



Analysis of Factors Affecting Customer Loyalty and Acquisition in Sociopreneurship-Based Cleaning Services

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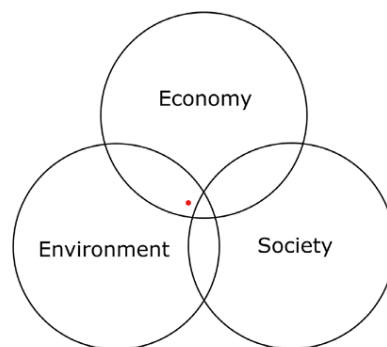
ABSTRACT

The competitive landscape necessitates that startups have competitive strategies to attract consumers and retain customers. Startups need to realize sustainable business practices where companies cannot solely focus on profit but also implement sustainable business concepts that consider social and economic dimensions. Various digital platforms can be utilized by companies to publicize their business activities. One such startup that applies this strategy is Cleansheet, a sociopreneurship in the field of cleaning service based on empowerment. The research was conducted in Bogor from January to March 2024 through interviews and the distribution of questionnaires to 285 respondents. The results of the SEM analysis show that Cleansheet's customer acquisition is significantly influenced by digital marketing, customer loyalty, and sustainability perception. Meanwhile, customer loyalty is significantly influenced by customer satisfaction, sustainability perception, digital marketing, and service quality. Regarding the indirect effect, customer satisfaction significantly acts as a mediating variable in the partial influence of digital marketing and service quality on customer loyalty.

INTRODUCTION

Currently, Indonesia's digital landscape has surpassed the Industrial Revolution 4.0 stage and is gradually accelerating the transition from 4G to 5G internet connectivity. It is also crucial for the general public to adapt to today's technological advancements. According to DataReportal, over 221.56 million people in Indonesia are expected to be online by 2024, representing 79.5% of the country's total population of 278.7 million. This trend is impacting the financial industry. Given that the majority of active internet users are on social media, as reported by DataIndonesia.id and the We Are Social report, which estimates that there will be 139 million active social media users in Indonesia by January 2024, business owners can find opportunities by targeting this market online.

With the highest number of startups in Southeast Asia, these businesses have the potential to grow rapidly due to industry collaboration, the use of technology as a supporting tool for their operations, and changing consumer behaviors as more people become aware of how to use it. Startups must achieve a sustainable business model where organizations cannot solely focus on revenue to survive in a competitive landscape. As a concept of sustainable business, the triple bottom line analyzes a company's performance through three dimensions: people (social), planet (environmental), and profit (economic) (Correia 2019). This is illustrated in the nested spheres sustainability model (Figure 1). The social dimension measures how businesses affect and benefit employees and communities. To promote environmental sustainability, companies that minimize negative impacts on the environment are evaluated according to the environmental dimension. The economic dimension, on the other hand, tracks how businesses generate revenue, which naturally relates to the other two dimensions.



Picture 1 *The Nested Spheres Model of Sustainability*
Resource: Correia (2019)

The concept of a sustainable business, hereafter referred to as the Sustainable Business Model (SBM), is crucial for startups to implement for several reasons. First, the application of SBM by startups supports the Sustainable Development Goals (SDGs). Startups that participate in addressing social and environmental issues play a significant role in supporting the SDGs related to human resources and the environment. On the other hand, research by Sutikno and Anadya (2021) indicates that the majority of consumers from startups are from Generation Y (millennials), born between 1981 and 1997, who are the most concerned about environmental sustainability and social issues. The high environmental awareness of the millennial generation stems from their being the first generation to grow up facing climate change and its various impacts. This has led millennials to become actively involved in driving change, including shifting towards green products that are environmentally friendly and opposing various forms of human resource exploitation. In line with the first reason, startups that implement SBM contribute not only to solving environmental and social problems but also to shaping consumer perceptions of the company (customer-based sustainability perception) to achieve engagement and customer loyalty.

Digital marketing plays a role in business strategy, where various digital platforms can be utilized by companies to publicize their business activities. One startup that applies this strategy is Cleansheet, a cleaning service company operating in the Jabodetabek area, a densely populated and busy region. Cleansheet offers a complete range of services, including General Cleaning, Deep Cleaning, Kitchen General Cleaning, Toilet Deep Cleaning, Soft Furniture Washing, Hydro Vacuuming, Floor Polishing, Disinfectant Fogging, Outsourcing, and subscription services. In its operations, Cleansheet employs cleaning technologies that are mostly environmentally friendly.

