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The Influence of Customer Relationship Management, Brand Ambassador and E-Commerce Innovation on Tokopedia User Loyalty in Jabodetabek (Case Study of Generation Z)

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Abstract

This study aims to analyze the direct effect of the variables Customer Relationship Management, Brand Ambassador and E-Commerce Innovation on Tokopedia User Loyalty in Jabodetabek with Generation Z as the research object.This research is a quantitative research with an associative approach. The type of data used is primary data obtained through questionnaires that have been distributed and secondary data that researchers obtained from literature relating to the problems studied. The data analysis technique used is descriptive statistics and structural equation modeling (SEM) analysis with the partial least squares (PLS) method, all of which will be processed in the SmartPLS 3 application. The results of this study found that there was a positive and significant influence between the three independent variables in this study, namely the variable customer relationship management, brand ambassadors and e-commerce innovation on the loyalty of generation z Tokopedia users in Jabodetabek.

Keywords: *Customer Relationship Management, Brand Ambassador, E-Commerce Innovation Customer Loyalty.*

Introduction

Business competition in the current era of openness is getting tougher from time to time. This is proven by companies that continue to compete to make their business the main and best choice for their consumers. With intense competition, companies are encouraged to be more innovative and creative in running their business, so that they can survive in the business world (Carissa et al., 2014). The company itself must be able to provide better products, more affordable prices, and of course better quality service. Apart from that, the increasingly stringent development of the business world means that many companies today are not only focusing on their efforts to find and get as many consumers as possible, but have begun to focus more on maintaining customer loyalty. (Sulistyowati & Maliyan, 2015).

The development of society in life and behavior has experienced many changes in the form of progress that can be said to be quite rapid. This is proven by the increasingly advanced use of information technology and the changes that occur in increasingly modern lifestyles (Le Tan, 2017). On the other hand, the increasing abundance of types of products and services that can be chosen in the market indirectly makes consumers more selective in choosing the goods or services they will use. This is coupled with increasingly easy access to information, making consumers more sensitive to the changes that occur. This makes companies try and compete to be able to provide the highest value or benefit to the products used by their loyal customers (Muftiadi, 2021).

According to Pappu & Quester (2016), one of the best ways to maintain the existence of a company is to increase customer loyalty. Consumer loyalty is not created in a short time and at low costs, so this must be truly maintained well (Khedkar, 2015). Companies that have customers with high loyalty tend to be able to survive and continue to exist in the business world they run for a longer time when compared with companies with small or low loyalty customers. The high level of loyalty that customers have makes them make repeated transactions or purchases of products or services offered by a company. This will ultimately maintain the existence of a company in the long term (Hanoum & Setiawati, 2021).

One strategy that can be implemented by companies to bridge the company and its customers is by implementing Customer Relationship Management (Gaganpreet & Ahluwalia, 2021). According to Tifliyah et al. (2021) Customer Relationship Management (CRM) is a process for processing detailed information or data about customers and processing aspects or things that customers need to produce emotional relationships that lead to maximum consumer loyalty. Loyal consumers tend to be more profitable or profitable when compared with companies with unloyal consumers. Companies that cannot provide optimal service or even disappoint their customers will face serious problems caused by the negative impact of word-of-mouth, where customers who feel disappointed will pass on the experience of not wearing it to the people around them. This will certainly affect the losses experienced by the company (Kandampully et al., 2015).

In addition, in the current era of openness and rapid dissemination of information, companies are taking various ways so that their brands can be widely known by their target market (Dewi et al., 2020). One of the methods currently used by companies is to use brand ambassadors who are public figures to introduce and strengthen their trademarks, although it is not uncommon for the company to spend quite a lot of money on a brand ambassador (Indrasari & Hapsari, 2019). When a company chooses the wrong brand ambassador, it is possible that the company will simply waste its financial resources without achieving its goals (Nalita et al., 2022).

On the other hand, rapid developments in various fields, especially in the economic sector, in this case marketing, mean that every company must constantly innovate in order to continue to exist in the market (Zuhri & Akhmad, 2022). A good business innovation is said to be successful when it brings progress and development to the company itself, whether from increased sales, greater consumer sensitivity to the brand, or increased consumer loyalty. (Muftiadi, 2021). On the other hand, if a company stops innovating, then the company must be ready to be replaced by another company that continues to develop because of its continuous innovation (Muftiadi, 2021).

One company that has implemented CRM in its operations, uses brand ambassadors in its marketing process and always innovates from time to time is Tokopedia.com. Tokopedia is one type of e-commerce which is a forum for online shops owned by the public to buy and sell in electronic or online markets (Dewa & Setyohadi, 2017). Until now, Tokopedia is still one of the largest e-commerce in Indonesia, occupying the second position after Shopee and briefly occupying the top ranking, although in the end it experienced a decline in 2023.

Reporting from the annual report issued by Tokopedia in 2021, expenses for sales and marketing for the GoTo Group increased to Rp. 11.27 billion in September 2022 from the original Rp. 8.93 in 2021. The increase was mainly due to increased spending on promotions, advertising and marketing. On the other hand, the costs incurred by Tokopedia for product development are IDR. 3.33 trillion and operational expenses of Rp. 1.36 trillion (PT GoTo Gojek Tokopedia Tbk, 2021). However, in contrast to the large expenses incurred by companies, as reported by the survey site www.similarweb.com, the number of website visits has decreased over time. In the latest analysis, in February 2023, the number of visits to the

Tokopedia website reached 108.1 billion, far behind its competitor, namely Shopee, with a total of 149 billion visits, making it the largest e-commerce in Indonesia to date. This problem made the author interested in researching the influence that Tokopedia's Customer Relationship Management, Brand Ambassador and E-Commerce Innovation have had on the ever-increasing expenditure value on user loyalty.

