 2020; Retail CX Insight Report, 2025). Customer loyalty also typically supports sales stability and growth through repeat purchasing behavior and resistance to competitors' offers (Dwivedi et al., 2021; Ong et al., 2024; Hidayat & Delinda, 2025), but it can weaken due to intense competition, high price sensitivity, and the ease with which consumers switch retailers (Donlan, 2025; Retail CX Insight Report, 2025). In the context of Alfamidi, although the company has recorded positive outlet growth and sales performance, the effectiveness of digital marketing still has room for optimization, given the limited contribution of the Midi Kriing digital channel and the relatively small proportion of digital members. Customer satisfaction and loyalty remain important factors in purchasing behavior; however, inconsistencies in prior empirical findings indicate the need for re-examination. Therefore, this study aims to examine the effects of digital marketing, customer satisfaction, and customer loyalty on Alfamidi's retail sales both partially and simultaneously, in order to provide empirical clarity on the role of these three variables in driving sales and to serve as a basis for strategic decision-making in optimizing marketing and customer management.

Literature Review

Retail sales are defined as all activities involving the direct distribution of goods or services to final consumers for personal or household use (Levy & Weitz, 2012). In the contemporary context, retail sales are viewed not merely as transactions, but as outcomes of integrated marketing strategies, service quality, and customer shopping experiences. Retail sales performance is influenced by the management of the marketing mix, including

product, price, promotion, location, and service quality (Berman & Evans, 2018). In modern retail settings that adopt omnichannel strategies, digital marketing plays a strategic role in expanding market reach, strengthening brand exposure, and facilitating consumer access to information and transactions (Kotler & Keller, 2016). Retail sales performance can be measured using indicators such as sales volume, repeat purchase frequency, average transaction value, and customer retention rates (Levy & Weitz, 2012), which reflect the effectiveness of marketing strategies and a company's ability to retain customers and encourage long-term purchasing value (Dwivedi et al., 2021; Fernandes et al., 2022; Griffin, 2016). Effective retail sales are characterized by increases in sales volume, purchase frequency, the number of new customers, and stable customer retention (Berman & Evans, 2018; Levy et al., 2019). Therefore, these indicators provide a relevant basis for assessing the influence of digital marketing, customer satisfaction, and customer loyalty on retail sales performance in modern retail companies such as Alfamidi.

Retail sales reflect the effectiveness of marketing strategies and customer experience and can be measured through indicators such as repeat purchase frequency, transaction volume, average purchase value, customer retention, traffic, conversion rate, basket size, and customer lifetime value (Levy & Weitz, 2012). Purchase frequency and customer retention are particularly critical because increasing loyalty is more cost-efficient than acquiring new customers, while upselling, cross-selling, bundling, and free-shipping offers can significantly increase transaction value, especially when supported by data-driven personalized recommendations (Farris et al., 2008; Chaffey & Ellis-Chadwick, 2019; Ryan, 2016). Retail formats include physical stores such as department stores, supermarkets, and specialty stores; online retail or e-commerce; omnichannel retailing that integrates physical and digital channels; and direct selling, each of which faces different strategies and challenges in meeting consumer needs and adapting to market trends (Mahadewi, 2025; Rahman et al., 2022; Sriminarti et al., 2024). Thus, retail sales are not measured solely by the number of transactions, but also by the quality of long-term customer relationships, which serves as an important foundation for evaluating the role of digital marketing, customer satisfaction, and customer loyalty in driving modern retail performance.

Digital marketing refers to marketing activities that utilize various digital media to reach consumers, increase brand awareness, and build long-term relationships with customers (Kotler & Keller, 2016). These activities include search engine optimization (SEO), content marketing, email marketing, digital advertising, social media, and mobile platforms, all of which are designed to create relevant and integrated customer experiences (Chaffey & Ellis-Chadwick, 2019). The implementation of digital marketing enables companies to conduct more precise targeting, better understand consumer preferences, and develop data-driven strategies to optimize marketing budgets (Ryan, 2016). In the retail context, digital marketing facilitates access to consumers without geographical boundaries and has become a core element of modern business strategy, where online and offline shopping experiences can be integrated through omnichannel models (Strauss & Frost, 2014; Rigby, 2011). Relevant digital marketing indicators include information accessibility, content relevance, two-way interaction, and responsiveness to consumers, all of which play roles in increasing customer engagement and loyalty while supporting retail sales performance (Kotler & Keller, 2016; Chaffey & Ellis-Chadwick, 2019; Ryan, 2016).

