

The Effect Of Social Media Marketing Grab Medan On Brand Equity With E-Satisfaction And E-Loyalty As Intervening Variables

Dharma Shubita Devi Harahap^{1*}, Ratri Wahyuningtyas², Anisah Firli³

^{1,2,3} Master of Management Study Program - PJJ, Faculty of Economics and Business, Telkom University, Indonesia

*Corresponding Author:

Email: dharmashubitadevi@student.telkomuniversity.ac.id

Abstract.

The purpose of this study was to find out how much influence social media marketing carried out by Grab Medan has on brand equity through e-satisfaction and e-loyalty. This research is included in quantitative research with data collection methods in the form of questionnaires. The data analysis technique used is the Structural Equation Model (SEM) using the SmartPLS program. The statistical test results show that Grab Medan's social media marketing has a positive and significant effect on Grab's brand equity. This means that marketing carried out by Grab Medan online on its Instagram account can influence or increase brand equity at Grab Medan. The better the marketing done by Grab Medan on its Instagram account, the brand equity of Grab Medan will increase or get better. However, the increase in brand equity is also influenced by e-satisfaction and e-loyalty. E-Loyalty has the greatest influence in increasing brand equity, satisfaction and convenience for consumers in obtaining information and good service from Grab can form high e-loyalty from its users. The effect of e-satisfaction can be seen from the ease of accessing information, a good experience when accessing information, and consumer interest in the content provided by Grab Medan which can increase the e-satisfaction of its users.

Keywords: *Grab, Grab Medan, social media marketing, e-satisfaction, e-loyalty and brand equity.*

I. INTRODUCTION

There are many goods from sectors of life that use technology. Human life has been significantly affected by technological advances in many ways. People are no longer limited by time and place thanks to the growth of digital technology. Information can now be accessed easily from anywhere at any time. The emergence of information technology networks in society—often referred to as the internet—supports this. Every aspect of civilization now depends on the internet. The Internet has emerged as a key player in globalization of change, particularly in terms of facilitating human affairs. In 2020, Indonesia's Information and Communication Technology Development Index increased to 5.59, an increase of around 5% from 5.32 in the previous year. Marketers use digital technology to change consumer behavior as a tactic to persuade people to buy their products. Marketers deploy methods to persuade customers to buy their products and use interactive technology to change individual behavior, Sugiat et al. (2020:166) Many businesses have taken advantage of the rapid development of technology by establishing an online presence. The motorcycle transportation service industry, which is often known as motorcycle taxis, is an online-based business that is growing rapidly. Previously, conventionally run and self-owned ojek businesses dominated; however, a new professionally run internet taxi industry has only recently developed. One part of the convenience of people's daily activities, such as going to work or school or doing other activities, is the provision of transportation services. According to the 2019 SEA e-Conomy research by Google, Temasek, and Bain & Company, Indonesia's GMV ride hailing in 2015 only reached US\$ 980 million.

The growth in users of online transportation services in Indonesia was won by Gojek with a percentage of 82.6%, followed by Grab in second place with a percentage of 57.3. Whereas in the next position there are Maxim and In-Driver which are newcomer online transportation services in Indonesia but with user growth which is still relatively low with a percentage of 19.6% and 4.9%. Companies engaged in the service sector are required to be able to maintain their reputation in the eyes of their customers. Good marketing is needed to grab the attention of the target market targeted by the company. Online marketing on social media or digital marketing is one of the marketing techniques that is very trendy nowadays. Internet users in Indonesia are 202.6 million or 73.7% of the total population in Indonesia, which is 274.9 million. Active social media users also continue to grow by 170 million or 61.8% of the total population in Indonesia. Instagram is the number 3 social media platform most used by people in Indonesia with a percentage of

86.5%. Grab is a company that takes advantage of technological developments and utilizes social media as a marketing medium. One of the marketing and promotion platforms used by Grab is Instagram. This is because Instagram is one of the social media with the third highest number of users in Indonesia. One of the social media from Grab that caught the writer's attention here is the official Instagram from Grab Medan, namely @grabmdn.id. Marketing through good social media will affect the level of satisfaction and good engagement with its customers. In the marketing process, the engagement rate of Grab Medan is quite high compared to its competitor, namely Gojek Medan, but what is of concern is the number of followers from Gojek Medan, which is more than 3 times the number of followers of Grab Medan itself.

This shows that the loyalty or e-loyalty of Grab social media visitors is still very low because followers only want to see the content presented by the Instagram account without the desire to follow/follow the account as proof of their loyalty to the brand. In terms of consumer satisfaction in marketing, Grab Medan is also still experiencing some problems experienced by its users, this is due to the lack of resolution from Grab for the problems experienced by consumers which can be seen from some of the comments left by Grab users. Based on data from Google, people's search trends for Grab Medan and Gojek Medan differ by almost 2 times with the average comparison of Gojek:Grab, which is 11:6. It can be concluded that people are more interested in finding out about the information provided by competitors than Grab itself. Some of these phenomena indicate that marketing through social media or social media marketing carried out by Grab Medan greatly influences e-loyalty and e-satisfaction which have an impact on the formation of Grab's brand equity itself.

II. BASIC THEORY AND FRAMEWORK

2.1 Social Media Marketing

According to Afifah (2016: 7), social media marketing is focused on efforts to create content (posts, writing, images, videos) that attract attention and encourage readers to share that content through their social networks. Gunelius in Mangido ASI (2021: 17) explains that social media marketing is a marketing that occurs on social media with a new form of dialogue between "consumer to consumer" and "business to business" which has major implications for marketers. Based on some of the explanations from the experts above, it can be concluded that social media marketing is a marketing effort by a company to promote goods or services offered through writing, videos, graphics, images, and posts on the Institution's social media accounts.

As'ad and Alhadid in Afifah (2016: 11-12) explain that there are five dimensions of social media marketing which aim to determine the level of intensity of Instagram social media usage affecting marketing on social media. The five dimensions include:

1. Online communities (online communities), online communities are formed from the similarity of its members' interests in a product or the same business. The members will provide each other with important information related to the product or business.
2. Interaction, interaction at this point refers to efforts to add or invite friends, colleagues or colleagues so that later these followers can share information and communicate with each other directly.
3. Sharing content (sharing of content), In sharing of content occurs individual exchange, distribution and acceptance of content in social media rules. Content here can be in the form of videos, images, status updates and writing.
4. Accessibility Accessibility is emphasized on how users can easily and at minimal cost use social media. Later users can start or participate in conversations on social media.
5. Credibility To build credibility with the target audience, it is necessary to send messages that can clearly articulate the brand.