In today's digital era, Cleansheet utilizes various digital platforms to interact with consumers. Especially during the pandemic, digital platforms such as social media and websites have made it easier for consumers to learn about and understand Cleansheet's products and activities. Currently, Cleansheet has 23.2 thousand Instagram followers (@cleansheet_id), over 5,000 mobile app users, and its website receives hundreds of visitors. Over its five years of operation, Cleansheet has served more than 1,000 individual or household consumers (B2C), with around 20% being loyal customers.

Amidst fierce competition, Cleansheet strives to maintain consumer loyalty by building sustainability perception through the use of digital marketing, with Instagram as the primary medium connecting Cleansheet to its consumers. As summarized in Fahreza's (2019) research, digital platforms play a crucial role, and companies must manage their appearances across various digital platforms to attract consumers to purchase products or use services more than once. However, the factors influencing customer loyalty are diverse, and more research is needed to predict the variables that serve as mediators in

enhancing customer loyalty, particularly across different sectors, as customer characteristics can vary significantly in different industries (Ilyas et al. 2021). Therefore, it is essential to test the effects of digital marketing and sustainability perception on customer acquisition and loyalty at Cleansheet, which is a sociopreneurship.

Based on the reasons mentioned above, this study will investigate how Cleansheet's sustainability reputation is influenced by digital marketing and how these two factors relate to client acquisition and customer loyalty through customer satisfaction measurements. The aim of this research is to enhance client acquisition and loyalty by leveraging digital marketing platforms to provide management application recommendations for Cleansheet.

LITERATURE REVIEW

Based on the previous studies analyzed, many studies focus on the impact of digital marketing on consumer behavior and customer loyalty. Kumari and Thakur (2024) found that digital marketing can influence women's perceptions of sustainable products, where personalized strategies and influencer engagement play significant roles in shaping purchase decisions. Meanwhile, Hanif and Suyanto (2023) identified that service quality and digital marketing can enhance customer satisfaction and loyalty, particularly for a building materials store that has successfully leveraged digital marketing.

Research also highlights the importance of digital marketing in corporate sustainability. Correia (2019) demonstrated that the Triple Bottom Line (TBL) approach can enhance a company's reputation through green product innovation and corporate social responsibility (CSR) strategies. Saura et al. (2020) further explained how digital marketing can be used as a strategic tool to understand the interaction between customers and companies through online campaigns related to the social and environmental sustainability of the company's activities. Other studies, such as those conducted by Singh (2021) and Krishna et al. (2022), reinforce the positive influence of digital marketing on consumer perception and purchasing behavior during the COVID-19 pandemic. Digital marketing not only accelerates promotional activities but also creates a significant impact on brand value perception and customer loyalty.

Customer loyalty is also a topic discussed in previous research, where this loyalty can be influenced by how digital marketing is implemented (Kumar and Shah 2004), how consumers perceive the social and economic sustainability of the company (Lee and Shin 2010, Perez and Bosque 2015), and the level of satisfaction and service quality that consumers experience (Zeithaml et al. 1996). These variables not only affect loyalty but also influence the purchasing decisions of new consumers.

The scope of the research, research objectives, variables and indicators used, as well as the research methodology, distinguish this study from previous research. In this study, customer loyalty and customer acquisition in sociopreneurship-based cleaning service are examined in relation to the impact of digital marketing, sustainability perception, and service quality, through customer satisfaction. The digital marketing platforms studied are Instagram and digital websites. SEM-PLS is the analytical technique used in this research.

METHOD

In this study, two types of data were used: primary and secondary. Primary data was collected through interviews with sources from the startup Cleansheet and by sending Google Form questionnaires to respondents, who were then interviewed in various locations. Relevant literature related to the research topic provided the secondary data for this study, and the research location was conducted at the respondents' locations and the Cleansheet Branch Office in Cimanggu, Bogor, over a two-month period, from January to March 2024.