The effectiveness of digital marketing is measured using metrics such as reach, act,

convert, and engage, as well as key performance indicators (KPIs) including click-through rate (CTR), conversion rate, cost per acquisition (CPA), return on advertising spend (ROAS), and customer lifetime value (Farris et al., 2008; Chaffey & Ellis-Chadwick, 2019). A well-developed digital content strategy begins with understanding the audience, defining buyer personas, and scheduling regular content publication, supported by data-driven and AI-based approaches for mass personalization (Pulizzi, 2014; Ryan, 2016). Digital marketing dimensions include digital channels, customer experience, data and personalization, content, and automation technology, which must be implemented simultaneously to ensure effectiveness (Chaffey & Ellis-Chadwick, 2019). Consistency of customer experience across channels, omnichannel integration, and a balance between advanced technology and human touch are key differentiators and determinants of digital marketing success, particularly in driving interaction, conversion, and loyalty in the modern retail era (Hemann & Burbary, 2013; Ryan, 2016).

Customer satisfaction refers to the extent to which a company's product or service performance meets consumer expectations, encompassing positive or negative emotional responses following the shopping experience. Kotler and Armstrong (2016) explain that satisfaction occurs when actual performance meets or exceeds customer expectations. Contemporary perspectives position satisfaction as an indicator of a company's ability to build long-term relationships, contributing to customer retention, positive word-of-mouth, and improved organizational performance (Marketing Accountability Standards Board, 2023; Otto et al., 2023). Indicators of customer satisfaction in retail include service quality, price and promotion perceptions, and product completeness and quality (Silalahi, 2024; Manurung et al., 2022; Adinda, 2024). These dimensions are commonly measured using the SERVQUAL model, which comprises tangibles, reliability, responsiveness, assurance, and empathy (Sudarnice, 2019). Together, these dimensions form holistic satisfaction that drives customer loyalty, repeat purchases, and increased retail sales, particularly in modern minimarkets such as Alfamidi.

Customer loyalty represents a strong bond between consumers and a brand, product, or service that encourages repeat purchases and the maintenance of long-term relationships despite competing offers. Oliver (1999) states that loyalty reflects a stable customer commitment to a particular brand. Behaviorally, loyalty can be observed through consistent purchasing, resistance to negative information, and customers' willingness to recommend products to others (Griffin, 2005; Kotler & Keller, 2016). Within a multidimensional framework, loyalty encompasses cognitive, affective, conative, and behavioral aspects, which are influenced by customer satisfaction, service quality, and perceived value, thereby creating resistance to competitor attraction (Kotler et al., 2021; Närvänen et al., 2020). Loyalty becomes a strategic asset for companies because it increases revenue, reduces price sensitivity, and encourages brand advocacy, especially in highly competitive digital markets (Febrianto & Fajarwati, 2025).

Indicators of customer loyalty in retail settings such as Alfamidi include repeat purchases, recommendations to others, positive testimonials, and resistance to competitors (Sudarnice, 2020; Ashiq & Hussain, 2023). Loyalty dimensions integrate both behavioral and attitudinal aspects, where routine purchasing, positive recommendations, and resistance to competitors' promotions support customer retention and sales growth. Emotional commitment to the brand strengthens long-term sales stability, while positive

customer interactions enhance trust and brand image. Collectively, these dimensions are interrelated and constitute key factors in maintaining customer loyalty amid intense competition in modern retail (Oliver, 1999; Närvänen et al., 2020; Sudarnice, 2020).

Digital marketing is used to expand market reach, enhance consumer interaction, and drive retail sales growth. The implementation of effective digital marketing strategies can increase consumer engagement, strengthen purchase intention, and raise purchase frequency, thereby contributing to growth in sales volume (Dwivedi et al., 2021). When viewed through the lens of consumer behavior theory, the use of digital marketing indicates that companies are able to present product information that is relevant, interactive, and personalized, which increases consumer trust and encourages repeat purchases (Kotler, Kartajaya, & Setiawan, 2017). However, the intensity and quality of digital marketing strategies also require investment in digital media, content, and technology, meaning that companies must carefully adjust their budgets to remain efficient and sustainable (Rahmadhani & Yudananta, 2024). Increased adoption of digital marketing may generate both positive impacts and challenges for retail sales. Greater interaction and access to information can stimulate transaction volume and average purchase value per customer, yet poorly targeted strategies may reduce the effectiveness of marketing expenditures (Fernandes et al., 2022).

