

The Effects of Social Media, E-WOM, and Online Interactions on Customer Loyalty Toward Justincase's Parcel Delivery Service Through Consumer Trust

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Abstract

Reconfigured by the swift advancement of digital technology has been consumer conduct in the quest for information and engagement with service providers, personal shopper services included. Cardinal determinants in the cultivation of customer trust and loyalty have been constituted by social media, electronic word of mouth (e-WOM), and online interaction. Scrutinized by this study are the effects exerted by social media, electronic word of mouth, and online interaction upon customer loyalty, both directly and indirectly via customer trust, within the ambit of the Justincase personal shopping service. A quantitative approach, operationalized through survey methodology, was enlisted. Questionnaires disseminated to 140 Justincase patrons, culled via purposive sampling, constituted the means whereby data were gathered. Data analysis was undertaken by means of Structural Equation Modeling-Partial Least Squares (SEM-PLS), a methodology enabled through the application of SmartPLS 4.0. Subsumed within this analytical process were validity and reliability testing, appraisal of both the outer and inner models, and hypothesis testing, the latter effected via bootstrapping procedures. Propitious and consequential effects upon customer trust are exerted by social media, electronic word of mouth, and online interaction. Customer loyalty is appreciably shaped by social media, electronic word of mouth, online interaction, and customer trust. Mediating the influence of social media, electronic word of mouth, and online interaction upon customer loyalty is customer trust. Intimated by these findings is the notion that, through efficacious digital communication, favorable online recommendations, and responsive interactions, customer trust may be fortified, engendering heightened loyalty toward the Justincase personal shopping service.

Keywords: Customer Loyalty, Customer Trust, Electronic Word of Mouth, Online Interaction, Social Media.

1. Introduction

The manner in which information is obtained, communication is conducted, and transactions are undertaken has been fundamentally transformed by advances in digital technology (Kotler & Keller, 2012). The increasingly widespread use of the internet is driving a shift in consumer behavior from conventional transactions towards digital-based transactions (Banerji & Singh, 2024). This shift has not only accelerated the growth of electronic commerce (e-commerce), but has also given rise to various new business models that utilize digital media as the primary means of reaching consumers (Kotler & Keller, 2012). In an increasingly competitive business environment, competitiveness enhancement and business sustainability assurance have increasingly hinged upon the capacity of businesses to harness digital technology, which has become a pivotal determinant in this regard (Banerji & Singh, 2024).



One form of this digital business development is the emergence of the '*jastip*' (shopping agency) service, which helps consumers obtain products from outside their local area or from overseas without having to make a direct purchase (Yasmin et al., 2024). Unlike conventional retail transactions, the shopping agency business carries a relatively higher level of risk as customers are required to make payment before the products are received (Molinillo et al., 2020). Not merely by the capacity to furnish the products required by customers is the success of a shopping agency business thereby determined; sustainable relationships, cultivated through efficacious communication and consumer trust, must also be built if such success is to be attained (Yasmin et al., 2024).

One of the growing shopping agency service providers in Indonesia is Justincase. In conducting its business activities, Justincase utilizes Instagram, TikTok and WhatsApp Groups as its primary platforms for marketing its services, taking orders, providing travel information, and communicating with customers. To date, Justincase has over 11,154 Instagram followers, around 839 active customers across five WhatsApp groups, and TikTok content with approximately 80,000 views. This high level of digital activity demonstrates that social media serves as a key tool for building relationships with customers whilst ensuring the sustainability of the personal shopping business amidst increasingly fierce competition.

The intensifying competition in the shopping service sector means customers have numerous alternative service providers to choose from. This situation makes customer loyalty a strategic factor for the company's sustainability (Peng & Wang, 2006). Repeat purchases alone are not made by loyal customers; positive recommendations to other customers are also proffered, and commitment to the company's services is sustained, notwithstanding the myriad alternatives available in the market (Hanaysha, 2022). Conversely, the ease of accessing information via digital media enables customers to compare prices, service quality, response times and the experiences of other customers, making loyalty increasingly difficult to maintain (Alharthey, 2019).

Within the context of digital marketing, customer loyalty is shaped by an array of factors, among which social media is to be numbered. Social media enables companies to establish two-way communication, convey information quickly, and foster customer engagement through various forms of interactive content (Ramadiansyah et al., 2024). Active, responsive and transparent social media management can enhance customers' positive perceptions of the company, thereby fostering long-term relationships (Yasmin et al., 2024). In the Justincase business, social media is utilized to convey information on products, travel schedules, the purchasing process, and delivery documentation, which is expected to enhance customer loyalty.

Beyond social media, electronic word of mouth (e-WOM) likewise constitutes a factor by which customer loyalty may potentially be influenced. In the course of the decision-making process, reviews, testimonials, and the experiences of other customers are apt to be sought out by consumers prior to a particular service being resolved upon (Erkan & Evans, 2016). In the parcel forwarding business, e-WOM plays an increasingly important role because transactions take place without any physical interaction between customers and service providers (Handoyo, 2024). Positive testimonials regarding service quality, delivery reliability and product authenticity can boost customer confidence, whilst negative reviews can undermine perceptions of the service provider's credibility (Akhtar et al., 2026).

Another factor of equal importance is online interaction. The entire transaction process in the consignment service business, from the provision of information, ordering of goods, payment confirmation, to the resolution of complaints, is carried out via digital communication (Hanaysha, 2022). Therefore, the quality of online interactions which are fast,

responsive and transparent, is a key factor in creating a positive customer experience (Alharthey, 2023). In the Justincase service, online interactions take place via Instagram, WhatsApp groups and direct messages; consequently, the quality of the communication established is thought to influence customer loyalty.