2.2 E-Satisfaction

Adi Setiawan (2018: 129) states that consumer satisfaction is the result of consumer evaluations after purchasing goods or services, to achieve satisfied and dissatisfied user expectations because the results obtained do not meet user expectations. From some of the expert opinions above, customer satisfaction is a feeling that a person gets for the product or service he gets, whether it is satisfaction or dissatisfaction.

According to Ranjbarian in Tobagus (2018: 67), there are five main dimensions that affect e-satisfaction

1. Convenience, is the most crucial element in determining if a consumer is satisfied, along with the speed at which the service is used, the affordability of information, and the ability to access everything and everywhere.
2. Merchandising, defined as aspects of online sales services, such as product offerings and product information accessible online, that differ from website design and shopping convenience.
3. Site design, customers' experiences with online services can be used to gauge how satisfied they are with those services, which can be done by looking at how the service looks and how it performs.
4. Security, According to Bruskin/Goldberg research, 75% of internet users who use online shopping services mention credit card security as their main concern when determining whether to make a purchase or not.
5. Serviceability, Electronic satisfaction is influenced by a variety of factors, including general comments about website design, competitive product prices, product availability, item condition, timely delivery, merchandise return policy, customer support, email confirmation of customer orders, and promotional activities.

2.3 E-Loyalty

According to Zeithaml et al (2018: 485), customer loyalty is seen as a way for consumers to feel and act on a product or service, customers will be loyal when using products or services, in other words customers will be loyal to the products and services provided by the company. E-loyalty is conceptualized by Hur et al. (2011: 98) into four sections (dimensions), namely:

1. Cognition, which is described as a preference for other websites or other services offered by a single organization.
2. Affective, also known as a positive attitude, is produced as a result of the preferences that are established and results in a referent attitude.
3. Customers are receptive to visiting the business' website again. This can be based on prior experience that matches.
4. Action, refers to a client returning to the website prepared to complete an online purchase.

2.4 Brand Equity

According to Clow and Baack (2018: 67) brand equity represents a series of unique characteristics of a brand. Perceived brand equity means that consumers view the brand name of a product or service as something different, better, and trustworthy. Quoting the opinion of Fandy Tjiptono published in the journal written by Indira, Ilmam and Zurina (Indirawati et al. (2017: 13), The ability to own and trade brands and opportunities to expand brand combinations and shows that brand equity has the potential to exist indefinitely (Indefinitely) in marketing and developing from a manufacturer identifier to a product identifier and then to a brand asset/equity. Kotler & Keller (2016:324) explains that Brand Equity has 4 dimensions, namely:

1. Brand Association, related to the information contained in the minds of consumers regarding brands that are connected to the consumer's brain memory, both positively and negatively.
2. Perceived quality, the consumer's assessment of the superiority of a product or service that is perceived by consumers.
3. Brand Awareness Refers to the ability of consumers to identify and remember brands, brand awareness can increase the likelihood that consumers will buy the brand, because consumers know the brand.
4. Brand loyalty is brand strength that is gained over time by name recognition, which leads to increased sales and higher profit margins than competing brands.

2.5 Research Hypothesis and Framework

Social media marketing has an influence on E-Satisfaction. This is because consumers will feel satisfied when they can get interesting information and offers from the brand social media accounts they follow on social media. This is also supported by previous research conducted by Muhamad Ferdy Firmansyah, Haikal Zulian Maulana, Septian Cahya Azhari, Muhamad Fauzi Efendi (2022) which states that

social media marketing has a positive effect on e-satisfaction. So, the researcher formulates the hypothesis as follows:

H1: There is a direct and significant influence between Grab Medan's social media marketing on consumer e-satisfaction

In promoting and marketing on social media, a brand must be able to present interesting and informative content so that consumers feel interested and generate loyalty to the brand, not just seeing it by chance but when consumers have regularly set aside time to open and read a information on social media, loyalty has already been formed. This is in accordance with research conducted by Safira Salsabila Zahra (2022), which states that social media marketing has a positive effect on e-loyalty. So, the researcher formulates the hypothesis as follows:

H2: There is a direct and significant influence between Grab Medan's social media marketing on consumer e-loyalty

Social media marketing has a positive influence on brand equity because in forming good brand equity, one of the steps is that the brand must be successful in marketing on social media in order to have a good image and form brand equity in the minds of consumers or followers. This is supported by the research of Sarah Khairunnisa, Zukhrufiah Mulyawan, AMA Suyanto (2022), which states that social media marketing has a positive effect on brand equity. So, the researcher formulates the hypothesis as follows:

H3: There is a direct and significant influence between Grab Medan's social media marketing on Grab Medan's brand equity

When consumers feel satisfied with obtaining the information they need, this will form a positive image of the brand in the minds of consumers, which will increase the brand equity value of the brand in positive terms, both in terms of the ease of obtaining information and also the accuracy of the information conveyed. , or interesting promotions carried out by the brand. This is supported by the research of Iqbal Badri Mashuri, Rizky Dermawan (2022), which states that e-satisfaction has a positive effect on brand equity. So, the researcher formulates the hypothesis as follows:

H4: There is a direct and significant influence between consumer e-satisfaction on Grab Medan's brand equity

E-Loyalty has a positive influence on brand equity, because when a consumer is loyal to a brand, it is because consumers perceive the brand name as something different, better and trustworthy. This is supported by Iqbal Badri Mashuri's research. , Rizky Dermawan (2022), who stated that e-loyalty has a positive effect on brand equity. So, the researcher formulates the hypothesis as follows:

H5: There is a direct and significant influence between consumer e-loyalty on Grab Medan's brand equity

Customer satisfaction is very influential on the level of customer loyalty to a brand. When customer satisfaction has been fulfilled, what will happen is that the consumer will have a loyal attitude towards that brand. This is supported by Willy Setiawan Hendarta's research, Annie Susanto (2019), which states that e-satisfaction has a positive effect on e-loyalty. So, the researchers formulated the following hypothesis:

H6: There is a direct and significant influence between consumer e-satisfaction on Grab Medan e-loyalty

In carrying out marketing activities on social media, customer satisfaction is the main factor in the evaluation, this is because if consumers are satisfied about the information and promotional content presented on social media, then this will create a brand equity value that the brand will form well too. . This is supported by Handri Dian Wahyudi's research, Cesya Rizkika Parahiyanti (2021), which states that social media marketing has a positive effect on brand equity through consumer e-satisfaction. So, the researcher formulates the hypothesis as follows:

H7: There is a significant influence between Grab Medan's social media marketing on brand equity through consumer e-satisfaction

When marketing activities on social media are successful and can make consumers loyal to the brand, it will form a positive value of brand equity in the minds of consumers, because consumers already perceive the brand name as something different, better and trustworthy. This is supported by Johan Iswara

Radhitama's research (2018), which states that social media marketing has a positive effect on consumer brand equity and e-loyalty. So, the researcher formulates the hypothesis as follows:

H8: There is a significant influence between Grab Medan's social media marketing on brand equity through consumer e-loyalty

Referring to the results of previous research and the hypotheses that have been developed, a research model is created as described below.