H1: Digital marketing has an effect on Alfamidi's retail sales performance.

Customer satisfaction is used as an indicator of a company's effectiveness in meeting consumer needs and expectations, as reflected in feelings of satisfaction or dissatisfaction after the shopping experience (Oliver, 2014). High levels of satisfaction encourage consumers to engage in repeat purchases, increase purchase frequency and transaction value, and provide positive recommendations, which collectively contribute to retail sales performance. Conversely, dissatisfaction may reduce purchase intensity and increase the likelihood of switching to competitors. In this study, retail sales are not measured using internal financial data, since the respondents are end users rather than company employees. Instead, retail sales are operationalized from the consumer perspective through behavioral indicators such as repeat purchase frequency, perceived increase in transaction value, and intention to continue purchasing at Alfamidi. This operationalization is consistent with consumer behavior theory, which considers sales growth as an aggregate outcome of individual purchasing decisions (Levy & Weitz, 2012). Previous studies also confirm that service quality, shopping convenience, and product suitability significantly influence customer satisfaction, which subsequently increases repeat purchasing behavior and supports sales growth (Kusrini et al., 2024; Mesquita & Jaya, 2024). Therefore, customer satisfaction can be regarded as a strategic factor influencing retail sales performance through observable consumer purchasing behavior.

H2: Customer satisfaction has a positive effect on retail sales performance

Customer loyalty is used as an indicator of consumer commitment to continuously choose and purchase from the same brand or store over the long term. Griffin (2016) explains that loyalty is reflected not only in repeat purchases but also in resistance to competitors' offers and the willingness to recommend products or services to others. In the retail sector, customer loyalty plays a strategic role because it can create sales stability, increase transaction frequency and value, and reduce price sensitivity. Empirical research

supports a positive relationship between customer loyalty and retail sales performance. Dwivedi et al. (2021) show that customer loyalty drives sales growth through repeat purchases and positive word-of-mouth. Ong et al. (2024) find that loyalty significantly influences sales growth in competitive markets, while Hidayat and Delinda (2025) confirm that high levels of loyalty directly enhance retail sales performance. Therefore, building and maintaining customer loyalty has been proven to make a significant contribution to increasing retail sales and sustaining long-term sales performance.

H3: Customer loyalty has an effect on Alfamidi's retail sales.

Research Method

This study adopts a case study approach using Alfamidi as a representative of Indonesia's proximity retail sector. This research adopts a quantitative explanatory design using a case study approach within Indonesia's proximity retail sector. The selected case represents a mid-sized retail network undergoing digital transformation, allowing examination of DM, CS, and CL in a competitive retail environment. The object of the research is consumer behavior related to the implementation of digital marketing strategies, shopping experiences, satisfaction, and loyalty, while the research subjects are Alfamidi consumers who actively interact with official digital media such as applications, websites, and social media. The research population includes all consumers who have made purchases and engaged in digital interactions, with a sample of 140 respondents selected through purposive sampling based on shopping experience, use of digital platforms, and a minimum age of 17 years. Data collection was conducted using an online questionnaire based on a 1–5 Likert scale, complemented by observations of consumer behavior in stores and informal interviews to obtain additional information, and supported by secondary data from books, journals, and relevant documents.

Data analysis was carried out using PLS-SEM with SmartPLS to test causal relationships among variables and the effects of digital marketing on satisfaction, loyalty, and retail sales. The analysis stages included the measurement model (outer model) to assess convergent and discriminant validity as well as construct reliability using Cronbach's Alpha and Composite Reliability, and the structural model (inner model) to evaluate R^2 , F^2 , Q^2 , path coefficients, t-values, and p-values. Hypotheses were tested using significance criteria of t-statistics > 1.64 (one-tailed) or > 1.96 (two-tailed) and p-values < 0.05 . The research variables were operationalized through specific indicators: Retail Sales (repeat purchase frequency, transaction volume and value, customer retention), Digital Marketing (information accessibility, content relevance, two-way interaction, response speed), Customer Satisfaction (service quality, price/promotion perception, product completeness), and Customer Loyalty (repeat purchases, recommendations, positive testimonials, resistance to competitors).