RESULT

Results of SEM-PLS Analysis

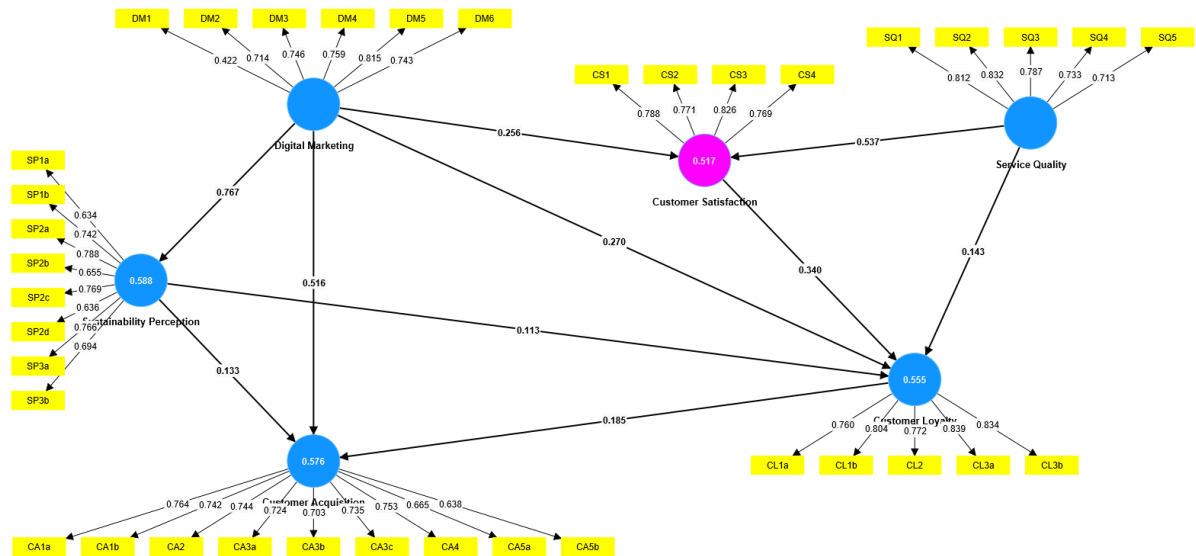
The assessment of the measurement model (outer model) and the structural model (inner model) includes SEM-PLS analysis in this work.

Evaluation of the Measurement Model (Outer Model)

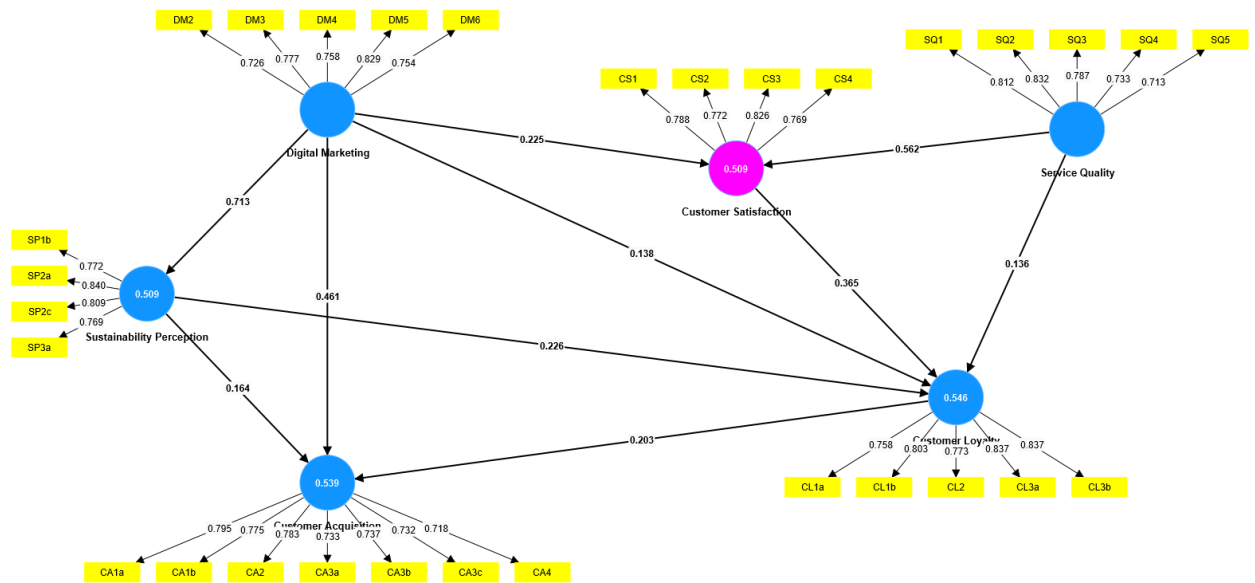
The elements of the structural equation model used in the Partial Least Squares Path Modeling analysis technique are known as the outer model in the context of path analysis. This model attempts to measure construct validity, essentially the number of latent variables represented by observable indicators. By using observable variables that can be measured directly, the outer model assesses the accuracy of measuring unobservable variables (Hair et al., 2019). Three main components form the analysis of the outer model in smartPLS: discriminant validity, construct validity and reliability, and loading factors.