Nonetheless, seldom is the relationship binding social media, e-WOM, and online interactions to customer loyalty rendered direct. Within the shopping agency business, the entirety of the transactional process, spanning purchase, payment, and ultimate delivery of goods, must be entrusted by customers to the service provider; the decision to engage in repeat purchases is, consequently, decisively governed by the degree of trust extended (Widodo, 2023). Perceived risk may be attenuated by consumer trust, whilst confidence in a company's credibility is simultaneously bolstered and long-term commitment cultivated (Yasmin et al., 2024). Positioned accordingly, within this study, as a mediating variable is consumer trust, through which the influence exerted by social media, e-WOM, and online interactions upon customer loyalty is bridged.

Prior studies have examined the influence of social media, e-WOM, and online interactions on customer loyalty, but results remain inconsistent: some report a positive and significant effect, while others find the effect insignificant when mediating variables, particularly consumer trust, are excluded. Moreover, most prior research has focused on the e-commerce, marketplace, and digital retail sectors, leaving customer loyalty in the consignment service sector relatively unexamined. This gap warrants further investigation. Building on this evidence and gap, this study analyzes the influence of social media, e-WOM, and online interactions on customer loyalty, with consumer trust as a mediating variable, within the Justincase consignment service. The study aims to contribute to digital marketing literature on consignment service businesses and to offer practical insights for business operators designing digital communication strategies that strengthen customer trust and loyalty.

2. Literature Review

2.1. Relationship Marketing Theory

Elucidated by Morgan and Feng (2024) is the tenet that Relationship Marketing Theory accords paramount importance to the cultivation, nurturing, and perpetuation of enduring relationships between companies and customers, anchored in trust and commitment. Owing to technological advancement, such relationships are no longer forged exclusively through direct interaction but are increasingly mediated by social media, websites, and sundry digital platforms. Posited by Yasmin et al. (2024) is that digital communication characterized by responsiveness, transparency, and interactivity assumes a pivotal role in sustaining customer relationships. Within the ambit of consignment services, explicated by Banerji and Singh (2024) is the notion that transparency of information, intensive communication, and responsive service can augment trust, thereby engendering customer loyalty. Accordingly, this theory is employed as a grand theory, elucidating the relationship among social media, electronic word of mouth (e-WOM), online interaction, consumer trust, and customer loyalty.

2.2. The Effect of Social Media on Customer Loyalty

Social media is a digital marketing tool that supports the formation of long-term relationships between companies and customers through communication, interaction, and value creation, in line with Relationship Marketing Theory. Effective social media management can enhance customer closeness, thereby fostering customer loyalty. Findings

from previous research indicate that social media marketing activities have a positive effect on customer loyalty (Awali & Astuti, 2021; Bismoaziiz et al., 2021; Pinto & Paramita, 2021; Salsabila & Indrawati, 2022). Elicited from this theoretical framework, in conjunction with the aforementioned research findings, is the proposition that customer loyalty is fostered to a degree commensurate with the caliber of a company's social media activities. Consequently, the hypothesis proposed is:

H1: Social media has a positive and significant effect on customer loyalty towards Justincase's parcel delivery service.

2.3. The Effect of Electronic Word of Mouth on Customer Loyalty

Electronic word of mouth (e-WOM) refers to digital communication among consumers involving experiences, recommendations, and appraisals of a product or service. From the vantage point of Relationship Marketing Theory, e-WOM strengthens the relationship between consumers and the company by augmenting trust and positive perceptions of the service. Prior studies indicate that e-WOM positively affects customer loyalty through heightened consumer engagement (Bismoaziiz et al., 2021), stronger consumer-brand relationships (Erkan & Evans, 2022), augmented trust in the service (Handi et al., 2018), or community-based digital communication activities by which customer loyalty is reinforced (Yasmin et al., 2024). Accordingly, the more positive the e-WOM received, the higher the customer loyalty. Based on the above, the hypothesis proposed is:

H2: Electronic word of mouth has a positive and significant effect on customer loyalty to the Justincase's parcel delivery service.

2.4. The Effect of Online Interaction on Customer Loyalty

Online interaction encompasses the entire transaction process in the consignment service business, from the provision of information and ordering of goods to payment confirmation and the resolution of complaints, all carried out via digital communication (Hanaysha, 2022). From the vantage point of Relationship Marketing Theory, interaction that is fast, responsive, and transparent creates a positive customer experience and strengthens the relationship between consumers and the company (Alharthey, 2023). The higher the quality of online interaction a company provides, the greater the customer loyalty it is likely to generate. Based on the above, the hypothesis proposed is:

H3: Online interaction has a positive and significant effect on customer loyalty to the Justincase's consignment service.

2.5. The Effect of Social Media on Consumer Trust

According to Relationship Marketing Theory, social media plays a role in building consumer trust through transparency of information, consistency in communication, and ongoing interaction. Active and transparent social media marketing activities have been shown to increase customer engagement, relationship equity, and positive perceptions of the company, which ultimately strengthen consumer trust (Situmorang & Muchtar, 2021; Yasmin et al., 2024; Zahra & Zuliestiana, 2022). Optimally managed, therefore, a company's social media activities are apt to correspond with a heightened level of consumer trust in the company. The hypothesis proposed, consequently, is as follows:

H4: Social media has a positive and significant effect on consumer trust in Justincase's consignment services.

2.6. The Effect of Electronic Word of Mouth on Consumer Trust

As previously defined, e-WOM constitutes digital communication transacted among consumers regarding their experiences with a product or service. From the vantage point of Relationship Marketing Theory, customer trust in a company can be built through credible information furnished by other consumers. Uncertainty is thereby diminished and consumer trust in service quality is augmented through positive e-WOM. A positive influence upon consumer trust has been indicated by e-WOM in research findings, such being underpinned by the quality of information, the credibility of the source, and the efficacy of digital communication (Azhari et al., 2026; Handi et al., 2018; Ismagilova et al., 2021; Yasmin et al., 2024). Predicated upon the theoretical framework and antecedent research findings, consumer trust in the company attains a commensurately higher level to the degree that the e-WOM received by customers is positive. Accordingly, the hypothesis proposed is thus:

H5: Electronic word of mouth has a positive and significant effect on consumer trust in Justincase's consignment services.