Results and Discussions

Based on Table 1, several conclusions can be drawn regarding the profile of Alfamidi consumers who participated as respondents in this study. First, the majority of respondents are in the 21–30 year age group (59.3%), indicating the dominance of young and productive consumers who are familiar with digital technology, which is highly relevant to the focus of this research on digital marketing. Second, most respondents are female (59.3%), which may influence consumption patterns and retail service preferences. Third, the purchase

frequency of 3–5 times per month (42.9%) indicates that most respondents are regular customers with sufficient experience to evaluate satisfaction and loyalty. Lastly, most respondents tend to utilize Alfamidi’s digital promotions (52.1%) rather than the shopping application (47.9%), suggesting that digital promotional media are effective in reaching consumers and supporting the digital marketing variable in this study.

Table 1. Descriptive Statistics Results

Respondent Characteristics	Category	Number (respondents)	Percentage (%)
Age	> 40 years	4	2.9
	31–40 years	22	15.7
	21–30 years	83	59.3
	17–20 years	31	22.1
Gender	Male	57	40.7
	Female	83	59.3
Purchase Frequency at Alfamidi	1–2 times per month	43	30.7
Services Used	3–5 times per month	60	42.9
	> 5 times per month	37	26.4
	“Midi Kring” application	67	47.9
	Digital promotions (IG/FB/TikTok/Website)	73	52.1

The measurement model (outer model) evaluation aims to assess convergent validity, discriminant validity, and construct reliability to ensure that each indicator accurately represents its construct. This evaluation ensures that the measurement model is appropriate before proceeding to the structural model testing. Convergent validity is assessed by examining the correlation between each questionnaire item and its respective latent construct. In this study, the Retail Sales variable is measured from the consumer perspective, as the respondents consist of end users rather than company employees. Therefore, retail sales are operationalized as consumer-based retail sales performance, reflected in self-reported behavioral outcomes such as increased purchase frequency, higher purchase quantity, continued store preference, and positive shopping experience. This operationalization is consistent with consumer behavior theory, which considers sales growth as the aggregate result of individual purchasing behavior (Levy & Weitz, 2012). The convergent validity index is measured using the outer loading factor.

Based on Table 2, all 14 manifest variable items forming the latent variables in this research model are declared valid, as they have outer loading values greater than 0.6. Discriminant validity is evaluated using cross-loading values to determine whether each construct has adequate discriminant validity. The standard criterion requires that each indicator’s loading on its associated construct be greater than 0.7 and higher than its loading on other constructs.

All variables show Cronbach’s Alpha and Composite Reliability values above 0.70, as well as AVE values exceeding 0.50, indicating good reliability and measurement consistency. Thus, the research constructs are suitable for further analysis, and the model can proceed to structural testing (inner model). The multicollinearity test was conducted to identify high correlations among independent variables that could affect the accuracy of model estimation.

Table 2. Outer Loading Validity Results

Variable	Code	Questionnaire Item	Outer Loading
Retail Sales	RS1	I shop more frequently at Alfamidi after knowing its digital promotions.	0.894
	RS2	I purchase products at Alfamidi in larger quantities than before.	0.874
	RS3	I continue to choose Alfamidi even though there are similar stores.	0.879
Digital Marketing	DM1	I can easily find product and promotion information through Alfamidi's digital platforms.	0.879
	DM2	Alfamidi's digital content matches my shopping needs.	0.879
	DM3	I can interact with Alfamidi via chat, comments, or direct messages.	0.849
	DM4	Alfamidi responds quickly through digital platforms.	0.928
Customer Satisfaction	CS1	Employees are friendly and polite.	0.878
	CS2	Prices and promotions are attractive and affordable.	0.888
	CS3	Daily necessity products are available and complete.	0.906
Customer Loyalty	CL1	I frequently make repeat purchases at Alfamidi.	0.895
	CL2	I recommend Alfamidi to others.	0.917
	CL3	I am willing to give positive reviews.	0.851
	CL4	I remain loyal despite competitors' promotions.	0.850