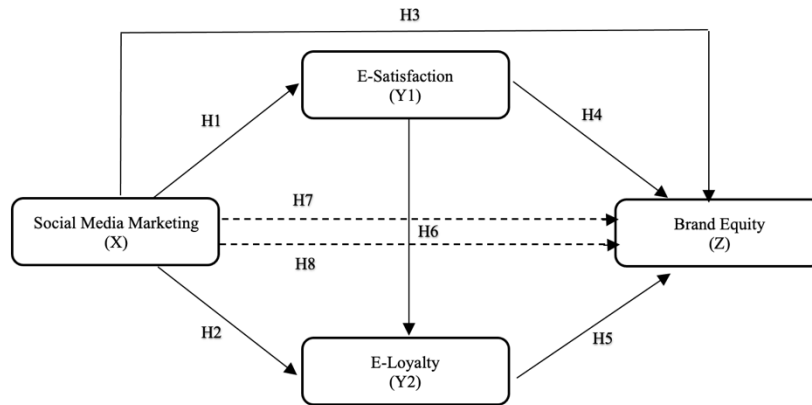


Fig 1.Framework

III. METHODS

3.1 Research Object and Analysis

The population in this study was taken from Instagram Grab Medan account followers of 55,700 as of December 28, 2022. Researchers used simple random sampling or a simple random sampling technique because the population in the study was homogeneous but adjusted to the required sample criteria. The simple random sampling methodology according to Sugiyono (2001: 57) is a method of selecting samples from members of the population randomly without regard to pre-existing population strata. The researcher uses the Lemeshow formula to determine the sample size, and the results show that the number of samples to be studied is 116.61. The researcher rounded up this number to 150 people who would be taken from followers of the Instagram Official Grab Medan account.

3.2 Variable Operationalization

In this study, operating variables are defined as follows:

Table 1.Variable Operationalization

Variable	Sub Variable	Indicator	Number of Item	Scale
Social Media Marketing Alhadid dan As'ad dalam (Afifah, 2016)	Online communities	I have a community/group of fellow Instagram Grab Medan followers	1	Ordinal
		I often (3-6 times a week) exchange information with my community/group regarding content on Instagram Grab Medan	2	Ordinal
		I am interested in participating in the quiz content with prizes uploaded on Instagram Grab Medan	3	Ordinal
	Interaction	I invite my friends to follow the Grab Medan Instagram account	4	Ordinal
		I once exchanged information with fellow Instagram Grab Medan followers	5	Ordinal
		I got a lot of information from fellow Instagram Grab Medan followers about interesting offers	6	Ordinal
	Sharing of content	I always share Instagram Grab Medan content with my friends	7	Ordinal
		I feel that the content presented by Instagram Grab Medan is very interesting	8	Ordinal
	Accessibility	I find it easy to access the information provided by Instagram Grab Medan	9	Ordinal

		I feel that the fees required to access information from Instagram Grab Medan are affordable	10	Ordinal
	Credibility	The information submitted by the Grab Medan Instagram account can be trusted	11	Ordinal
		The content presented by Instagram Grab Medan is understandable	12	Ordinal
Brand Equity Kotler & Keller (2016)	Brand Association	I get satisfaction regarding the information needs that I want through Instagram Grab Medan	13	Ordinal
		Grab Medan's Instagram has a characteristic that I can easily remember compared to other online motorcycle taxi social media accounts	14	Ordinal
	Perceived Quality	I am satisfied with the Grab Medan service which is done online, especially on Instagram	15	Ordinal
		I feel helped by the information presented on the Grab Medan Instagram account	16	Ordinal
	Brand Awareness	I know the logo from Instagram Grab Medan	17	Ordinal
		I memorized the shapes and colors of the Instagram Grab Medan logo	18	
Brand Loyalty	I made Grab Medan's Instagram the first choice for excellence in finding information about online motorcycle taxis on social media	19	Ordinal	
E-Satisfaction Ranjbarian dalam (Tobagus, 2018)	Convience	I find it easy to access information via Instagram Grab Medan	20	Ordinal
		I feel fast when I want to access information via Instagram Grab Medan	21	
		I had a good experience accessing information via Instagram Grab Medan	22	Ordinal
	Merchandising	I like the merchandise from Grab Medan which is often used as a prize from Quiz content on Instagram Grab Medan	23	Ordinal
	Site Design	I feel that the display of feeds on Instagram Grab Medan is interesting and easy to understand	24	Ordinal
		I find Grab Medan's Instagram story interesting and easy to understand	25	Ordinal
	Security	I feel safe accessing my Grab Medan Instagram account because my data is kept safe	26	Ordinal
	Serviceability	I feel that the admin response from Grab Medan was very fast in answering my questions/complaints	27	Ordinal
		Complaints from followers on Instagram Grab Medan were handled well	28	Ordinal
E-Loyalty Hur et al., (2011)	Cognitive	I feel interested in accessing information about Grab Medan on its official Instagram account	29	Ordinal
	Affective	I recommend the Grab Medan Instagram account for friends who want to find out information about online motorcycle taxis	30	Ordinal
	Conative	I feel very helpful regarding the information presented on the Grab Medan Instagram account	31	Ordinal
		I am very satisfied with Grab Medan's Instagram account service and want to visit it again	32	Ordinal
	Action	I always regularly visit the Grab Medan Instagram account every week (3-6 times a week)	33	Ordinal
		I often (3-6 times a week) use the services of Grab Medan after getting interesting information through the Grab Medan Instagram account	34	Ordinal

3.3 Model Analysis and Test Techniques

This research is included in quantitative research with data collection methods in the form of questionnaires distributed through the Google Form. The data analysis technique used is descriptive analysis and to achieve research objectives and hypothesis testing, the data obtained will be processed according to the needs of the analysis. In this study the data that has been obtained will be tested using the SmartPLS program, Wahyuningtyas et al. (2021:174) The outer model will show the relationship between the estimated indicators and their latent variables or measurement models and . The validity test carried out in this study used content validity and construct validity with the types of convergent validity and discriminant validity. The method used in content validity is to adopt and modify pre-existing items from previous research. The test was carried out using the opinions of 3 to 9 experts. Convergent validity in this study was measured using loading factor indicators and Average Variance Extracted (AVE) with a minimum value of 0.5 that must be met. A measuring instrument is declared to meet discriminant validity if the variables that are constructively predicted are not highly correlated.