In conducting research on Customer Relationship Management, brand ambassadors and E-Commerce Innovation on customer loyalty, researchers will use research objects which are generation Z who can be said to be literate or even very familiar with the use of communication technology, in this case online sales technology or e-Commerce. . Apart from that, as the information provided in the graph above, generation z is also the largest group of Tokopedia e-Commerce users so it can describe or represent how CRM, brand ambassadors and e-commerce innovation can influence the loyalty of its users.

As explained above, in managing a business, especially in the modern era like today, it is of course very crucial for every business actor to establish and maintain good relationships through the marketing efforts they undertake, so the author is interested in conducting further research regarding the influence of Customer Relationship Management. (CRM), the use of brand ambassadors and innovations carried out on consumer loyalty with the title "The Influence of Customer Relationship Management, Brand Ambassadors and E-Commerce Innovation on Tokopedia User Loyalty in Jabodetabek" which is expected to be material for consideration for writers and readers in compiling or determining the company's marketing strategy, in this case by implementing Customer Relationship Management (CRM), brand ambassadors and company innovation in order to grow and maintain customer loyalty.

Literature Review

CRM (Customer Relationship Management)

Customer Relationship Management has been defined by several experts. (Nyadzayo & Khajehzadeh, 2016) stated that CRM is a strategy for integrating internal processes and external network functions to create and provide value for customers in order to create good relationships with consumers. Meanwhile, Bhat & Darzi (2016) say that CRM is a series of systematic marketing activities in an effort to attract more attention, understand needs and maintain customer loyalty in order to achieve good and healthy company growth.

On the other hand, according to Prestasyawati et al. (2021) Customer relationship management is defined as a process for identifying customer needs, understanding and influencing customer behavior through sustainable communication strategies in order to obtain, satisfy and maintain customer loyalty to the products offered by the company. In this research, the indicators that will be used for CRM are people, process, technology, customer experience, reliability (Goranda et al., 2021; Noviana, 2020).

Brand Ambassadors

A brand is a name, sign, or logo that describes and differentiates a product from its competitors' products. Brands that have strong values will have a place in the minds of customers who ultimately form the brand (Nadila & Windasari, 2022). Meanwhile, ambassadors are synonymous with public figures or celebrities who have influence in a country or more widely in the world. Public figures are believed to be a supporting factor from a psychological perspective that can influence consumers' attitudes and beliefs about a product (Dewi et al., 2020).

According to Indrasari & Hapsari (2019), a brand ambassador is a public figure trusted by a company to be able to represent its brand. According to Maulida & Kamila

(2021) a brand ambassador must have a large influence in the community that is the target market so that it can attract customer attention. Apart from that, a brand ambassador must have a good image so that potential customers have a sense of trust in the brand they represent because of the positive image that the brand ambassador has formed so far in the entertainment world (Maulida & Kamila, 2021).

There are several indicators for measuring or evaluating the influence of brand ambassadors on customer loyalty. In this research, the indicator that will be used as a tool to influence brand ambassadors on customer loyalty is the VisCAP indicator. VisCAP itself consists of four elements, namely Visibility, Credibility, Attraction and Power (Indrasari & Hapsari, 2019).

E-Commerce Innovation

E-commerce innovation can be defined as changes or developments in technology and business models in e-commerce that produce added value for users and improve the user experience in carrying out online transactions (Vakulenko et al., 2019). E-commerce innovation can include the use of new technologies such as augmented reality, virtual reality, chatbots, or blockchain to improve the quality and speed of services provided to users (Pappu & Quester, 2016)

In addition, e-commerce innovation can also include changes in business models, such as developing more specific marketplaces, more attractive loyalty programs, or more efficient and faster delivery systems. E-commerce innovation can also include integration between e-commerce platforms and other technologies such as the Internet of Things (IoT), to increase efficiency in business processes and expand market coverage (Pappu & Quester, 2016)

Innovation carried out by e-commerce companies is very important to maintain competitiveness and meet the increasingly diverse and increasing needs of users (Rahman et al., 2022). According to research conducted by Rahman et al., (2022), there are four measurement indicators which will also be used as measuring tools in this research. These four indicators include Changing the method, Improving the operation's process, Creative, Introducing new things.

Customer loyalty

Customer loyalty has been defined by several experts. Bhaskar & Kumar (2016) stated that loyalty is loyalty. This loyalty is created without coercion but is created from a process that has gone through in the past and comes from the customer's own awareness. Meanwhile, Haryandika & Santra (2021) define customer loyalty as a commitment that customers have towards a particular brand. This is based on a positive attitude which is then reflected in the form of behavior, namely in the form of consistent repeat purchases made by customers.

According to Sanjayai et al. (2023) Loyalty is a commitment held by consumers or customers deeply to then repurchase or support the product or service of the brand they like in the future, even though there is influence from the situation and marketing of competing brands that have the potential to cause customers to switch. Meanwhile, according to Lee & Wong (2016) customer loyalty is consumer loyalty that is not formed in a short time, but through a learning process and based on the results of consumer experience from consistent purchases over time.

According to research conducted by Rahman et al. (2022) there are four measurement indicators which will also be used as measuring tools in this research. These four

indicators include Repurchase, Purchases outside the product line, purchases outside the company's business line, Recommendations to others, Customer resistance (user rejection (on other e-commerce).