2.7. The Effect of Online Interactions on Consumer Trust

According to Relationship Marketing Theory, high-quality online interactions play a role in building customer trust through consistent, responsive and transparent communication. The quality of interactions, such as response speed, openness of information, and the company's ability to meet customer needs, has been shown to enhance consumer trust (Prasetyo, 2024). Furthermore, effective digital interactions can create a closer communication experience, strengthen customer relationships, and enhance psychological attachment to the brand (Alharthey, 2019; Fauziyah & Yoestini, 2024; Siregar et al., 2023). Consequently, consumer trust attains a commensurately higher level to the degree that a company's online interactions are marked by superior quality. Predicated upon the foregoing, the research hypothesis is thus formulated as follows:

H6: Online interactions have a positive and significant effect on consumer trust in Justincase's consignment services.

2.8. The Effect of Consumer Trust on Customer Loyalty

A key factor in the building of customer loyalty is constituted by consumer trust. In accordance with Relationship Marketing Theory, repeat purchases, recommendations, and long-term relationships are more readily maintained by customers in whom a high level of trust in a company has been instilled. A positive effect on customer loyalty, exerted through strengthened relationships between customers and the company, has likewise been indicated by trust in research findings (Alharthey, 2023), customer experience (Rather & Jaziri, 2022), brand trust (Hanaysha, 2022), and customer relationships based on digital activities (Yasmin et al., 2024). Hence, customer loyalty attains a commensurately higher level to the degree that consumer trust in a company is elevated. Accordingly, the hypothesis proposed is thus:

H7: Consumer trust has a positive and significant effect on customer loyalty to the Justincase's parcel delivery service.

2.9. The Effect of Social Media on Customer Loyalty through Consumer Trust

A pivotal role in the cultivation of customer loyalty, effected through the development of consumer trust, is played by social media. Postulated by Relationship Marketing Theory is that interactions conducted via social media, provided they are characterized by consistency and transparency, can foster trust, which subsequently matures into customer loyalty. Indicated by research findings is that loyalty can be enhanced by social media marketing activities, this being mediated by the intervening role of consumer trust (Alharthey, 2023; Hanaysha, 2022;

Yasmin et al., 2024). Furthermore, Awali and Astuti (2021) emphasize that consumer trust is the primary mechanism linking digital marketing activities to customer loyalty. Based on the above, the following hypothesis is proposed:

H8: Consumer trust mediates the influence of social media on customer loyalty in the Justincase's parcel delivery service.

2.10. The Effect of Electronic Word of Mouth on Customer Loyalty via Consumer Trust

A digital information source capable of shaping customer trust through reviews, experiences, and recommendations furnished by other consumers is what electronic word of mouth (e-WOM) is constituted by. From the vantage point of Relationship Marketing Theory, the basis for the development of long-term relationships is formed by trust, whereby customer loyalty is ultimately enhanced. A role in the building of trust in a brand has been indicated by e-WOM, as demonstrated in research by Erkan and Evans (2022), whilst an increase in trust through electronic communication between consumers was demonstrated by Jiménez et al. (2022). Furthermore, a bridge between digital communication and customer loyalty was found by Pangkey and Kainde (2026) to be constituted by trust, whilst the strengthening of loyalty through improved customer relationships, facilitated by digital communication and customer engagement, was explained by Yasmin et al. (2024). Consequently, it is hypothesized that the influence of e-WOM on customer loyalty is mediated by consumer trust.

H9: Consumer trust mediates the effect of Electronic Word of Mouth on customer loyalty in the Justincase's parcel delivery service.

2.11. The Effect of Online Interaction on Customer Loyalty via Consumer Trust

Responsive, informative and sustained online interaction can build better relationships between companies and customers through effective communication and increased trust, as explained in Relationship Marketing Theory. The trust that is formed serves as the foundation for customer loyalty. Research findings indicate that digital interactions influence loyalty by enhancing customer relationships and trust (Alharthey, 2023), strengthening the relationship between customers and the brand (Fauziyah & Yoestini, 2024), building trust that impacts loyalty (Kurniawati et al., 2026), and creating positive customer experiences and relationships as factors shaping loyalty in the service sector (Rather & Jaziri, 2022). Based on this discussion, the following hypothesis is proposed:

H10: Consumer trust mediates the effect of online interactions on customer loyalty to the Justincase's parcel delivery service.

The conceptual framework is illustrated in Figure 1.

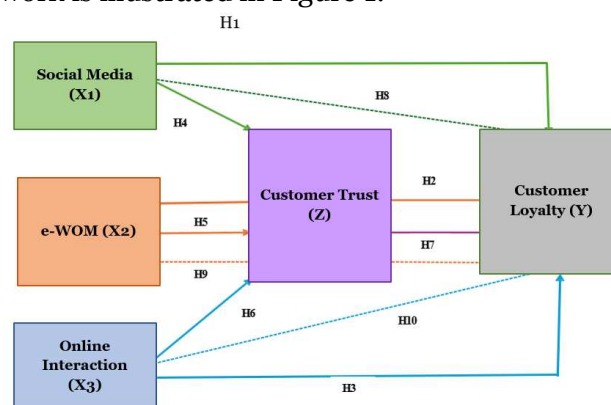


Figure 1. Conceptual framework
Source: Authors' compilation (2026)

3. Methods

3.1. Type and Nature of the Research

Enlisted by this study is a quantitative approach, explanatory research in particular, marshalled so as to examine the influence exerted by social media, electronic word of mouth (e-WOM), and online interactions upon customer loyalty, with consumer trust operating as a mediating variable within the Justincase consignment service. Data were garnered by dint of a questionnaire, and Structural Equation Modeling Partial Least Squares (SEM-PLS) constituted the method whereby such data were subsequently scrutinized, this method being endowed with the capacity to test both direct and indirect relationships subsisting between latent variables. Prosecuted through the successive stages of hypothesis formulation, data collection, statistical analysis, and systematic interpretation of results was the research, the tenets of scientific inquiry being thereby honored.