This study uses cross loading and Fornell Larcker to measure discriminant validity. In addition to being valid, research questions must also be reliable. A research question is said to be reliable if the question or measuring instrument is used more than twice to produce relatively the same and consistent measurement results. This study uses Cronbach's alpha and composite reliability with the condition that the value is > 0.6 to be said to be reliable. The inner model will specify the causal relationship between latent variables or the structural model. If the tests carried out at the measurement (outer) model stage have been fulfilled, then a structural (inner) model test is carried out consisting of the R Square, F Square, Q Square, and Model Fit (SRMR and NFI) tests. Hypotheses in research need to be tested to prove the relationship between variables in a research model. Testing the hypothesis in this study using a one-tailed test. According to , the main criterion that can be used to measure significance is the t-statistic value with the provisions of the statistical significance criteria of 1.64 and $\alpha = 5\%$. In addition, to see the magnitude of the influence exerted in the hypothesis test and significance, researchers looked at the value of f^2 with the category 0.02 (small/weak), 0.15 (moderate/moderate).

IV. RESULT OF RESEARCH

This study uses a questionnaire as primary data to determine the effect of Instagram Grab Medan's social media marketing on brand equity through e-satisfaction and e-loyalty. This questionnaire was distributed via social media, especially Instagram for 26 days, from 16 February to 13 March 2023. The total number of respondents collected was 150 according to a predetermined number. Respondent characteristics consist of gender, age, last education and occupation. Respondents have also been filtered according to the required criteria through screening questions on the questionnaire with the criteria for respondents being domiciled in Medan, active Instagram users and active consumers of Grab Medan.

4.1 Measurement (Outer) Model

Researchers tested the measurement (outer) model for each variable, namely social media marketing, e-satisfaction, e-loyalty, and brand equity by using construct validity with the types of convergent validity, cross loading, discriminant validity, fornell lacker, collinearity, and tests reliability.

Table 2. Convergent Validity

Construct	Indicator	Loading Factor (>0,5)	Conclusion
Social Media Marketing	SMM1	0,853	Valid
	SMM2	0,879	Valid
	SMM3	0,879	Valid
	SMM4	0,739	Valid
	SMM5	0,874	Valid
	SMM6	0,857	Valid
	SMM7	0,875	Valid
	SMM8	0,871	Valid
	SMM9	0,826	Valid
	SMM10	0,924	Valid
	SMM11	0,853	Valid

	SMM12	0,820	Valid
E-Satisfaction	ES1	0,885	Valid
	ES2	0,886	Valid
	ES3	0,884	Valid
	ES4	0,883	Valid
	ES5	0,903	Valid
	ES6	0,866	Valid
	ES7	0,878	Valid
	ES8	0,835	Valid
	ES9	0,873	Valid
E-Loyalty	EL1	0,841	Valid
	EL2	0,860	Valid
	EL3	0,896	Valid
	EL4	0,806	Valid
	EL5	0,889	Valid
	EL6	0,859	Valid
Brand Equity	BE1	0,886	Valid
	BE2	0,847	Valid
	BE3	0,876	Valid
	BE4	0,890	Valid
	BE5	0,880	Valid
	BE6	0,880	Valid
	BE7	0,863	Valid

Table 2 shows the results of convergent validity testing on social media marketing, e-satisfaction, e-loyalty and brand equity variables. The loading factor for each indicator has a result of > 0.5 , which means that each indicator can reflect each construct on each variable. The final results show that each variable has good convergent validity.

Table 3. Discriminant Validity

Construct	Average variance extracted (AVE)
Social Media Marketing	0,727
E-Satisfaction	0,753
E-Loyalty	0,738
Brand Equity	0,765

Based on Table 3, the Average variance extracted (AVE) value on the social media marketing variable has valid results because the value is > 0.5 , namely 0.727, the AVE value on the e-satisfaction variable has valid results because the value is > 0.5 , namely 0.753, the value AVE on the e-loyalty variable has valid results because the value is > 0.5 , namely 0.738, the AVE value on the brand equity variable has valid results because the value is > 0.5 , namely 0.765, which means that the variance of each indicator in each variable can be explained by each construct or discriminant validity value has been fulfilled.

Table 4. Fornell Larcker

Construct	Brand Equity	E-Loyalty	E-Satisfaction	Social Media Marketing
Brand Equity	0,875			
E-Loyalty	0,865	0,859		
E-Satisfaction	0,713	0,674	0,868	
Social Media Marketing	0,779	0,757	0,656	0,853

Table 4 shows that each construct measured has a higher Average variance extracted (AVE) root value when compared to the other constructs. That is, all indicators in each variable have good discriminant validity.

Table 5. Colinearity Variabel Social Media Marketing

Construct	Indicator	Value of VIF
Social Media Marketing	SMM1	3,298
	SMM2	4,592
	SMM3	3,841
	SMM4	2,332
	SMM5	3,918
	SMM6	3,830

	SMM7	3,463
	SMM8	4,226
	SMM9	2,957
	SMM10	3,254
	SMM11	4,746
	SMM12	3,423
E-Satisfaction	ES1	3,696
	ES2	3,744
	ES3	3,753
	ES4	3,388
	ES5	3,914
	ES6	3,719
	ES7	3,569
	ES8	3,501
	ES9	3,823
E-Loyalty	EL1	2,552
	EL2	2,747
	EL3	3,515
	EL4	2,200
	EL5	3,396
	EL6	2,835
Brand Equity	BE1	3,704
	BE2	3,276
	BE3	3,581
	BE4	4,078
	BE5	3,668
	BE6	3,380
	BE7	3,204

Based on Table 5, it can be seen that the VIF value for all indicators for each variable has a value of <5 , which means that there is no collinearity between each indicator of the variable being measured.

Table 6. Reliability Test

Construct	Cronbach's Alpha ($>0,7$)	rHo_A ($>0,7$)	Composite Reliability ($>0,6$)	Conclusion
Social Media Marketing	0,966	0,967	0,970	Reliable
E-Satisfaction	0,959	0,961	0,965	Reliable
E-Loyalty	0,929	0,930	0,944	Reliable
Brand Equity	0,949	0,949	0,958	Reliable

Table 6 shows that each variable has a Cronbach's alpha value >0.7 , rHo_A value >0.7 and a composite reliability value >0.6 . That is, all indicators are consistent in measuring each construct on each variable so that it can be said to be reliable.