The Influence of Customer Relationship Management on Customer Loyalty

Several studies have been conducted to examine the relationship between CRM and customer loyalty with varying results depending on the context and research methods used. For example, a study conducted by (Haryandika & Santra, 2021) regarding the influence of CRM on customer satisfaction and loyalty. This research is a quantitative research with a sample that includes 94 respondents who are consumers from PT Ritra Cargo Indonesia Denpasar Branch. The results of this research show that the influence of CRM on customer loyalty is significant. Another research conducted by (Noviana, 2020) regarding the effect of implementing E-CRM on consumer loyalty. This research is quantitative research with data collected through questionnaires measuring ECRM quality and customer loyalty levels and then analyzed using simple linear regression analysis. The results of this research indicate that there is a positive and significant influence between the effectiveness of ECRM on the level of customer loyalty.

H1: Customer Relationship Management has a positive and significant effect on the loyalty of Tokopedia users in Jabodetabek

The Influence of Brand Ambassadors on Customer Loyalty

Research conducted by (Putri & Wahyuni, 2022) on the Erigo brand to examine the influence of the Erigo brand ambassador, namely Arif Muhammad, on customer loyalty on Instagram. This research uses quantitative methods with simple linear regression analysis using SPSS 25 software. The sample used was 367 respondents from the population who were Instagram followers of Arif Muhammad and Erigo. The research results show that brand ambassador Arif Muhammad has a positive and significant influence on Erigo Brand Loyalty by 58.37%. Another research conducted by (Nadila & Windasari, 2022) tested the influence of South Korean artist brand ambassadors on customer loyalty of various brands in Indonesia. This research is quantitative research using primary data obtained from distributing questionnaires. The research results show that Korean artist brand ambassadors have a positive influence on customer loyalty of various brands in Indonesia.

H2: Brand ambassadors have a positive and significant effect on the loyalty of Tokopedia users in Jabodetabek

The Effect of E-Commerce Innovation on Customer Loyalty

Innovation carried out by e-commerce companies is something that must continue to be done to maintain its existence in the business world. Regarding the relationship between innovation and customer loyalty. Research conducted by (Rahman et al., 2022) in 2022 examined the influence of e-service quality and e-commerce innovation on user loyalty with empirical test results which found that e-commerce innovation and e-service quality each can increase customer satisfaction and loyalty. Innovation in e-commerce can include adding new features to e-commerce platforms, improving user experience, ease of making payments, faster delivery, and improving product quality.

H3: E-Commerce innovation has a positive and significant effect on the loyalty of Tokopedia users in Jabodetabek

Research Method

Based on the research hypothesis that has been submitted, the following is the rationale for the research that will be carried out:

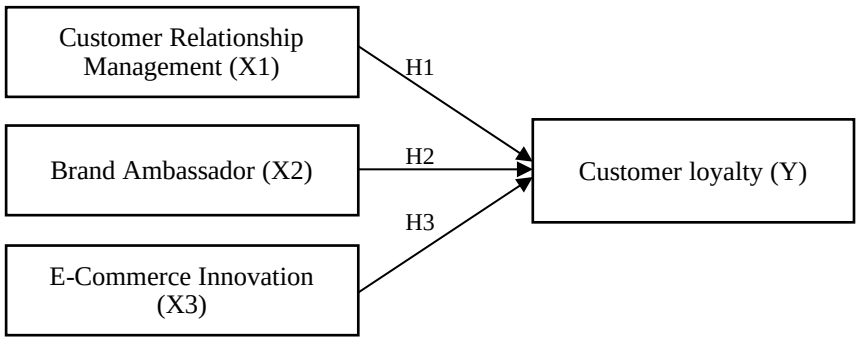

Figure 1. Conceptual Framework

This research on the influence of customer relationship management, brand ambassadors and e-commerce innovation on Tokopedia user loyalty took place in the Jabodetabek area and was conducted from April 2023 to May 2023.

Data Type

The data used in this research are primary and secondary data. Primary data is data obtained directly from respondents who are used as research objects. The primary data in this research are respondents' responses regarding CRM, Brand Ambassadors and E-Commerce Innovation on customer loyalty. Meanwhile, secondary data is data that researchers obtain and collect through literature related to the problem being studied.

Population & Sample

Abdullah (2015) states that the sample is the characteristics and number of parts that come from the population. The sampling technique used is non-probability sampling with purposive sampling where the population sample must be based on certain criteria and numbers (Hair et al., 2017). The population in this study is Generation Z Tokopedia users in Jabodetabek. The population of this study is as follows:

Table 1. Generation Z Population Data in Jabodetabek

No.	Region	Total Population
1	Jakarta	2.678.252
2	Bogor Raya	1.793.080
3	Depok	414.492
4	Tangerang	1.702.908
5	Bekasi	1.451.098
	TOTAL	8.039.830

Source: Data processed from BPS (2020)

Regarding the sample, Abdullah (2015) stated that the sample is the characteristics and number of parts that come from the population. The sampling technique used in this research is non-probability sampling with purposive sampling where the population

sample must be based on certain criteria and numbers (J. Hair et al., 2017). According to Sugiyono (2014) purposive sampling is a technique for determining research samples with certain considerations with the aim of making the data obtained later more representative. In this research, purposive sampling with the criteria for respondents being generation Z users of Tokopedia e-commerce who live in Jabodetabek.