3.2. Data Sources, Time and Location of the Research

The data sources comprised primary data obtained via an online questionnaire using a five-point Likert scale administered to Justincase customers, as well as secondary data derived from business reports and various academic literature relating to consignment services and digital marketing. The research was carried out from 6 to 20 July 2026, encompassing the preparation, data collection, and analysis and reporting of results. Data collection was conducted via a Google Form distributed on social media and the Justincase WhatsApp Group. The research was focused on the DKI Jakarta and Tangerang regions, which have the largest number of Justincase Instagram followers and constitute the primary market for these shopping agency services.

3.3. Population and Sample

The research population comprised all Justincase customers who had used the shopping service and interacted via social media or digital communication platforms, thereby having the experience to assess the quality of the service. The sampling technique employed non-probability sampling using a purposive sampling method, targeting respondents aged 17-65 years who were active users of Justincase's services, were active on social media (Instagram, TikTok or the WhatsApp Group), and had read reviews about Justincase. Based on the SEM-PLS guidelines with 28 research indicators, the minimum sample size was set at 140 respondents ($5 \times$ the number of indicators) to meet the requirements for analyzing both direct and indirect relationships within the research model.

3.4. Variable Operationalization

This study utilizes five variables, namely Social Media (X_1), Electronic Word of Mouth (X_2), Online Interaction (X_3), Consumer Trust (Z), and Customer Loyalty (Y). Measured by means of a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), with indicators adapted from antecedent research, were all variables. Indicators were grouped into the following dimensions: social media across entertainment, interaction, trendiness, customization, and word of mouth; e-WOM across intensity, positive opinion, and content; online interaction across responsiveness, communication, and engagement; consumer trust across ability, benevolence, and integrity; while customer loyalty is measured across repeat purchase, referral, and retention. All indicators were designed to objectively measure customers' perceptions of digital marketing activities, trust, and loyalty.

3.5. Data Collection Method

Carried out by means of a quantitative survey, employing a structured questionnaire predicated upon a five-point Likert scale, was the collection of data. Antecedent to the distribution of the principal questionnaire, a pre-test was administered to thirty respondents, this being undertaken so as to ensure clarity of language, content validity, and construct reliability. The questionnaire was then distributed online via Google Forms to at least 140 Justincase customers who met the research criteria. The Likert scale was chosen as it is capable of systematically describing respondents' perceptions and facilitates statistical analysis using SEM-PLS.

3.6. Data Analysis Methodology

Inaugurated with validity testing was the data analysis, encompassing convergent validity (factor loadings ≥ 0.70 and AVE ≥ 0.50), discriminant validity, appraised via the Fornell-Larcker and HTMT criteria (< 0.90), and content validity, established through expert judgment. Subsequently, reliability testing was affected by dint of Cronbach's Alpha and Composite Reliability, a minimum value of 0.70 being requisite. Once the requirements had been satisfied by the instrument, a descriptive analysis of the characteristics of the respondents and the research variables was undertaken, this being succeeded by SEM-PLS analysis, which encompassed an evaluation of the outer model, whereby the validity and reliability of the indicators were tested, and the inner model, whereby the hypotheses were tested by means of path coefficients, R^2 and Q^2 values, and bootstrapping comprising 5,000 resampling. The direct and indirect effects of social media, e-WOM, and online interactions upon customer loyalty, mediated via consumer trust, were probed by dint of this analysis.

4. Results and Discussion

4.1. Research Results

4.1.1. Characteristics of Respondents

In this study, the characteristics of the respondents were categorized according to several aspects, namely gender, age, highest level of education, occupation, frequency of use of the Justincase service, and the length of time they had been using the Justincase parcel delivery service.

Table 1. Distribution of Respondent Characteristics (N = 140)

Characteristics	Category	Frequency	Percentage
Gender	Women	109	77.9%
	Men	31	22.1%
Age	15-25 years old	23	16.4%
	26-35 years old	51	36.4%
	36-45 years old	58	41.4%
	46-60 years old	6	4.3%
	over 60 years old	2	1.4%
	<Rp1.000.000	16	11.4%
	Rp5.000.000-Rp10.000.000	54	38.6%
Monthly Income	Rp10.000.001-Rp15.000.000	29	20.7%
	Rp15.000.001-Rp20.000.000	17	12.1%
	>Rp20.000.000	24	17.1%
Service Usage over 6-12 Months	Yes	127	90.7%
	No	13	9.3%

Source: Processed primary data, 2026

Based on 140 respondents as in Table 1, Justincase's customers are predominantly women (77.9%), aged 36-45 (41.4%), and with a monthly income of Rp5,000,000-Rp10,000,000 (38.6%). A total of 90.7% of respondents had also used the service within the last 6-12 months, and were therefore deemed to have relevant experience to assess the research variables. These findings indicate that the majority of respondents had relatively recent experience of using the service, and were therefore considered capable of providing relevant assessments of social media, electronic word of mouth, online interactions, consumer trust, and customer loyalty towards Justincase's parcel delivery service.

4.1.2. Evaluation of the Measurement Model (Outer Model)

A. Convergent Validity Test

The convergent validity test assesses the extent to which each indicator represents its latent construct. All indicators showed outer loadings above 0.70, ranging from 0.753 (X1.6, Social Media) to 0.868 (X3.5, Online Interaction). As all values met the minimum threshold, no indicators were eliminated, and the model proceeded to AVE, reliability, and structural model testing.

B. Average Variance Extracted (AVE) Test

The Average Variance Extracted (AVE) test assesses each construct's capacity to explain the variance of its indicators; convergent validity is met if AVE exceeds 0.50.

Table 2. Results of the Average Variance Extracted (AVE) Test

Variable	AVE	Description
Social Media	0.649	Valid
Electronic Word of Mouth	0.706	Valid
Online Interaction	0.715	Valid
Consumer Trust	0.658	Valid
Customer Loyalty	0.681	Valid

Source: Primary data analyzed using SmartPLS 4 (2026)

Table 2 present that all AVE values exceeded the 0.50 threshold (0.649 to 0.715), confirming convergent validity for all constructs and indicating that each construct explains more than 50 percent of its indicators' variance (Hair et al., 2022). The measurement model thus met the criteria for convergent validity and proceeded to discriminant validity and reliability testing.