The coefficients that measure how much the measurement indicators reflect the associated latent variable are known as loading factors. This indicates how strongly the indicators and the measured latent variables are related. Loading factors, which have values between 0 and 1, are calculated as regression coefficients between the indicators and the latent variables. An increasing value indicates that the indicator has a greater role in determining the hidden variable. Meanwhile, the research model framework must exclude indicators with loading factor values less than 0.7 (Hair et al., 2022).

Figure 5 shows that the loading factors for indicators DM1, SP1a, SP2b, SP2d, SP3b, CA5a, and CA5b were <0.7 , leading to the removal of these seven indicators from the model. The accessibility indicator (DM1), as well as post-purchase behavior (CA5a and CA5b), could be excluded from the model because the data obtained was already homogeneous. As many as 95% of respondents agreed regarding the ease of accessing the website and Instagram and also agreed to provide feedback after receiving Cleansheet's services. The final model obtained shows that all indicators have values > 0.7 (Figure 6).



Picture 5 Loading Factor pada Model Pengukuran Awal



Picture 6 Loading Factor pada Model Pengukuran Akhir

Several indicators have a very significant impact on the relationship between the latent variables of digital marketing, sustainability perception, service quality, customer satisfaction, customer loyalty, and customer acquisition, according to the findings of the Structural Equation Modeling Partial Least Squares (SEM PLS) model analysis. With a loading factor of 0.829, the "irritation" indicator in the digital marketing variable has the largest loading factor. This indicates the importance of the absence of disturbances when using Instagram and the marketing website to measure the digital marketing variable and to see how it affects customer acquisition and sustainability perception.

In the sustainability perception variable, the "social perception" indicator has the highest loading factor of 0.840. Related to Cleansheet as a sociopreneurship, this indicator significantly influences reflecting consumers' sustainable perception, as Cleansheet is seen to contribute to economic improvement in the surrounding environment through job creation and the empowerment of underprivileged communities. This indicator also ranks among the largest in measuring the sustainability perception variable's influence on customer loyalty and acquisition. Additionally, the "responsiveness" indicator in the service quality variable has the largest loading factor of 0.832. This shows how attentive Cleansheet's staff are to customer needs, offering quick and accurate services along with transparent information delivery that truly reflects customer satisfaction and fosters customer loyalty.

Construct validity plays an important role in ensuring that the generated model accurately reflects the latent variables in accordance with the theories used (Hair et al., 2019). Meanwhile, reliability refers to the consistency of measurement results from the same indicators to measure the same latent variable (construct).

If an indicator has high reliability, its measurement results will tend to be consistent when repeated measurements are conducted on the same population (Hair et al., 2022). In this study, construct validity and reliability were assessed through Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE), as displayed in the results in Table 5.

Table 5: Cronbach's Alpha, Composite Reliability, and AVE Values

Variabel	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	AVE
<i>Customer Acquisition</i>	0.873	0.902	0.568
<i>Customer Loyalty</i>	0.861	0.900	0.644
<i>Customer Satisfaction</i>	0.798	0.868	0.623
<i>Digital Marketing</i>	0.827	0.879	0.592
<i>Service Quality</i>	0.836	0.883	0.603
<i>Sustainability Perception</i>	0.810	0.875	0.637

The reliability of the questionnaire or measurement tool can be evaluated using Cronbach's alpha (Hair et al., 2019). In assessing the same construct, indicators with higher alpha values indicate a higher level of consistency. Typically, the Cronbach's alpha coefficient ranges from 0 to 1, with higher numbers indicating greater reliability. Each variable included in this study has a Cronbach's alpha value greater than 0.7, which indicates that all variables meet the reliability standards and show a constant level of consistency across all measurements (Garson, 2016).

To assess discriminant validity, the Fornell-Larcker Criterion and the Heterotrait-Monotrait (HTMT) ratio methods were used. The Fornell-Larcker Criterion is employed to evaluate the relationships among the variables within a construct. This process involves two types of tests: one that examines the correlation of a variable with itself and another that checks the correlation between different variables.