Minimum sample size estimation is considered a fundamental problem in PLS-SEM (Kock & Hadaya, 2018). This is because the statement regarding the PLS-SEM model has the highest statistical power and is suitable for complex models with smaller sample sizes (J. Hair et al., 2017; Kock & Hadaya, 2018). The minimum sample size of a PLS-SEM test achieves an appropriate level of power which is usually around 0.8 depending on the effect size associated with the path coefficient under consideration (Kock & Hadaya, 2018). Therefore, path coefficients that are judged to be robust at the population level, tend to requires a very small sample size for proper identification.

In general, according to (Kock & Hadaya, 2018), determining the minimum sample required to carry out SEM PLS analysis can be determined using the inverse square root and gamma exponential methods with 80% statistical tests, 0.20 path coefficient, and a significance level of 5%, so it is found that the number is 142 to 155 minimum sample. (J. F. Hair et al., 2019) stated the same thing regarding determining the minimum sample in the SEM PLS analysis technique using the inverse square root method. So in this study the gamma exponential / lower limit method was used to determine the minimum sample, namely 142 samples.

Operational Variable

The variables used in this research consist of a dependent variable and an independent variable. The following are indicators of each variable to be studied:

The independent variable (X) is the independent variable that will influence the dependent variable (Y). In this research the independent variables used are Customer Relationship Management, Brand Ambassador, and E-Commerce Innovation. These three variables are measured through the indicators below, including:

Table 2. Operational Independent Variables

Variables		Indicators	Code	Ordinal Scale
X1	Customer Relationship Management (Goranda et al., 2021; Noviana, 2020)	• People	CRM1	Likert
		• Process	CRM2	
		• Customer Experience	CRM3	
		• Technology	CRM4	
		• Reliability	CRM5	
X2	Brand Ambassador (Indrasari & Hapsari, 2019)	• Visibility	BA1	Likert
		• Credibility	BA2	
		• Attraction	BA3	
		• Power	BA4	
X3	E-Commerce Innovation (Rahman et al., 2022)	• Changing the method	ECI1	Likert
		• Improving the operation's process	ECI2	
		• Creative	ECI3	
		• Introducing new things	ECI4	

Dependent Variable

The dependent variable (Y) is the variable that is influenced and dependent. The dependent variable in this research is customer loyalty. In this variable, measuring customer loyalty uses the measurement used by (Rahman et al., 2022) in his research. Customer loyalty is measured through the indicators below, including:

Table 3 Operational Dependent Variables

Variables		Indicators	Code	Ordinal Scale
Y	Customer Loyalty (Rahman et al., 2022)	• Repurchase	LOY1	Likert
		• Purchases outside the product line	LOY2	
		• Recommendation to others	LOY3	
		• Customer resistance	LOY4	

Data analysis technique

The data analysis technique used in this research is descriptive statistics and structural equation modeling (SEM) analysis with the partial least squares (PLS) method, all data will be processed in the SmartPLS 3 application (Ghozali & Latan, 2015). SEM is a multivariate statistical model that can be used to test causal relationships (Hair et al., 2019). Descriptive statistics explain all data in general, consisting of minimum, maximum, average and standard deviation values. Meanwhile, SEM analysis is used to test the direct influence of independent variables on the dependent variable as well as the indirect influence of independent variables on the dependent variable using evaluation of the measurement model (outer model), structural model (inner model) and overall fit model.

Evaluation of the Measurement Model (Measurement Model/Outer Model) is intended to test the validity and reliability of data that can form research variables by testing convergent validity, discriminant validity and construct reliability (Hair et al., 2019). The convergent validity test is a test to ensure that the perceived variable indicators measure each latent variable and do not measure other latent variables (Hair et al., 2019). The measure used is if the loading value is more than 0.5 then the indicators forming the latent variable meet the validity requirements. The discriminant validity test is a measurement model to ensure that the indicators/variables being assessed are based on cross loading and constructs on individual indicators. If the loading factor value is higher than 0.70, it will be declared to meet the requirements for discriminant validity (Hair et al., 2019). The construct reliability test is a coefficient test to interpret whether the latent variable measurement indicators used are reliable or not. This test also involves Cronbach's alpha, which is a coefficient to measure the suitability of indicators in one single dimension of the latent variable with adequate values above 0.6 for both coefficients. Apart from Cronbach's alpha, this test displays the average variance extracted (AVE) value where the results must be above 0.5 to indicate the data is valid and adequate (Hair et al., 2019).

Meanwhile, structural model evaluation or inner model is a measurement model used to test multicollinearity and coefficient of determination/R-Square (R^2) in evaluating the overall level of accuracy of the research model (Maryani et al., 2019). The multicollinearity test is a test to find out whether the model used can avoid the problem of a strong relationship between two or more independent variables in the regression model. The measure for determining multicollinearity is the variance inflation factor (VIF). The more the

VIF value is below 5, the more the research model used avoids multicollinearity problems (Sarstedt et al., 2017). The coefficient of determination test or R-Square (R^2) is a test to measure the accuracy of the research model and determine the influence of the independent variable on the dependent variable. The R2 value is in the range of 0 to 1, where the closer the value is to 1, the higher the level of accuracy of the model estimates made (Hair et al., 2019).

The last is Overall Model Evaluation or (Overall Fit Model), where this evaluation is used to ensure that the estimated values used tend to accurately predict responses in other samples. The measure used in reviewing this evaluation is the standardized root mean square residual (SRMR). If the SRMR value obtained is below or less than 0.10 or 0.08, it indicates that the research model is considered good for interpretation (Hair et al., 2017).

Statistical Hypothesis

H01: $\beta 1 = 0$ There is no significant influence between Customer Relationship Management on the loyalty of Tokopedia users in Jabodetabek.