4.1.3. Discriminant Validity Test

The Heterotrait-Monotrait Ratio (HTMT) was used to test discriminant validity, with a threshold of less than 0.90 between constructs.

Table 3. Results of the Discriminant Validity Test

	Social Media	E-WOM	Online Interaction	Consumer trust	Customer Loyalty
Social Media					
E-WOM	0.249				
Online Interaction	0.297	0.220			
Consumer Trust	0.551	0.502	0.516		
Customer Loyalty	0.675	0.582	0.660	0.819	

Source: Primary data analyzed using SmartPLS 4 (2026)

Table 3 present that all HTMT values fell below 0.90, ranging from 0.220 to 0.819 (the highest between Consumer Trust and Customer Loyalty), indicating good discriminant validity with no overlap between constructs (Hair & Alamer, 2022; Henseler et al., 2015). The measurement model thus met the criteria for discriminant validity.

4.1.4. Construct Reliability Test

The reliability test assesses the consistency of the research instrument, with a threshold of 0.70 for both Cronbach's Alpha and Composite Reliability (Hair & Alamer, 2022). Cronbach's Alpha values ranged from 0.886 to 0.899, and Composite Reliability values ranged from 0.917 to 0.928, confirming that all constructs are reliable and possess sound internal consistency for further SEM-PLS analysis.

4.1.5. Structural Model Evaluation (Inner Model)

A. Model Fit Test

Model fit was assessed using SRMR, d_ULS, Chi-square, and NFI, with an SRMR below 0.08 indicating adequate fit.

Table 4. Model Fit Test Results

Indicator	Value	Criteria	Interpretation
SRMR	0.057	< 0.08	Meets the requirements
d_ULS	1.311	The smaller, the better	Supplementary information
Chi-square	512.577	Further information	Not used on its own
NFI	0.820	Approaching 1	Quite good

Source: Primary data analyzed using SmartPLS 4 (2026)

Table 4 present that The NFI value of 0.820, however, falls below the 0.90 threshold conventionally associated with good model fit, and is therefore acknowledged as a limitation of the structural model rather than evidence of strong fit. These fit measures were used as supplementary information and did not constitute the sole basis for accepting the PLS-SEM model.

B. PLSpredict Test

The PLSpredict test assesses the model's predictive ability for new data, based on Q²predict values greater than 0 and a comparison of PLS RMSE with linear model (LM) RMSE.

Table 5. PLSpredict Results

Endogenous Construct	Q ² predict	RMSE PLS	RMSE LM	Interpretation
Consumer trust	0.283	0.615	0.659	High predictive power (6 out of 6 indicators)
Customer Loyalty	0.456	0.530	0.560	Moderate to high predictive power (5 out of 6 indicators)

Source: Primary data analyzed using SmartPLS 4 (2026)

Table 5 present that all Q²predict values exceeded 0, and PLS RMSE was lower than LM RMSE for most indicators, confirming predictive relevance. Consumer Trust showed high predictive power, and Customer Loyalty showed moderate to high predictive power.

4.1.6. Hypothesis Testing

Hypothesis testing was conducted via bootstrapping with 5,000 subsamples. A hypothesis is supported if the coefficient direction is consistent with the hypothesis, the t-statistic exceeds 1.96, the p-value is below 0.05, and the 95 percent confidence interval excludes zero.

Table 6. Results of Hypothesis Testing (Path Coefficients)

Route	Original Sample	Sample Mean	STDEV	t-statistic	p-value	95% CI
E-WOM → Consumer Trust	0.309	0.310	0.064	4.855	p < 0.001	[0.183; 0.437]
E-WOM → Customer Loyalty	0.242	0.238	0.051	4.706	p < 0.001	[0.134; 0.337]
Online Interaction → Consumer Trust	0.314	0.314	0.064	4.917	p < 0.001	[0.188; 0.438]
Online Interaction → Customer Loyalty	0.308	0.305	0.057	5.367	p < 0.001	[0.192; 0.417]
Consumer Trust → Customer Loyalty	0.334	0.338	0.069	4.814	p < 0.001	[0.204; 0.477]
Social Media → Consumer Trust	0.341	0.345	0.066	5.185	p < 0.001	[0.217; 0.470]
Social Media → Customer Loyalty	0.310	0.310	0.059	5.217	p < 0.001	[0.195; 0.429]

Source: Primary data analyzed using SmartPLS 4 (2026)

Table 6 present that all paths showed positive coefficients, t-statistics above 1.96, and p-values below 0.001, with zero excluded from all confidence intervals. The largest coefficient was Social Media to Consumer Trust (0.341), and the smallest was E-WOM to Customer Loyalty (0.242). All direct effect hypotheses were therefore supported. An indirect effect test was then conducted to assess Consumer Trust's mediating role, using the same significance criteria (t-statistic above 1.96, p-value below 0.05, confidence interval excluding zero).

Table 7. Results of Hypothesis Testing (Specific Indirect Effect)

Indirect Route	Original Sample	Sample Mean	STDEV	t-statistic	p-value	95% CI
E-WOM → Consumer Trust → Customer Loyalty	0.103	0.105	0.032	3.186	0.001	[0.049; 0.174]
Online Interaction → Consumer Trust → Customer Loyalty	0.105	0.107	0.033	3.200	0.001	[0.050; 0.177]
Social Media → Consumer Trust → Customer Loyalty	0.114	0.116	0.031	3.617	p < 0.001	[0.061; 0.185]

Source: Primary data analyzed using SmartPLS 4 (2026)

Table 7 present that all indirect effects met the significance criteria, confirming that Consumer Trust mediates the effects of E-WOM, Online Interaction, and Social Media on Customer Loyalty. The largest indirect effect was Social Media (0.114), followed by Online Interaction (0.105) and E-WOM (0.103). As both direct and indirect effects were significant, these three relationships constitute complementary partial mediation (see the model in Figure 2).