Table 3. Cross Loading Values

Variable	Indicator	Digital Marketing	Customer Satisfaction	Customer Loyalty	Retail Sales
Digital Marketing	Information accessibility	0.879	0.745	0.617	0.571
	Relevance of digital content	0.879	0.751	0.643	0.674
	Two-way interaction	0.849	0.643	0.592	0.547
	Response speed	0.928	0.847	0.699	0.691
Customer Satisfaction	Service quality	0.832	0.878	0.651	0.687
	Price and promotion perception	0.651	0.888	0.628	0.661
	Product completeness and quality	0.782	0.906	0.759	0.741
Customer Loyalty	Repurchase intention	0.679	0.761	0.895	0.764
	Recommendation to others	0.639	0.679	0.917	0.720
	Positive testimonials	0.600	0.604	0.851	0.640
	Resistance to competitors	0.620	0.635	0.850	0.723

Retail Sales	Increased purchase frequency	0.670	0.685	0.774	0.894
	Transaction volume and purchase value	0.592	0.634	0.661	0.874
	Customer retention	0.608	0.751	0.711	0.879

Based on the table above, it can be concluded that the cross-loading values of all indicators exceed 0.7 and are higher than their loadings on other constructs. Therefore, each indicator meets the criteria for discriminant validity. Construct reliability was assessed using Cronbach’s Alpha and Composite Reliability to evaluate internal consistency, where values greater than 0.70 indicate good reliability. In addition, convergent validity was evaluated using Average Variance Extracted (AVE), with a threshold value of AVE > 0.50.

Table 4. Reliability and AVE Test Results

Variabel	Cronbach’s Alpha	Composite Reliability	Average Variance Extracted (AVE)
Digital Marketing	0.907	0.935	0.782
Customer Satisfaction	0.870	0.920	0.793
Customer Loyalty	0.901	0.931	0.772
Retail Sales	0.858	0.914	0.779

Table 5. Multicollinearity Test Results

Inner VIF Values	VIF	Keterangan
Digital Marketing --> Retail Sales	3.771	Non Multicollinierity
Customer Satisfaction--> Retail Sales	4.336	Non Multicollinierity
Customer Loyalty --> Retail Sales	2.534	Non Multicollinierity

Based on Table 5, the VIF values for digital marketing (3.771), customer satisfaction (4.336), and customer loyalty (2.534) are all below the threshold of 5. Therefore, it can be concluded that there is no multicollinearity issue among the independent variables, and the structural model meets the feasibility assumptions for hypothesis testing. After the measurement model meets the required criteria, the next step is the evaluation of the structural model (inner model) to analyze the relationships among latent constructs. The assessment includes R-Square, F-Square, and Goodness of Fit, as well as testing the significance of relationships among variables.

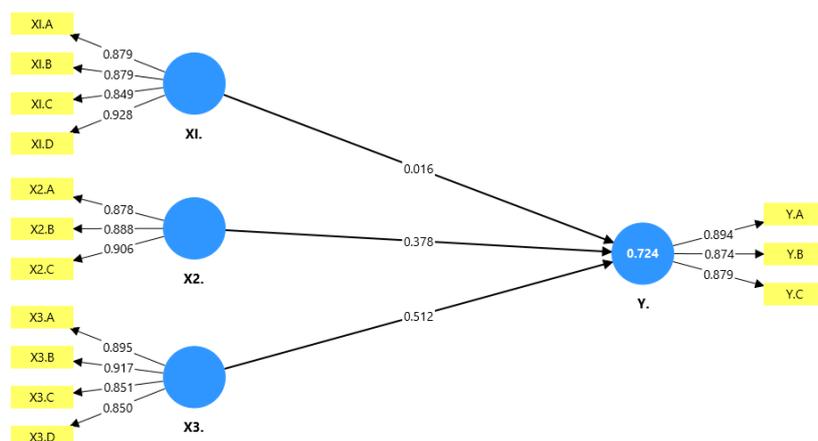


Figure 3. Outer Model Test Results

The R-Square value for Retail Sales (RS) is 0.724, with an adjusted R^2 of 0.718. This indicates that Digital Marketing (DM), Customer Satisfaction (CS), and Customer Loyalty (CL) collectively explain 71.8% of the variance in retail sales performance. According to Chin’s criteria, this value falls within the strong category, indicating substantial explanatory power of the model. Model fit was evaluated using the Standardized Root Mean Square Residual (SRMR). The SRMR value of 0.061 is below the recommended threshold of 0.10, indicating that the structural model demonstrates a good overall fit.