H11: $\beta 2 \neq 0$ There is a significant influence between Customer Relationship Management on the loyalty of Tokopedia users in Jabodetabek.

H02: $\beta 1 = 0$ There is no significant influence between Brand Ambassadors on the loyalty of Tokopedia users in Jabodetabek.

H12: $\beta 2 \neq 0$ There is a significant influence between Brand Ambassadors on the loyalty of Tokopedia users in Jabodetabek.

H03: $\beta 1 = 0$ There is no significant influence between E-Commerce Innovation on the loyalty of Tokopedia users in Jabodetabek.

H13: $\beta 2 \neq 0$ There is a significant influence between E-Commerce Innovation on user loyalty

Result and Discussion

This research involved 189 respondents who had various characteristics. Based on the processed data, there are details regarding the respondent's gender, age, domicile and monthly income. In terms of gender, there were 101 (53.4%) male respondents and 88 (46.6%) female respondents, which shows a good balance in gender representation in this study.

Furthermore, the largest number of respondents were in the 22 year age group with 46 people (24.3%), followed by the 24 year age group with 28 people (14.8%). Meanwhile, the 26 year age group had the smallest number of respondents, namely 1 person (0.5%). This shows diversity in the age range of respondents and can provide rich insight into the preferences and needs of consumers across different age groups. In terms of area of residence, the respondents for this study came from various areas in Jabodetabek. Bogor is the area with the largest number of respondents, namely 70 people (37%), followed by Jakarta with 39 people (20.6%). Meanwhile, Depok had the lowest number of respondents, namely 17 people (9%).

On the other hand, based on the results of the questionnaire conducted, it was found that respondents had different periods of time using the Tokopedia application. Of the respondents who filled out the questionnaire, 44.4% of respondents had used the Tokopedia application for 1 to 3 years. Meanwhile, 26.5% of respondents reported that they had used the Tokopedia application for 3 to 5 years. On the other hand, 13.8% of respondents were new users who started using the Tokopedia application less than a year ago.

Table 4. Characteristics of Respondents

Respondent Characteristics	Category	Frequency	Percentage (%)
Gender	Male	101	53,4
	Female	88	46,6
	Total	189	100%
Age	18 years old	11	5,8
	19 years old	18	9,5
	20 years old	22	11,6
	21 years old	25	13,2
	22 years old	46	24,3
	23 years old	26	13,8
	24 years old	28	14,8
	25 years old	12	6,3
	26 years old	1	0,5
	Total	**189**	**100%**
Region	Jakarta	39	20,6
	Bogor	70	37
	Depok	17	9
	Tangerang	34	18
	Bekasi	29	15,3
	Total	**189**	**100%**
Period of Use	< 1 year ago	26	13,8%
	1-3 year ago	84	44,4%
	3-5 year ago	50	26,5%
	> 5 year ago	29	15,3%
	Total	**189**	**100%**

Source: Processed Data

Measurement Model (Outer Model)

Convergent Validity

Convergent validity is a measure that assesses the degree to which two measures of the same concept are correlated (Hair et al., 2014). Items that are indicators of a particular construct should share most of the variance. Several ways are available to estimate the relative amount of convergent validity among item measures, one of which is outer factor loading (Hair et al., 2014).

The size of the outer loading factor is one of the factors that is quite determining. If convergent validity is high, it indicates that each construct converges at the same point. At a minimum, all loading factors must be statistically significant when standards have been exceeded. For the outer loading value, 0.5 can be considered acceptable as long as there are several other factors in the same construct (Chin, 1998; Hair et al., 2014). Furthermore, items with a loading of less than 0.4 must be excluded, in the sense that outer loading results that are below 0.5 but still above 0.4 can still be included in the research construct (Vinzi et al., 2010). In this research construct, all indicators have exceeded the minimum value of 0.5 so it can be said that the indicators of this research construct are convergently valid.

Table 5. Outer Loading

	CRM	BA	ECI	LOY
BA1		0.730		
BA2		0.717		
BA3		0.741		
BA4		0.797		
CRM1	0.713			
CRM2	0.704			
CRM3	0.726			
CRM4	0.724			
CRM5	0.719			
ECI1			0.818	
ECI2			0.814	
ECI3			0.761	
ECI4			0.826	
LOY1				0.825
LOY2				0.728
LOY3				0.730
LOY4				0.824

Source: Processed Data from SmartPLS 3

The table above shows that all question items used for each variable have a loading value greater than 0.70. This means that the indicators for each variable of the Influence of Customer Relationship Management, Brand Ambassador and E-Commerce Innovation on Tokopedia User Loyalty in Jabodetabek have a high validity value and meet convergent validity. In the Customer Relationship Management variable, the third indicator, namely "Customer Experience", is the indicator with the highest outer loading value, namely 726. Then in the Brand Ambassadors variable, the fourth indicator, namely "Power", has the highest outer loading value, namely 797. In the E-Commerce variable Innovation, the fourth indicator, namely "Introducing New Thing" has the highest outer loading value, namely 826. And finally for the Loyalty variable, the first indicator, namely "repurchase", is the indicator with the highest outer loading value, namely 825.

Apart from that, convergent validity can also be determined by looking at the AVE or Average Variance Extracted value for each construct or latent variable. The model can be said to be good if the AVE value of each construct has a value > 0.50.