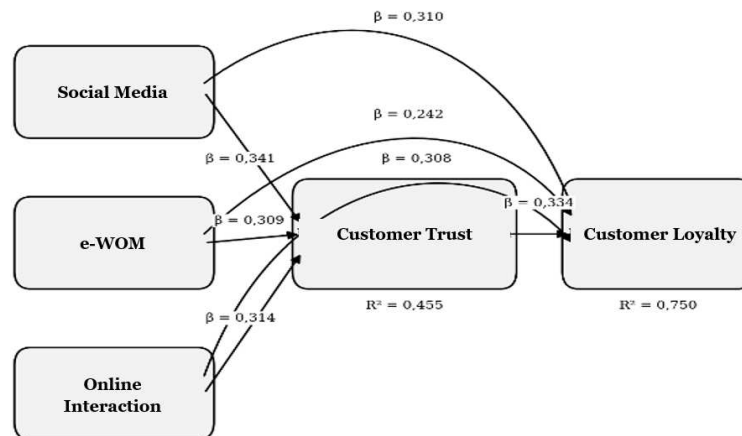


Figure 2. PLS-SEM Model: Estimation Results Based on 140 Respondents
Source: PLS-SEM data analysis results, 2026

4.2. Discussion

4.2.1. The Effect of Social Media on Customer Loyalty on Justincase's Parcel Delivery Service

Social media has a positive and significant effect on customer loyalty to Justincase's parcel delivery service, indicating that the more effectively social media is utilized for communication and marketing, the higher customer loyalty becomes. Not merely as a promotional tool, consequently, does social media serve, but also as a means by which long-term relationships between the company and its customers are built. In Justincase's business operations, social media serves as the primary channel for conveying information regarding trip schedules, product catalogues, promotions, the purchasing process, and documentation of goods received by customers. Furthermore, Justincase utilizes social media to answer customer queries, provide the latest updates, and foster closer communication through various interactive features. Thereby facilitated is customers' access to information, whereby their experience whilst using the consignment service is enhanced.

Supported by the findings of this study is Relationship Marketing Theory, wherein it is stated that customer loyalty is built through long-term relationships grounded in effective communication, customer engagement, and positive experiences. Social media enables companies to create two-way relationships with customers, making customers feel closer to the company. Consistent with the research by Prasetya and Sigit (2025), these findings indicate that customer loyalty is positively influenced by social media through enhanced customer engagement with the company's activities. Similarly, Yulfiswandi and Rosmawati (2025) found that high-quality social media engagement can strengthen the emotional bond between customers and the company, thereby fostering customer loyalty.

Given these circumstances, Justincase needs to maintain consistency in managing its social media by providing accurate information, engaging content, and responsive communication to increase customer engagement, strengthen long-term relationships, and maintain customer loyalty amidst the increasingly competitive parcel delivery service sector.

4.2.2. The Effect of Electronic Word of Mouth on Customer Loyalty on Justincase's Parcel Delivery Service

Electronic word of mouth (e-WOM) has a positive and significant effect on customer loyalty to Justincase's parcel delivery service, indicating that the more positive the information, reviews, or recommendations customers receive via digital media, the higher their loyalty becomes. Within the consignment service sector, uncertainty is generally faced

by customers, as products cannot be directly seen or obtained prior to purchase. Consequently, the experiences of other customers, shared via social media, serve as a highly credible source of information. Key considerations before customers decide to use the Justincase service again are constituted by testimonials regarding delivery accuracy, product authenticity, friendly service, and transaction experiences.

Aligned with Relationship Marketing Theory are these research findings, wherein it is explained that the relationship between a company and its customers is built not only through corporate communication, but also through communication between customers themselves. Consistent with the research by Ginting et al. (2023), a positive influence on customer loyalty is exerted by e-WOM, as positive perceptions of the company are thereby enhanced. Indicated also, by research conducted by Dewi and Padmantyo (2025), is that a key factor in the building of loyalty to digital-based services is constituted by positive customer reviews. Continued maintenance of service quality is therefore required of Justincase, so that customers might be encouraged to post positive reviews on social media. Authentic customer testimonials and satisfying transaction experiences will serve as effective marketing strategies for enhancing customer loyalty whilst attracting new customers.

4.2.3. The Effect of Online Interaction on Customer Loyalty in the Justincase Consignment Service

Online interaction has a positive and significant effect on customer loyalty in the Justincase consignment service, indicating that the better the quality of interaction between the service provider and customers via digital media, the higher customer loyalty becomes. In Justincase's operational activities, online interaction takes place via various communication channels such as Instagram Direct Messages (DMs), personal WhatsApp messages, and a WhatsApp group comprising approximately 839 active customers. Through these channels, customers can obtain information about trip schedules, place product orders, inquire about stock availability, receive updates on order progress, and submit complaints or feedback. These research findings support Relationship Marketing Theory, which explains that continuous communication is one of the foundations for building long-term relationships with customers. When customers feel they are receiving attention, prompt responses, and solutions to any problems they face, their level of satisfaction and loyalty will increase.

Consistent with the findings of Evelina et al. (2023), this study demonstrates that the quality of digital communication positively influences customer loyalty by enhancing the customer experience throughout the transaction process. Similarly, Kesumahati et al. (2025) found that responsive interactions through digital media strengthen the relationship between service providers and customers. Furthermore, Arrosadi et al. (2022) highlighted that communicative and responsive service is an important factor in a company's ability to retain its customers. Based on these results, Justincase needs to maintain and improve the quality of its online interactions through prompt responses, clear information delivery, and more personalized communication with customers, while continuously optimizing the use of WhatsApp Groups as a communication channel.

4.2.4. The Effect of Social Media on Consumer Trust in Justincase's Parcel Delivery Service

Social media has a positive and significant effect on consumer trust in Justincase's consignment services, indicating that the better the quality of information and communication conveyed via social media, the higher the level of consumer trust becomes. In the shopping service business, customers cannot directly see the products they are purchasing or the purchasing process carried out by the service provider. Therefore, social media serves as the

primary means of reducing this uncertainty. Justincase regularly shares documentation of journeys, the process of purchasing goods overseas, proof of transactions, product catalogues, and documentation of goods being handed over to customers.