4.1 Structural (Inner) Model

Table 7. R Square Test Results

Endogenous Variables	R Square
E-Satisfaction	0,942
E-Loyalty	0,628
Brand Equity	0,430

Table 7 shows that the largest R Square lies in the e-satisfaction variable with a value of 0.942. That is, e-satisfaction can be explained by social media marketing variables of 94.2% and the remaining 5.8% is explained by other variables not examined. The R Square value for the e-loyalty variable is 0.628. This means that e-loyalty can be explained by the social media marketing variable of 62.8% and the remaining 37.2% is explained by other variables not examined. The brand equity variable has an R Square value of 0.430. This means that brand equity can be explained by social media marketing variables of 43% and the remaining 57% is explained by other variables not examined. Through the R Square test, it can be seen that the social media marketing variable has the greatest influence on the brand image variable and is included in the moderate category.

Table 8. F Square Test Results

Construct	Brand Equity	E-Loyalty	E-Satisfaction	Social Media Marketing
Brand Equity				
E-Loyalty	4,530			
E-Satisfaction	0,075	0,148		
Social Media Marketing	0,043	0,470	0,754	

Based on the results of the F Square test in Table 8, the effect of the social media marketing variable on the e-satisfaction variable is 0.75 in the large category, the effect of the social media marketing variable on the e-loyalty variable is 0.470 in the large category, the influence of the social media marketing variable on the brand equity variable is 0.043 with a small category, the effect of the e-satisfaction variable on the e-loyalty variable is 0.148 with a small category, the effect of the e-satisfaction variable on brand equity variable is 0.075 with a small category, the effect of the e-loyalty variable on variable brand equity is 4.530 with a large category.

Table 9. Q Square Test Results

Endogen Variable	Q2 (=1-SSE/SSO)	Conclusion
E-Satisfaction	0,315	Memiliki predictive relevance
E-Loyalty	0,455	Memiliki predictive relevance
Brand Equity	0,713	Memiliki predictive relevance

Table 9 shows that all endogenous variables get a Q Square value > 0 or have predictive relevance. That is, this model can be used again with the same conditions and measurement assumptions.

Table 10. Model Fit Test Results

Model Fit Test	Value
SRMR	0,050
NFI	0,801

The results of the fit model listed in Table 10 show that the standardized root mean residual (SRMR) of 0.050 is considered good because the value is <0.1. In addition, the normed fit index (NFI) in Table 4.32 of 0.801 is considered good because the value is between 0.00 – 1.00. This research model is an appropriate and feasible research model to use.

V. HYPOTHESIS TEST RESULTS

Table 11. Hypothesis Test Results and Significance

Hipotesis	Connection	Path Coefficient	T Statistic	P Value	Value
H1	Social Media Marketing -> E-Satisfaction	0,656	13,103	0,000	Accepted
H2	Social Media Marketing -> E-Loyalty	0,553	7,408	0,000	Accepted
H3	Social Media Marketing -> Brand Equity	0,080	3,023	0,003	Accepted
H4	E-Satisfaction -> Brand Equity	0,094	2,624	0,008	Accepted
H5	E-Loyalty -> Brand Equity	0,842	25,678	0,000	Accepted
H6	E-Satisfaction -> E-Loyalty	0,311	3,964	0,000	Accepted
H7	Social Media Marketing -> E-Satisfaction -> Brand Equity	0,061	2,571	0,010	Accepted
H8	Social Media Marketing -> E-Loyalty -> Brand Equity	0,466	7,762	0,000	Accepted

Based on Table 11, the following is an explanation regarding the two test results for each hypothesis:

1. The statistical test results show that the relationship between Grab Medan's social media marketing and Grab consumer e-satisfaction in Medan City has a path coefficient of 0.656 which has a positive value, a t statistic of 13.103 which has a value > 1.65, and a p value of 0.000 which has a value <0 .05, so that H0 is rejected and H1 is accepted. That is, social media marketing has a positive and significant effect on Grab consumer e-satisfaction in Medan City.

2. The statistical test results show that the relationship between Grab Medan's social media marketing and Grab consumer e-loyalty in Medan City has a path coefficient of 0.553 which has a positive value, a t statistic of 7.408 which has a value > 1.65, and a p value of 0.000 which has a value <0 .05, so that H0 is

rejected and H1 is accepted. This means that Grab Medan's social media marketing has a positive and significant effect on Grab consumer e-loyalty in Medan City.

3. The statistical test results show that the relationship between Grab Medan's social media marketing and Grab Medan's brand equity has a path coefficient of 0.080 which has a positive value, a t statistic of 3.023 which has a value of >1.65 , and a p value of 0.003 which has a value of <0.05 , so H0 is rejected and H1 is accepted. This means that Grab Medan's social media marketing has a positive and significant effect on Grab Medan's brand equity.

4. Statistical test results show that the relationship between Grab consumer e-satisfaction in Medan City and Grab Medan brand equity has a path coefficient of 0.094 which has a positive value, a t statistic of 2.624 which has a value > 1.65 , and a p value of 0.008 which has a value < 0.05 , so that H0 is rejected and H1 is accepted. This means that e-satisfaction of Grab consumers in Medan City has a positive and significant effect on Grab Medan's brand equity.

5. Statistical test results show that the relationship between Grab consumer e-loyalty in Medan City and Grab Medan brand equity has a path coefficient of 0.842 which has a positive value, a t statistic of 25.678 which has a value > 1.65 , and a p value of 0.000 which has a value <0.05 , so that H0 is rejected and H1 is accepted. This means that Grab consumer e-loyalty in Medan City has a positive and significant effect on Grab Medan's brand equity.

6. The statistical test results show that the relationship between e-satisfaction and e-loyalty for Grab consumers in Medan City has a path coefficient of 0.311 which is positive, the t statistic is 3.964 which has a value > 1.65 , and a p value is 0.000 which has a value <0.05 , so that H0 is rejected and H1 is accepted. This means that e-satisfaction has a positive and significant effect on Grab consumer e-loyalty in Medan City.

7. The statistical test results show that the relationship between Grab Medan's social media marketing and brand equity through Grab Medan's consumer e-satisfaction has a path coefficient of 0.061 which has a positive value, a t statistic of 2.571 which has a value of > 1.65 , and a p value of 0.008 which has a value of < 0.05 , so that H0 is rejected and H1 is accepted. This means that Grab Medan's social media marketing has a positive and significant effect on brand equity through Grab Medan's consumer e-satisfaction.