The value (AVE) can be seen in Table 6. In this table, it can be seen that the AVE value of each construct or latent variable has a value greater than 0.50, namely with the smallest value being 0.514 for the Customer Relationship Management variable and the largest being 0.648 for the E-Commerce Innovation variable. This value meets the requirements in accordance with the specified standard limits so that it can be concluded that each construct or research variable is valid or meets Convergent Validity.

Table 6. Nilai Average Variance Extracted (AVE)

Variabel	AVE	Standar AVE	Kesimpulan
CRM	0.514	> 0,50	Valid
BA	0.558		Valid
ECI	0.648		Valid
LOY	0.605		Valid

Source: Processed Data from SmartPLS 3

Discriminant Validity

Discriminant validity is a method for measuring the extent to which a construct is different from other constructs (Hair et al., 2014). Thus, high discriminant validity describes a condition where a construct is included in a unique construct and at the same time captures several phenomena that cannot be captured by other measurements (Hair et al., 2019). Through discriminant validity, it can be proven that each indicator in the latent variable is considered not confusing by respondents who answer the questionnaire based on indicators in other variables, especially in terms of meaning.

Discriminant validity is considered fulfilled if the average variance extracted (AVE) of the extracted mean-variance must be higher than the correlation involving the latent variable with the Fornell, C., & Larcker (1981) criteria applied in this measurement (Hair et al., 2014). In this research, the results of the correlation between constructs and the AVE root value are shown in the following table:

Table 7. Discriminant Validity

	CRM	BA	ECI	LOY
CRM	**0.717**			
BA	0.297	**0.747**		
ECI	0.222	0.697	**0.746**	
LOY	0.501	0.487	0.453	**0.778**

Source: Processed Data from SmartPLS 3

Reliability Test

Cronbach's Alpha

The Cronbach's alpha measurement is intended to determine the research instrument items regarding the suitability of the instrument if used twice to measure the same symptoms, it will produce consistent measurements (Hair et al., 2011). In this case, the use of Cronbach's alpha which is included in the sufficient category in reliability testing is acceptable if the value is higher than 0.7. Ideally, the Cronbach's alpha value should exceed 0.7, but a value of 0.6 is tolerable for exploratory research (Hair et al., 2014). In the table below, the alpha value of CRM is 0.767, BA is 0.739, ECI is 0.820, and LOY is 0.782.

Composite Reliability

In the composite reliability test, an indicator in the latent variable is tested to show its internal consistency (Hair et al., 2019). The composite reliability value tends to be greater than Cronbach's alpha (Sarstedt et al., 2020). An indicator is considered reliable if the composite reliability value is greater than 0.7 (Hair et al., 2019). In table 7 below, the alpha value of CRM is 0.841, BA is 0.834, ECI is 0.880, and LOY is 0.859.

Table 8 Cronbach's Alpha & Composite Reliability

	Cronbach's Alpha	Composite Reliability	Standard	Conclusion
CRM	0.767	0.841	0,70	Reliable
BA	0.739	0.834		Reliable
ECI	0.820	0.880		Reliable
LOY	0.782	0.859		Reliable

Source: Processed Data from SmartPLS 3

In the table above, it can be seen that the composite reliability and Cronbach's alpha values for each research variable already have values greater than 0.70. With this value, it can be concluded that all the variables used in this research are reliable or have good reliability in accordance with the required limits.

Structural Model (Inner Model)

Collinearity Statistics (VIF) – Inner Model

Collinearity Statistics (VIF) – Inner Model Variance Inflation Factor (VIF) is an analysis to evaluate collinearity. The VIF value must be less than 5, because more than 5 indicates multicollinearity between constructs (Sarstedt et al., 2017). In table 8 below it can be seen that there are no variables that have a value > 5 so it can be concluded that there is no multicollinearity in this study.

Table 9. Collinearity Statistic (VIF)

Variabel	VIF	Standard	Conclusion
CRM => LOY	1.097	**< 5**	There is no multicollinearity
BA => LOY	2.027		There is no multicollinearity
ECI => LOY	1.945		There is no multicollinearity

Source: Processed Data from SmartPLS 3

R-Square

R-Square is a measure of the proportion of variation in the value of a variable that is influenced (endogenous) that can be explained by the variables that influence it (exogenous) (Hair et al., 2014; Vinzi et al., 2010). This is done to predict the level of proportionality or goodness of the model (Lin et al., 2020). According to Cohen (1988), an R square value of more than 0.67 is classified as strong, more than 0.33 is classified as moderate, and more than 0.19 is classified as weak. If there is more than one exogenous variable, then using adjusted R-square is recommended (Vinzi et al., 2010).

From table 9 it can be seen that the R-square adjusted Loyalty (LOY) model which is influenced by customer relationship management (CRM), brand ambassadors (BA), and e-commerce innovation (ECI) has an R-square value of 38% which is classified as moderate.

Table 10 R Square

	R Square	R Square Adjusted
LOY	0.399	0.389

Source: Processed Data from SmartPLS 3

Overall Model Evaluation (Overall Fit Model)

Model Fit

Model Fit describes how well the model fits a set of observations (Hair et al., 2019). Standardized Root Mean Square Residual (SRMR) must be less than 0.1 or 0.08 to be suitable as a representation of the goodness-of-fit between the observed correlations or relationships (Hair et al., 2019). The results in the table show a figure of 0.079 in the saturated model and 0.079 in the estimated model. On the other hand, the Normal Fit Index (NFI) will produce a value between 0 and 1 with information that is closer to the value 1, so interpreting the goodness or suitability of the model is then continued by testing the relationship between variables (Hair et al., 2019). The results in table 12 show that the NFI value tends to be moderate, namely 0.751 in the saturated model and 0.751 in the estimated model.