Aligned with Relationship Marketing Theory are these research findings, wherein trust is explicated as one of the pivotal components in the cultivation of enduring relationships between companies and customers. Consistent with the research by Prasetya and Sigit (2025), a positive influence on customer trust is exerted by social media through the provision of transparent and easily accessible information. Stated also, by research conducted by Yulfiswandi and Rosmawati (2025), is that the quality of social media plays a crucial role in building customer trust prior to a consignment service transaction. Demonstrated furthermore, by Kesumahati et al. (2025), is that a company's credibility in the eyes of customers can be enhanced through professionally managed social media. Based on these findings, Justincase needs to continue maintaining consistency in conveying accurate, transparent, and easily understandable information via social media, as well as providing tangible evidence of every service activity to further boost customer trust.

4.2.5. The Effect of Electronic Word of Mouth on Consumer Trust in Justincase's Parcel Delivery Service

Electronic word of mouth (e-WOM) has a positive and significant effect on consumer trust in Justincase's consignment services, indicating that the more positive the information, reviews, and recommendations customers receive via digital media, the higher their trust becomes. In the parcel forwarding business, customers cannot view the products in person before making a purchase. Consequently, information from other customers becomes one of the primary sources of reference in reducing transaction uncertainty. Reviews regarding product authenticity, delivery punctuality, service quality, and overall experience form the basis for prospective customers to assess the company's credibility.

Supported by the findings of this study is Relationship Marketing Theory, wherein long-term relationships between companies and customers are built through trust formed by effective communication. When customers receive positive information from other consumers, their perceived risk decreases, and their trust in the company increases. Consonant with the research by Prasetya and Sigit (2025), consumer trust is positively influenced by e-WOM through the enhancement of perceptions of a company's credibility. Batubara (2025) research also found that communication between consumers via digital media is a key factor in shaping trust in online-based services. Furthermore, the study by Ginting et al. (2023) showed that the better the quality of e-WOM, the higher the level of customer trust in digital service providers. Based on these findings, Justincase needs to continue maintaining service quality so that customers are encouraged to share positive experiences, and can encourage customers to leave reviews after a transaction as a form of user-generated content that boosts the trust of prospective customers.

4.2.6. The Effect of Online Interaction on Consumer Trust in Justincase's Parcel Delivery Service

Online interaction has a positive and significant effect on consumer trust in Justincase's consignment services, indicating that the better the interaction a company provides to its customers, the higher their trust in the service becomes. In practice, online interaction at Justincase is conducted intensively through various communication channels such as Instagram, WhatsApp, and WhatsApp Groups comprising hundreds of active customers. Through these platforms, customers can obtain information regarding trip schedules, estimated delivery times, payment confirmations, and updates on the purchasing process,

which helps alleviate concerns regarding the transaction risks commonly associated with consignment services.

Consonant with Relationship Marketing Theory, ongoing communication is one of the pivotal foundations for the cultivation of customer trust. A good relationship is determined not only by the end result, but also by the quality of communication throughout the service process. Corroborating the findings of Evelina et al. (2023), the present study establishes that the quality of digital communication strengthens customer trust by cultivating a greater sense of security throughout the transaction process. Research by Kesumahati et al. (2025) also found that intensive interaction between service providers and customers via digital media contributes to building trust in consignment services. Furthermore, Arrosadi et al. (2022) explain that responsive service is one of the key indicators in shaping customer trust in service providers. Based on these findings, Justincase needs to continue maintaining the quality of its online interactions by improving response times, providing accurate information, and engaging in more personalized communication with customers.

4.2.7. The Effect of Consumer Trust on Customer Loyalty in Justincase's Parcel Delivery Service

Consumer trust has a positive and significant effect on customer loyalty to Justincase's consignment service, indicating that the higher customers' trust in Justincase, the higher their loyalty becomes. The nature of the shopping service business involves relatively high uncertainty compared to conventional transactions. Customers must make payment in advance before goods are purchased, wait for the delivery process to be completed, and entrust the purchasing process to the service provider. Therefore, trust is a key asset in the sustainability of the shopping service business.

Reinforced by the results of this study is the Relationship Marketing Theory proposed by Morgan and Hunt (1994), wherein trust and commitment are the two key variables in building long-term relationships between companies and customers. The theory explains that when customers have high trust in a company, they are more willing to maintain the relationship, are less likely to switch to competitors, and demonstrate loyal behavior. Consonant with the findings of Arrosadi et al. (2022), customer loyalty in the parcel delivery service sector is positively influenced by trust. These findings are further supported by Rifa'i et al. (2020), who demonstrated that trust is a key variable in enhancing customer loyalty in the use of consignment services. Further, Ginting et al. (2023) found that increased customer trust contributes significantly to the development of customer loyalty in digital services.

Given these circumstances, Justincase needs to prioritize building trust as a key strategy for retaining customers, including maintaining consistent service quality, providing transparent information, regularly updating customers on the progress of their purchases, and resolving complaints promptly and professionally. Further underscored by the empirical evidence is the pivotal position occupied by consumer trust, which emerges as the most consequential determinant of customer loyalty among the direct relationships in the research model. The primary focus of Justincase's business development, consequently, lies not merely in increasing digital promotional activities, but also in ensuring that each activity is capable of building and maintaining customer trust over the long term.

4.2.8. The Effect of Social Media on Customer Loyalty via Consumer Trust in Justincase's Parcel Delivery Service

Consumer trust mediates the effect of social media on customer loyalty in Justincase's consignment service, indicating that social media influences loyalty not only directly, but also through the enhancement of consumer trust. The social media channels managed by

Justincase serve not only as a platform for product promotion but also as a means of demonstrating the company's credibility. Various types of content, such as documentation of overseas trips, the purchasing process, customer testimonial posts, estimated delivery times, and documentation of product handover, constitute forms of transparency that can boost customer confidence. This finding aligns with Relationship Marketing Theory, which explains that effective communication builds customer trust, which then develops into a long-term relationship demonstrated through customer loyalty. Consumer trust, therefore, acts as a mechanism that bridges the influence of social media on customer loyalty.