The F-Square (effect size) test is used to determine the magnitude of the contribution of each independent variable to the dependent variable in the structural model. This test aims to assess how much the R-Square value of the endogenous variable changes when an exogenous variable is removed from the model. Thus, the F-Square test provides an overview of the relative strength of the influence of each independent variable on the dependent variable. The following table presents the results of the F-Square test in this study.

Table 6. F-Square (Effect Size) Test Results

Variabel	Retail Sales (Y)	Criteria
Digital Marketing	0.000	Very Small
Customer Satisfaction	0.119	Small
Customer Loyalty	0.375	Large
Retail Sales	-	-

The results of the F-Square test (Table 8) indicate that Customer Loyalty has a large contribution to Retail Sales (F-Square = 0.375), Customer Satisfaction has a small contribution (F-Square = 0.119), while Digital Marketing has a very small or nearly negligible effect (F-Square = 0.000). Therefore, Customer Loyalty is the most dominant variable influencing Alfamidi’s Retail Sales. The path coefficient test is conducted to evaluate the direction, strength, and significance of the direct effects among latent variables in the structural model. This test is used to examine the hypotheses regarding the effects of Digital Marketing, Customer Satisfaction, and Customer Loyalty on Alfamidi’s Retail Sales, with t-statistics and p-values serving as indicators of significance. The test results are presented in the following table.

Table 7. Path Coefficient Results (Direct Effect)

Relationship Between Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Remarks
H1: DM → RS	0.016	0.063	0.140	0.113	0.910	Rejected
H2: CS → RS	0.378	0.380	0.128	2.960	0.003	Accepted
H3: CL → RS	0.512	0.467	0.169	3.025	0.002	Accepted

Based on the path coefficient test results, Digital Marketing does not have a significant effect on Retail Sales, with a T-statistic of 0.113 and a P-value of 0.910; therefore, Hypothesis 1 is rejected. In contrast, Customer Satisfaction has a positive and significant effect on retail sales (T = 2.960; P = 0.003), leading to the acceptance of Hypothesis 2. Customer Loyalty also shows a positive and significant effect (T = 3.025; P = 0.002), confirming that customer loyalty is the most dominant factor in enhancing Alfamidi’s Retail Sales.

The results of this study indicate that digital marketing does not have a significant effect

on Alfamidi's retail sales, with a T-statistic of 0.308 and a P-value of 0.758; therefore, Hypothesis 1 is rejected. This finding suggests that digital content that is merely informative, without encouraging interaction or strong emotional value, is less capable of influencing actual consumer purchasing behavior. This result is consistent with Malik et al. (2024), who found that digital marketing strategies do not always significantly increase sales when innovation and content relevance are not optimal. This phenomenon is also influenced by the characteristics of Alfamidi consumers, who emphasize practicality and habitual in-store shopping behavior, where purchases are more driven by routine or urgent needs rather than digital content (Farris et al., 2010; Ryan, 2016; Hemann & Burbary, 2018). In the context of proximity retailing, consumer decisions are often situational and convenience-based, meaning that digital exposure alone is insufficient to alter established shopping patterns. Although digital marketing increases awareness and facilitates access to promotional information (Kotler & Keller, 2016; Chaffey & Ellis-Chadwick, 2019), this study empirically shows that such exposure does not directly translate into measurable increases in purchase frequency or transaction value at Alfamidi. Therefore, digital marketing strategies should be integrated with loyalty programs, personalized recommendations, and consistent shopping experiences to enhance sales, transaction volume, and customer retention (Chaffey & Ellis-Chadwick, 2019; Sudarnice, 2020; Mittal et al., 2023; Geetha & Suganthi, 2025). Thus, digital marketing at Alfamidi plays more of a supporting role in brand communication and customer experience rather than serving as the primary driver of retail sales. The novelty of this finding lies in demonstrating that, within the minimarket segment, digital marketing effectiveness is context-dependent and does not automatically lead to direct sales growth.