Table 11 Model Fit

	Saturated Model	Estimated Model
SRMR	0.079	0.079
NFI	0.751	0.751

Source: Processed Data from SmartPLS 3

Direct Effects

Direct effect analysis is useful for testing the hypothesis of the direct influence of an influencing variable (exogenous) on the influenced variable (endogenous). This research has three hypotheses. Hypothesis testing uses bootstrapping analysis techniques which are tested via path coefficient and P-value. According to Sarstedt et al. (2020), a positive path coefficient value indicates that the influence of one variable on another variable is in the same direction. If the value of an exogenous variable is high, then the value of the endogenous variable is also high (Vinzi et al., 2010). A negative path coefficient value indicates that the influence of one variable on another variable is in the opposite direction (Sarstedt et al., 2020). If the value of an exogenous variable increases, then the value of the endogenous variable decreases (Vinzi et al., 2010). If the P-Values < 0.05, it is considered significant. If the P-Values value is > 0.05, it is categorized as not significant (Vinzi et al., 2010). Then if the t-statistic value is >1.967 (= TINV (0.05;300-3) (t-table significance 5%) as an additional indicator determining significance (Vinzi et al., 2010).

Based on Table 12, it can be seen that the influence of Customer Relationship Management (CRM) on Loyalty (LOY) has a path coefficient value of 0.387, P-values 0.000 (< 0.05), and a t-statistic value of 6,372 (> 1,967) which indicates The influence of CRM on LOY is positive and significant. On the other hand, the influence of Brand Ambassadors (BA) on Loyalty (LOY) has a path coefficient value of 0.226, P-values 0.003 (< 0.05), and a t-statistic value of 2.753 (> 1.967) which indicates the influence of BA on LOY positive and significant. Lastly, the influence of E-Commerce Innovation (ECI) on Loyalty (LOY) has a path coefficient value of 0.209, P-values 0.012 (< 0.05), and t-statistic value of 2,448 (> 1.967) which shows the influence of ECI on LOY is positive and significant.

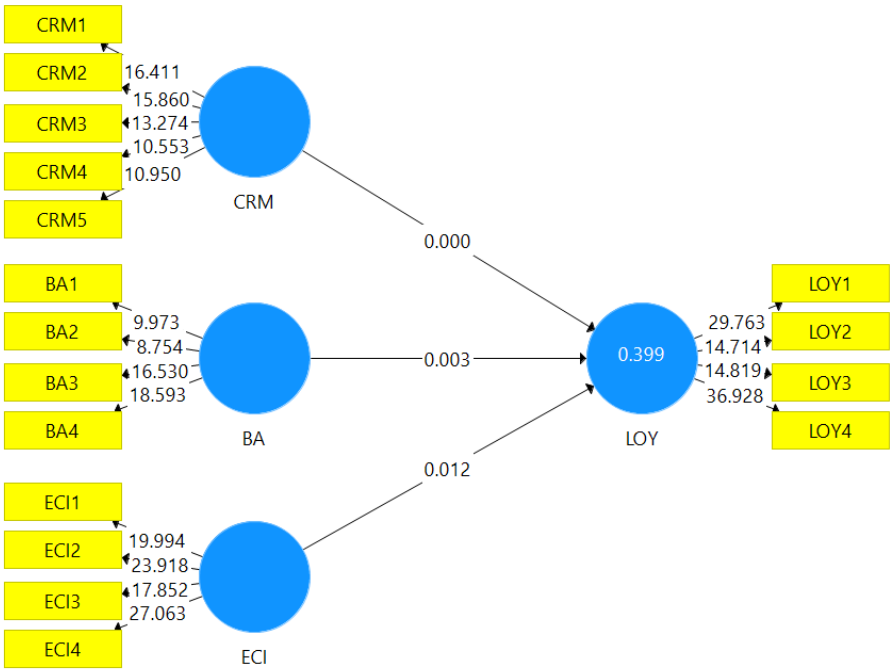

Figure 2. Path Model

Table 12. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CRM -> LOY	0.387	0.395	0.060	6.446	0.000
BA -> LOY	0.226	0.234	0.082	2.753	0.003
ECI -> LOY	0.209	0.205	0.093	2.252	0.012

Source: Processed Data from SmartPLS 3

Discussion

The Influence of Customer Relationship Management on Customer Loyalty

This research shows that there is a positive and significant influence between the Customer Relationship Management variable on the loyalty of Tokopedia users in Jabodetabek. With a significance of 0.000 < 0.05 and proven by the t statistical test, where t count > t table, namely 6.446 > 1.967, so it can be concluded that H11 in this study can be accepted and H01 is rejected. The results of this research support research conducted by Fauziyyah & Khusna, (2022) which states that there is a positive and significant influence between CRM and customer loyalty.

The results of this research also support research conducted by Noviana, (2020) which shows that there is a positive and significant influence between the effectiveness of CRM and the level of loyalty that customers have. On the other hand, this research also supports research conducted by Khedkar, (2015) which states that when a company has a good relationship with its customers through a good and effective CRM system, this will have an impact on increasing the loyalty of its customers.

From the research that has been conducted, customer experience is the indicator that has the highest influence on the customer relationship management variable, namely 0.726. This shows that a positive and satisfying customer experience can increase user

loyalty. Apart from that, aspects such as service quality from employees, efficient service processes, adequate use of technology, and service reliability also play an important role in building strong relationships between Tokopedia and users.