These research findings are consistent with the study by Prasetya and Sigit (2023), which states that social media influences loyalty by increasing customer trust. The research by Kesumahati et al. (2025) also shows that professionally managed social media activities can increase customer trust, thereby leading to increased customer loyalty in consignment services. Yulfiswandi and Rosmawati (2025) further locate trust formation within the quality of social media, with such trust subsequently bearing upon customers' inclination to remain users of the service. For Justincase, the implication extends beyond the tactical deployment of social media for promotional exposure. Information that is transparent in substance, consistent in presentation, and relevant to customers' concerns can furnish the basis upon which trust is consolidated. Social media management at Justincase should therefore be conceived as a long-horizon relational practice, in which the preservation of customer confidence takes precedence over the transient attainment of sales responses.

4.2.9. The Effect of Electronic Word of Mouth on Customer Loyalty via Consumer Trust in Justincase's Parcel Delivery Service

Consumer trust mediates the effect of electronic word of mouth (e-WOM) on customer loyalty in Justincase's consignment service, indicating that e-WOM influences loyalty not only directly, but also through the enhancement of consumer trust. In the parcel delivery service sector, customers generally do not have the opportunity to assess service quality first-hand before making a transaction. Hence, the experiences of other customers shared via social media, testimonial posts, and reviews on digital platforms serve as a highly credible source of information. Reinforced by these research findings is Relationship Marketing Theory, wherein long-term relationships between companies and customers are built through communication processes capable of generating trust. When customers gain positive experiences from other consumers, their perceived transaction risk decreases, thereby increasing trust.

These research findings are consistent with the study by Ginting et al. (2023), which showed that e-WOM influences customer loyalty by increasing customer trust in digital services. Research by Dewi and Padmantyo (2025) also explains that trust acts as a mediating variable that strengthens the relationship between e-WOM and customer loyalty. Furthermore, Batubara et al. (2025) found that positive peer-to-peer communication on digital media can boost trust while strengthening long-term relationships between customers and companies. Based on these findings, Justincase needs to encourage customers to voluntarily share positive experiences following a transaction, such as reposting customer testimonials, showcasing customer reviews on social media, and building an active customer community to improve the quality of e-WOM.

4.2.10. The Effect of Online Interaction on Customer Loyalty via Consumer Trust in Justincase's Parcel Delivery Service

Consumer trust mediates the effect of online interaction on customer loyalty in Justincase's parcel forwarding service, indicating that the quality of interactions influences loyalty not only directly, but also through the enhancement of consumer trust. Online

interactions at Justincase take place via various communication channels such as Instagram, WhatsApp, and WhatsApp Groups, which serve as the primary means of customer service. During the transaction process, customers receive information regarding travel schedules, purchase estimates, payment confirmations, delivery updates, and the resolution of any issues that may arise.

The findings of this study support Relationship Marketing Theory that intensive and continuous communication is one of the key foundations for building customer trust. In this study, trust was found to be the key factor explaining how the quality of online interactions can enhance customer loyalty toward Justincase's parcel forwarding service. These findings are consistent with Evelina et al. (2023), which states that the quality of digital communication influences loyalty by increasing customer trust. Research by Kesumahati et al. (2025) also shows that responsive interactions in parcel delivery services can build trust, which in turn impacts customer loyalty. Furthermore, the study by Arrosadi et al. (2022) explains that communicative and responsive service is one of the key factors influencing a company's success in retaining customers. Based on these results, Justincase needs to continue improving the quality of online interactions through responsive service, clear information delivery, and more personalized communication with customers, including active management of WhatsApp groups, regular transaction updates, and prompt complaint resolution.

5. Conclusion

This study finds that social media, electronic word of mouth (e-WOM), and online interaction all have a positive and significant effect on both consumer trust and customer loyalty toward Justincase's parcel delivery service. Consumer trust also has a positive effect on customer loyalty, and it mediates the influence of social media, e-WOM, and online interaction on loyalty. These findings confirm that trust is a pivotal factor in building customer loyalty, reinforcing Relationship Marketing Theory within the context of digital marketing. This study contributes theoretically by reinforcing Relationship Marketing Theory and enriching digital marketing scholarship in the parcel delivery service sector. Practically, the findings suggest that Justincase should optimize its social media management, encourage positive e-WOM, improve the quality of online interactions, and maintain service transparency to strengthen consumer trust and customer loyalty.

This study has several limitations. It was conducted solely among Justincase customers, using a quantitative approach, a cross-sectional design, and a sample of 140 respondents, so the results cannot yet be widely generalized. The study also examined only five variables, so other factors may influence customer loyalty as well. Based on these findings, Justincase is advised to continue improving its social media presence, encourage positive customer reviews, maintain responsive online interactions, and build trust through transparent and consistent service. Future research should broaden the scope of inquiry by incorporating additional variables such as customer satisfaction, service quality, brand image, and customer experience. Using mixed-methods or longitudinal designs may also provide a more comprehensive understanding of the relationships among these variables while improving the generalizability of the findings.

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The authors report that there is no conflict of interest regarding this paper.

5.3. Author Contributions

P.S.J.: Conceptualization, Investigation, Formal analysis, Funding acquisition, Software, Data Curation, Resources, Visualization Writing – Original Draft.

D.S.: Methodology, Supervision, Validation, Project administration, Writing – Review & Editing.

5.4. Declaration of Generative AI and AI-assisted Technologies

In preparing this paper, the authors employed Claude for language editing and to improve grammatical clarity. All outputs provided by the AI tool were critically reviewed and edited by the authors to ensure accuracy, clarity, and adherence to academic standards. The authors take full responsibility for the integrity and content of this manuscript.

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