The results of this study show that customer satisfaction has a positive and significant effect on Alfamidi's retail sales, with a T-statistic of 2.759 and a P-value of 0.006; therefore, Hypothesis 2 is accepted. This finding is consistent with Geetha & Suganthi (2025) and Jha & Sharma (2023), who found that satisfied customers increase purchase frequency, strengthen brand reputation through word-of-mouth recommendations, and drive sales growth. In the context of Alfamidi, customer satisfaction is closely associated with tangible retail attributes such as service efficiency, employee friendliness, product availability, pricing perception, and promotional attractiveness. When consumers perceive that their expectations are met consistently, they are more likely to maintain stable purchasing routines. This behavioral continuity contributes directly to retail sales performance through repeat purchases and increased transaction value. Unlike digital marketing, which does not directly affect sales, satisfaction reflects consumers' post-purchase evaluations that influence future purchasing decisions (Kotler & Armstrong, 2018). This empirical evidence indicates that operational excellence and service quality are stronger determinants of sales performance in proximity retail formats. The novelty of this finding lies in confirming that satisfaction acts as a behavioral mechanism linking consumer experience to measurable retail sales outcomes in the minimarket context.

Customer loyalty refers to a consumer's commitment to making consistent repeat purchases. The results of this study indicate that customer loyalty has a positive and significant effect on Alfamidi's retail sales, with a T-statistic of 3.203 and a P-value of 0.001; therefore, Hypothesis 3 is accepted. This finding aligns with Singh & Sirdeshmukh (2022) and Rahi & Abdollahi (2023), who emphasize that loyal customers tend to maintain routine

shopping habits, are less likely to switch to competitors, and consistently increase sales frequency and volume. The effect size results also show that customer loyalty has the largest contribution to retail sales compared to other variables. This indicates that repeat purchasing behavior, resistance to competitors' promotions, and positive recommendations are the main drivers of Alfamidi's revenue stability. In a retail environment characterized by intense competition and low switching barriers, loyal customers reduce revenue volatility and create predictable sales patterns. Thus, customer loyalty is not only statistically significant but also strategically dominant in driving Alfamidi's retail sales growth. The empirical contribution of this study lies in demonstrating that in proximity-based modern retail, long-term behavioral commitment has a stronger influence on sales than digital promotional intensity or short-term satisfaction alone.

Based on the results of the structural model testing using SEM-PLS, the adjusted R-Square value of 0.718 indicates that digital marketing, customer satisfaction, and customer loyalty simultaneously explain 71.8% of the variation in Alfamidi's retail sales. However, the partial test results clearly show that only customer satisfaction and customer loyalty have significant direct effects, while digital marketing does not. Therefore, although digital marketing is included in the model, its role should be interpreted as complementary rather than causal in directly increasing sales. The findings suggest that retail sales performance at Alfamidi is primarily shaped by post-purchase evaluation (satisfaction) and long-term relational commitment (loyalty), rather than by digital exposure alone. This interpretation is consistent with Levy & Weitz (2012) and Berman & Evans (2018), who argue that retail performance depends heavily on customer experience and relationship continuity. Consequently, the results of this study indicate that strengthening service quality, enhancing customer experience, and building long-term loyalty are more critical for sustaining sales growth than merely intensifying digital campaigns. The novelty of this research lies in clarifying that within Indonesia's minimarket segment, loyalty-driven purchasing behavior is the most decisive factor in retail sales performance.

Conclusion

This study demonstrates that digital marketing, customer satisfaction, and customer loyalty play different roles in influencing Alfamidi's retail sales. Digital marketing primarily functions as a supporting tool for brand communication and information dissemination, while customer satisfaction encourages repeat purchases and creates positive shopping experiences. Customer loyalty is proven to be the most dominant factor in sustainably increasing sales, as loyal customers tend to make routine purchases and are less likely to switch to competitors. Simultaneously, these three variables form an interconnected value chain that explains a substantial portion of the variation in Alfamidi's retail sales.

This study has limitations in terms of the scope of variables, which only include digital marketing, customer satisfaction, and customer loyalty, as well as the research object being limited to Alfamidi consumers in a specific region. Therefore, the findings cannot be generalized to all retail networks or other regions. Future research is recommended to include additional variables that may influence retail sales, such as service quality, pricing, promotions, store location, or customer experience. Moreover, future studies may develop the research model by positioning customer satisfaction and loyalty as mediating variables or by adding moderating and control variables to produce a more comprehensive model

and provide a broader understanding of the factors affecting retail sales performance.

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