The Influence of Brand Ambassadors on Customer Loyalty

Furthermore, for the second hypothesis, this research shows that there is a positive and significant influence between the Brand Ambassador variable on the loyalty of Tokopedia users in Jabodetabek. With a significance of 0.003 < 0.05 and proven by the t statistical test, where t count > t table, namely 2.753 > 1.967, so it can be concluded that H12 in this study can be accepted and H02 is rejected. These results support research conducted by Indrasari & Hapsari, (2019) which states that there is a positive influence between Brand Ambassadors and customer loyalty.

The results of this research also support research conducted by Nadila & Windasari, (2022) which states that brand ambassadors, in this case Korean celebrities, have a positive influence on customer loyalty of various brands in Indonesia. The results of research regarding the positive influence that brand ambassadors have on customer loyalty are also confirmed by research from Astika & Nurfebiaraning, (2022) which states that brand ambassadors have a positive impact in increasing customer loyalty. On the other hand, this research is also supported by research conducted by Putri & Wahyuni, (2022) which states that brand ambassadors have a positive and significant influence on brand loyalty.

From the research that has been conducted, the power or power in terms of inviting consumers that a brand ambassador has is the indicator that has the highest influence on the brand ambassador variable, namely 0.797. The high influence of power shows that the influence and attractiveness of a Brand Ambassador can influence user perceptions and behavior. On the other hand, by involving Brand Ambassadors who have high visibility and good credibility, Tokopedia can expand brand reach and strengthen a positive brand image in the eyes of users. This can increase user loyalty and generate positive recommendations to others.

The Effect of E-Commerce Innovation on Customer Loyalty

Innovation carried out by e-commerce companies is something that must continue to be done to maintain its existence in the business world. The results obtained from this research show that there is a positive and significant influence between the E-Commerce Innovation variable on the loyalty of Tokopedia users in Jabodetabek. With a significance of 0.012 < 0.05 and proven by the t statistical test, where t count > t table, namely 2.252 > 1.967, so it can be concluded that H13 in this study can be accepted and H03 is rejected. The results of this research show that Tokopedia has provided good innovation for its customers, where Tokopedia always innovates in every update so that it can provide a more sophisticated impression and better service from time to time.

The results of this research support research conducted by Amin & Chandra, (2022) which stated that innovation in a brand, especially e-commerce, plays an important role in maintaining the loyalty of its users. Apart from this, the results of this research also support research conducted by Yuliza, (2017) which states that there is a positive influence between innovation and consumer loyalty. The results of research conducted by Rahman et al., (2022) are also in line with the results of this research, where e-commerce innovation has a positive

and significant influence on the loyalty of e-commerce users in Indonesia through increasing the ease of finding products, ease of purchasing, and ease of transactions.

From the research that has been conducted, introducing new things is the indicator that has the highest influence on the e-commerce innovation variable, namely 0.826. These findings show that innovation in e-commerce can maintain or even increase the loyalty of Tokopedia users. On the other hand, by improving operational processes that are more efficient, and introducing creative sales concepts, Tokopedia can better meet the expectations and needs of its users, so that the innovations carried out can have an impact on increasing the loyalty of its users.

Conclusion

This research aims to analyze the influence of customer relationship management, brand ambassadors and e-commerce innovation on the loyalty of Tokopedia users in Jabodetabek. The results of the research that has been conducted reveal that Customer Relationship Management has a positive and significant influence on the loyalty of Tokopedia users in Jabodetabek. This shows that Tokopedia can identify customer needs, understand and influence customer behavior through a sustainable CRM strategy in order to obtain, satisfy and maintain customer loyalty to the products it offers.

On the other hand, based on the results of the research and discussion carried out in the previous chapter, another variable in this research, namely Brand Ambassador, also has a positive and significant influence on the loyalty of Tokopedia users in Jabodetabek. This shows that Tokopedia brand ambassadors can have a positive influence and influence user perceptions and behavior. On the other hand, by involving Brand Ambassadors who have high visibility and good credibility, Tokopedia can expand brand reach and strengthen a positive brand image in the eyes of users, which can then have a positive impact on increasing user loyalty.

Finally, the results of the tests carried out in this research also reveal that E-Commerce Innovation has a positive and significant influence on the loyalty of Tokopedia users in Jabodetabek. These findings show that innovation in e-commerce is very important to remain competitive in a very competitive market. These findings also show that Tokopedia is introducing innovative new things so that it can better meet the expectations and needs of its users, which can then have an impact on increasing the loyalty of its users.

It is hoped that the results of this research can be a reference for business actors in increasing customer loyalty based on research findings that have been carried out, including a focus on improving CRM quality and quality services, process efficiency, and the use of appropriate technology that plays a key role. Collaboration with Brand Ambassadors is also important; Famous figures with high visibility can expand a brand's reach and build trust. Finally, continuous innovation is necessary to remain relevant and competitive, through method updates, operational improvements, and attention to market trends and evolving consumer needs.

Limitation

This research focuses on the influence that Customer Relationship Management, Brand Ambassadors and E-Commerce Innovation have on Tokopedia user loyalty, so it is hoped that future researchers will be able to conduct comparative research between Tokopedia and its competitors. Future research can expand the scope by comparing the influence of

factors such as CRM, Brand Ambassadors, and innovation in e-commerce on Tokopedia user loyalty with other competing e-commerce platforms in the Jabodetabek area. By conducting comparative research, differences and similarities in the influence of these factors can be identified between different e-commerce platforms. Apart from that, this research focuses on generation z in Jabodetabek, therefore further research can also use different research objects both in terms of age and region so as to produce more comprehensive research results.

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