8. The statistical test results show that the relationship between Grab Medan's social media marketing and brand equity through Grab Medan's consumer e-loyalty has a path coefficient of 0.466 which has a positive value, a t statistic of 7.762 which has a value of > 1.65 , and a p value of 0.000 which has a value of < 0.05 , so that H0 is rejected and H1 is accepted. This means that Grab Medan's social media marketing has a positive and significant effect on brand equity through Grab Medan's consumer e-loyalty.

VI. CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusion

1. 80.31% of respondents agreed that the social media marketing carried out by Grab Medan on its Instagram account, namely @grabmdn.id, was good at providing information to its followers.

2. 77.8% of respondents agreed that they were satisfied accessing information through the Grab Medan Instagram account, namely @grabmdn.id.

3. 83.2% of respondents agreed that they wanted to revisit the Grab Medan Instagram account, namely @grabmdn.id. and access information from that account.

4. 81.4% of respondents agree that Grab Medan has built brand equity and has good value in the eyes of its users.

5. Social media marketing has a positive and significant effect on e-satisfaction at Grab Medan. The better the marketing carried out by Grab Medan through its Instagram social media, the more impact it will have on consumer satisfaction in obtaining information from the Instagram account. The amount of influence exerted by Grab Medan's social media marketing on Grab Medan's consumer e-satisfaction is included in the large category.

6. Social media marketing has a positive and significant effect on e-loyalty at Grab Medan. The better marketing carried out by Grab Medan through its Instagram social media, it will be able to have a big impact on the intention of Instagram users to revisit the Grab Medan Instagram account, namely @grabmdn.id. The

amount of influence exerted by Grab Medan's social media marketing on Grab Medan's consumer e-loyalty is included in the large category.

7. Social media marketing has a positive and significant effect on brand equity at Grab Medan. The better marketing carried out by Grab Medan through its Instagram social media, it will be able to have a big impact on brand value and also the high quality of Grab Medan services in the eyes of its users. The amount of influence exerted by Grab Medan's social media marketing on Grab Medan's brand equity is included in the small category.

8. E-satisfaction has a positive and significant effect on brand equity at Grab Medan. The higher the level of consumer satisfaction in obtaining information from the Grab Medan Instagram account, the greater the impact on brand value and the quality of Grab Medan services in the eyes of its users. The amount of influence exerted by social e-satisfaction on Grab Medan's brand equity is included in the small category.

9. E-loyalty has a positive and significant effect on brand equity at Grab Medan. The higher the intention of Instagram users to revisit the Grab Medan Instagram account, the greater the impact on brand value and also the high quality of Grab Medan services in the eyes of its users. The amount of influence exerted by social e-loyalty on Grab Medan's brand equity is included in the large category.

10. E-satisfaction has a positive and significant effect on e-loyalty for Grab Medan consumers. The higher the level of consumer satisfaction in obtaining information from the Grab Medan Instagram account, the greater the impact on the intention of Instagram users to revisit the Grab Medan Instagram account, namely @grabmdn.id. The amount of influence exerted by e-satisfaction on e-loyalty for Grab Medan consumers is included in the small category.

11. Social media marketing has a positive and significant effect on brand equity through consumer e-satisfaction at Grab Medan. Brand equity from Grab Medan will increase if Grab can increase consumer satisfaction with its users through good marketing on social media, namely on Instagram @grabmdn.id. The influence exerted by social media marketing on brand equity through consumer e-satisfaction at Grab Medan is included in the small category

12. Social media marketing has a positive and significant effect on brand equity through consumer e-loyalty at Grab Medan. Brand equity from Grab Medan will increase if Grab can increase the intention of Instagram users to revisit the Instagram account by doing good marketing on social media, namely on Instagram @grabmdn.id. The influence exerted by social media marketing on brand equity through consumer e-loyalty at Grab Medan is included in the large category.

6.2 Recommendations

6.2.1 Academic Aspect

For future researchers, there are several suggestions, namely:

1. The R Square result on the e-satisfaction variable is 94.2% and the remaining 5.8% is explained by other variables not examined. Future researchers can add other variables to examine e-satisfaction.
2. The R Square results on the e-loyalty variable are 62.8% and the remaining 37.2% is explained by other variables not examined. Future researchers can add other variables to examine e-loyalty.
3. The R Square results on the brand equity variable are 43% and the remaining 57% is explained by other variables not examined. Future researchers can add other variables to examine brand equity.

6.2.2 Practical Aspect

Suggestions given by researchers regarding the influence of social media marketing on brand equity with e-satisfaction and e-loyalty as intervening variables, namely:

1. The results of the descriptive analysis on social media marketing variables show that even though Grab Medan has done good marketing online through its Instagram, only a few respondents are interested in participating in prized content held by Grab Medan on their Instagram account. Therefore, Grab Medan can package its quiz content with prizes even more attractive, for example with prizes that are more attractive to the audience (for example: OVO top-up prizes with a large nominal) so that more Instagram users want to participate in each prized content. held on Instagram Grab Medan.
2. The results of the descriptive analysis on the e-satisfaction variable show that even though the respondents were satisfied in accessing information via Instagram Grab Medan, the respondents still felt that

the responses or responses from the Grab Medan admin to questions and complaints from their followers still tended to be long and could not be said. fast. Grab Medan can overcome this by adding human resources in terms of Instagram admin positions and providing clear job descriptions for each admin, so that responses to complaints resolution or answers to audience statements can be made more quickly.

3. The results of the descriptive analysis on the e-loyalty variable show that even though the respondents already have the desire to access information from the Medan Grab Instagram account repeatedly, some respondents still do not routinely visit the Instagram account every week (visit frequency 3-6 times a week). a week). Grab Medan can be even more routine in creating content on Instagram every day so that Instagram users are more eager to visit me on Instagram every week. This interesting content can be in the form of giveaways, quizzes with prizes, and content that requires two-way interaction between the admin and his followers.

4. The results of the descriptive analysis on the brand equity variable show that even though the respondents already feel that the brand equity and values built by Grab Medan are good, the respondents still feel that the response to online Grab Medan services carried out on their Instagram is still not optimal. This is related to consumer satisfaction who also feel that the admin's response still tends to take a long time in resolving complaints and answering followers' questions. This can be improved by adding more human resources to the Instagram admin section so that they can respond more quickly to these complaints.

5. The social media marketing variable has very little influence on the brand equity variable, meaning that the better Grab Medan does marketing through its social media (especially Instagram), it does not necessarily mean that it can significantly increase the brand equity of Grab Medan itself. The results show that E-Loyalty has the greatest influence in increasing Brand Equity. Data also shows that consumer satisfaction and convenience in obtaining information and good service from Grab can form high e-loyalty from its users. These matters must be considered by Grab Medan in conducting marketing and conveying information through its social media.

6. Increasing brand equity is not only influenced by e-loyalty, but also by e-satisfaction from consumers. The data shows that followers feel it is easy to access information and feel safe when accessing information through Grab's social media accounts, namely on their Instagram. However, Grab Medan on Instagram needs to pay more attention to the response speed of resolving complaints and questions from followers to further increase consumer satisfaction and will affect brand equity from Grab itself.

REFERENCES

- [1] Abdillah, Willy, & Jogiyanto. (2015). *artial Least Square (PLS) Alternatif Structural Equation Modeling (SEM) dalam Penelitian Bisnis* (1st ed.). ANDI.
- [2] Afifah, K., & Sadasri, L. M. (2016). Pengaruh Social Media Marketing Instagram terhadap Tingkat Brand Awareness Roaster and Bear Coffee Lounge & Kitchen. *Jurnal Komunikasi, Universitas Gadjah Mada Yogyakarta*.
- [3] Ahdiat Adi. (2022, December 8). *Layanan Transportasi Online yang Digunakan Responden (Agustus-September 2022)*. Katadata Media Network.
- [4] Akbar, Mohammad Aldrin, & Siti Nur Alam. (2020). *E-commerce: Dasar Teori dalam Bisnis Digital*. Yayasan Kita Menulis.
- [5] App Store - Grab. (2022). *Ulasan Konsumen Grab*. App Store - Grab.
- [6] Assauri. (2017). *Manajemen Pemasaran*. PT. Raja Grafindo Persada.
- [7] Bloemer. (1998). Customer Loyalty in Extended Service Settings. *International Journal Od Service Industry Management, 10*(3).
- [8] Bryman A., & Bell E. (2011). *Business Research Methods* (3rd Editio. *New York: Oxford University Press Inc.*
- [9] Chaffey D., & Ellis-Chadwick F. (2016). *Digital Marketing: Strategy, Implementation and practice* (6th ed.). Pearson.
- [10] Chi, S. C., W.C. Jiun, & Y. Lin. (2015). Female Online Shoppers : Examining the Mediating Roles of E – Satisfaction and E – Trust on E – Loyalty. *Internet Research, 23 Iss.4 pp.*
- [11] Choi, Lee H., Shin N., Kim S., & Krajcik J. (2011). Re-conceptualization of scientific literacy in South Korea for the 21st century. *Journal of Research in Science Teaching, 48*(6), 670–697.

- [12] Clow, K. E., & Baack, D. (2018). *Integrated Advertising, Promotion, and Marketing Communication*. United Kingdom: Pearson Education Limited.
- [13] Creswell. (2019). *Research Design Pendekatan Metode Kualitatif, Kuantitatif dan Campuran*. Pustaka Pelajar.
- [14] Dedi Purwana, Rahmi, & Shandy Aditya. (2017). Pemanfaatan Digital Marketing Usaha Mikro Kecil dan Menengah UMKM Duren Sawit. *Jurnal Pemberdayaan Masyarakat Madani, Vol.1. No.1*.
- [15] Deva, F., & Ma'ruf JJ. (2018). Pengaruh Social Media Marketing dan Promosi Harga Terhadap Kepuasan Konsumen dan Pengalaman Konsumen Sebagai Variabel Mediasi pada Maskapai Penerbangan Airasia di Banda Aceh. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen, 3(3)*, 33–48.
- [16] Firmansyah, M. F., Zulian Maulana, H., Azhari, S. C., & Efendi, F. (n.d.). Pengaruh Social Media Marketing Terhadap Customer Satisfaction Pada Minat Berwisata Sub Urban Kota Tasikmalaya: Apakah Promosi Sosial Media Mengubah Minat Generasi Z? ARTICLE INF O. *Apakah Promosi Sosial Media Mengubah Minat Generasi Z? Journal of Tourism and Creativity, 6(1)*, 2022. <https://jurnal.unej.ac.id/index.php/tourismjournal/index>
- [17] Ghozali, I. (2014). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)* (4th ed.). Badan Penerbit Universitas Diponegoro.
- [18] Godey. (2016). Social media marketing efforts of luxury brands: Influence on brand equity and consumer behavior. *Journal of Business Research, JBR 09187(9)*.
- [19] Godey B., Manthiou A., Pederzoli D., JoonasRokka, Aiello G., Donvito R., & Singh R. (2016). Social media marketing efforts of luxury brands: Influence on brand equity and consumer behavior. *Journal of Business Research, 69(12)*, 5833–5841.
- [20] Gonzalez, M., Berenguer, C., & Serra Cantallops. (2019). The impact of value co-creation on hotel brand equity and customer satisfaction. *Tourism Management, 75(3)*, 51–65.
- [21] Google Trends. (2023, January 16). *Perbandingan pencarian Grab Medan dan Gojek Medan*. Google Trends.
- [22] Hur, Y., Yong Jae Ko, & Joseph Valacich. (2011). A Structural Model of the Relationships Between Sport Website Quality, E-Satisfaction, and E-Loyalty. *Journal of Sport Management, 25*, 458–473.
- [23] Indrawati. (2015). *Metode Penelitian Manajemen dan Bisnis Konvergensi Teknologi Komunikasi dan Informasi*. Aditama.
- [24] Instagram. (2022). *Perbandingan Jumlah Likes pada tiap konten dari @grabmdn.id dan @gojek.medan*. Instagram.
- [25] Jin. (2017). The Relationships Between Job and Organizational Characteristics and Role and Job Stress Among Chinese Community Correctional Workers. *International Journal of Law, Crime and Justice, 52*, 36–46.
- [26] John, C., & Creswell, D. (2018). *Research Design Qualitative, Quantitative, and Mixed Methods Approaches Fifth Edition*. SAGE Publications, Inc.
- [27] Keller, K., & Swaminathan. (2020). *Strategic Brand Management Building, Measuring, and Managing Brand Equity (Fifth Edition)*. Pearson Education.
- [28] Kepuasan, P., Dan, P., Pelanggan, L., Ekuitas, T., Shopee, M., Mashuri, I. B., Dermawan, R., Veteran, P. N., & Timur, J. (2022). The Effect Of Customer Satisfaction And Loyalty On Brand Equity Shopee. In *Management Studies and Entrepreneurship Journal* (Vol. 3, Issue 4). <http://journal.yrpiiku.com/index.php/msej>
- [29] Kotler P., & Keller K. L. (2016). *Marketing Management* (15th ed., Vol. 22). Boletín cultural e informativo - Consejo General de Colegios Médicos de España.
- [30] A. Harahap, P. Hrp, N.K.A.R. Dewi, Macrozoobenthos diversity as anbioindicator of the water quality in the River Kualuh Labuhanbatu Utara, *International Journal of Scientific & Technology Research, 9(4)*, 2020, pp. 179-183.
- [31] Kusnandar Viva. (2019, October 5). *Berapa Pangsa Pasar Jasa Layanan Transportasi Online Indonesia?* Katadata Media Network.
- [32] Lidwina Andrea. (2020, August 18). *Indeks Pembangunan Teknologi Informasi dan Komunikasi (IP-TIK) Indonesia*. Katadata Media Network.
- [33] Malau, H. (2017). *Manajemen Pemasaran. Teori dan Aplikasi Pemasaran Era Tradisional Sampai Era Modernisasi Global*. Bandung : Alfabeta.
- [34] Martinez P, & Bosque I. R. (2013). The roles of trust, customer identification with the company and satisfaction. *International Journal of Hospitality Management, 35*, 89–99.
- [35] Mulyawan, S. K. Z., & Suyanto, A. M. A. (2022). Impact of social media marketing activities on brand equity and customer response of Shopee Indonesia on Instagram. In *Sustainable Future: Trends, Strategies and Development* (pp. 152–156). Routledge. <https://doi.org/10.1201/9781003335832-39>

- [36] Newell. (2000). *Loyalty.com: Customer relationship management in the new era of internet marketing*. McGraw-Hill.
- [37] Ngo, & Pavelkova. (2017). Moderating and Mediating Effects of Switching Costs on the Relationship between Service Value, Customer Satisfaction and Customer Loyalty: Investigation of Retail Banking in Vietnam. *Journal of International Studies*, 10(1), 9–33.
- [38] Prajogo, J. E. (n.d.). Analisa pengaruh digital marketing terhadap customer loyalty melalui online promotion dan e-service quality sebagai variabel intervening terhadap tokopedia.
- [39] Priansa D. J. (2017). *Komunikasi Pemasaran Terpadu*. Pustaka Setia.
- [40] Rachmawati, I., Jauhari, I., Mohaidin, Z., & My, M. (n.d.). *The influence of user experience toward customer loyalty through customer based brand equity in service provider gsm in indonesia*.
- [41] Radhitama, J. I. (n.d.). *Analisis Pengaruh Social Media Marketing Terhadap Brand Loyalty Dengan Brand Equity Sebagai Variabel Mediasi Pada Akun Instagram @gojekindonesia (Studi Pada Konsumen GO-JEK di Kota Malang)*.
- [42] A. Harahap, et, all, Macrozoobenthos diversity as anbioindicator of the water quality in the Sungai Kualuh Labuhanbatu Utara, AACL Bioflux, 2022, Vol 15, Issue 6.
- [43] Rambocas M., & Ramsuhbag A. (2018). The Moderating Role of Country of Origin on Brand Equity, Repeat Purchase Intentions, and Word of Mouth in Trinidad and Tobago. *Journal of Global Marketing*, 31 (1), 42–55.
- [44] Saeed, R. (2013). Impact of Customer Relationship Management on Customer Satisfaction. *World Applied Sciences Journal*, 26 (12), 1653–1656.
- [45] Sekaran, & Bougie. (2016). *Research Methods for Business: A Skill Building Approach Seventh Edition. United States of America: Wiley*.
- [46] Seo, E. J., & Park, J. W. (2018). A study on the effects of social media marketing activities on brand equity and customer response in the airline industry. *Journal of Air Transport Management*, 66, 36–41. <https://doi.org/10.1016/j.jairtraman.2017.09.014>
- [47] Setiawan, W., & Susanto, H. A. (n.d.). Pengaruh e-service quality, customer e-satisfaction dan customer value terhadap customer e-loyalty dimoderasi oleh brand image melalui e-crm quality sebagai variabel intervening.
- [48] Simon Kingsnorth. (2019). *Digital Marketing Strategy: An Integrated Approach To Online Marketing. Kogen Page Ltd, New York*.
- [49] Social Blade. (2022, October 20). *Engagement Rate Social Media Grab Medan dan Gojek Medan*. Social Blade.
- [50] Sublibhavi B., & Shivashankar, K. (2017). The impact of brand image on customer loyalty towards private label brands: The mediating effect of satisfaction. *International Journal of Marketing and Financial Management*, 5(8), 43–50.
- [51] Sugiati, M., Primiana, I., Kaltum, U., & Herwany, A. (2020). Innovative marketing of emerging moslem fashion in the province of west Java Indonesia. *Journal of Sustainability Science and Management*, 15(5), 165–173. <https://doi.org/10.46754/JSSM.2020.07.014>
- [52] Sugiyono. (2001). *Metode Penelitian*. CV. Alfa Beta.
- [53] Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta, CV.
- [54] Tobagus, A. (2018). Pengaruh E-Service Quality Terhadap E-Satisfaction Terhadap Pada Pengguna Di Situs Tokopedia. *Jurnal Agora*, Vol.6, No.1, 1–10.
- [55] Umi, N., Sarwono, J., Munawar, D., & Winanti, M. B. (2020). *Metode Penelitian dalam Implementasi ragam Analisis*. ANDI.
- [56] Wahyudi, H. D., & Parahiyanti, C. R. (2021). The Effect of Social Media Marketing to Satisfaction and Consumer Response: Examining the Roles of Perceived Value and Brand Equity as Mediation. *International Journal of Multicultural and Multireligious Understanding*, 8(12), 285. <https://doi.org/10.18415/ijmmu.v8i12.3210>
- [57] Wahyuningtyas, R., Disastra, G. M., & Rismayani, R. (2021). Digital Innovation and Capability to Create Competitiveness Model of Cooperatives in Bandung, Indonesia. *Jurnal Manajemen Indonesia*, 21(2), 171. <https://doi.org/10.25124/jmi.v21i2.3633>
- [58] We Are Social. (2021a, March 12). *Hootsuite (We are Social): Indonesian Digital Report 2021*. We Are Social.
- [59] We Are Social. (2021b, March 12). *Most Used Social Media Platforms*. We Are Social.