Table 6: Results of the Fornell-Larcker Test

Variabel	Customer Acquisition	Customer Loyalty	Customer Satisfaction	Digital Marketing	Service Quality	Sustainability Perception
<i>Customer Acquisition</i>	0.754					
<i>Customer Loyalty</i>	0.571	0.802				
<i>Customer Satisfaction</i>	0.554	0.663	0.789			
<i>Digital Marketing</i>	0.695	0.575	0.544	0.77		
<i>Service Quality</i>	0.592	0.617	0.689	0.568	0.777	
<i>Sustainability Perception</i>	0.62	0.623	0.571	0.713	0.668	0.798

Source: SmartPLS Output, (2024)

Table 6 shows that there are stronger correlation values between the variables compared to the variables themselves. Thus, it can be concluded that the requirements of the Fornell-Larcker test have been met. Next, HTMT, or Heterotrait-Monotrait, is a method that calculates the ratio between the correlation of different variables and other variables to the correlation of a variable with itself (heterotrait-mono trait ratio). If this ratio is less than 0.90, which is the threshold value used, then Discriminant Validity is satisfied (Garson, 2016). Based on **Table 7**, the HTMT values for each variable are less than 0.9, indicating that each variable meets the requirements for Discriminant Validity.

Table 7: Results of the Heterotrait-Monotrait (HTMT) Test

Variabel	Customer Acquisition	Customer Loyalty	Customer Satisfaction	Digital Marketing	Service Quality	Sustainability Perception
Customer Acquisition						
Customer Loyalty	0.655					
Customer Satisfaction	0.663	0.788				
Digital Marketing	0.813	0.683	0.669			
Service Quality	0.687	0.715	0.822	0.687		
Sustainability Perception	0.73	0.742	0.708	0.871	0.813	

Source: Processed Data (2024)

Evaluation of the Structural Model (Inner Model)

Testing and assessing the significance of hypotheses regarding the relationships among latent variables is the primary task of the inner model. The ability to understand the complex interactions between variables in the research model is one of the applications of Inner Model analysis. This study's inner model uses a bootstrapping approach for hypothesis testing and model feasibility testing. The statistical method known as "bootstrapping" is used to calculate the probability distribution of statistics by taking random samples from a previous data set. Bootstrapping is employed in Partial Least Squares (PLS) Structural Equation Modeling (SEM) to obtain more reliable confidence interval estimates for parameters and to address issues of non-normality and asymmetry in data distribution.

It can be concluded that the variance in the Customer Acquisition variable can be explained by its independent variables by 53.9%, based on the findings of the R-Square test in **Table 8**. Meanwhile, additional variables outside the scope of this investigation account for the remaining 46.1%. Furthermore, 54.6% of the variance in the Customer Loyalty variable comes from its independent factors. The independent variables also influence the Customer Satisfaction variable by 50.9%. The independent variables can then explain the variance in the sustainability perception variable by 50.9%.

Table 8: R-Square Values

	R-Square
<i>Customer Acquisition</i>	0.539
<i>Customer Loyalty</i>	0.546
<i>Customer Satisfaction</i>	0.509
<i>Sustainability Perception</i>	0.509

Source: Processed Data (2024)

Furthermore, the Q-Square test is used to assess how effectively the model and its parameter estimates produce observed values in the context of Partial Least Squares (PLS) or Structural Equation Modeling (SEM). The Q-Square value must be greater than 0 to conduct the Q-Square test. The results of the Q-Square test are shown in **Table 9**. The Q-Square values for each variable in the table are greater than zero, indicating that all exogenous factors in this study are capable of adequately explaining or predicting the endogenous variables.

Table 9: Results of the Q-Square Test

Variabel	Q-Square
<i>Customer Acquisition</i>	0.495
<i>Customer Loyalty</i>	0.433
<i>Customer Satisfaction</i>	0.492
<i>Sustainability Perception</i>	0.504

Sumber: data diolah (2024)

The SRMR measures the degree of accuracy of the model created in representing the relationships between observed variables in real data by comparing its fit with the observed data. **Table 10** shows that the estimated SRMR value of the model is $0.084 < 0.10$, indicating that the developed model meets the model fit criteria. This suggests that there is a reasonable level of fit between the model and the observed data (Henseler et al. 2016).

Table 10: Model Fit Output

Indikator	<i>Saturated Model</i>	<i>Estimated Model</i>
SRMR	0.066	0.084
d_ ULS	2.051	3.25
d_ G	0.869	0.925
Chi-Square	1358.206	1402.033
NFI	0.737	0.729

Sumber: data diolah (2024)

The following Tables 11 and 12 display the results of the hypothesis testing using SmartPLS.

Table 11: Path Coefficients and T-statistic for Direct Effects

		<i>Path Coefficient</i>	<i>T statistics</i>	<i>P values</i>
H1	<i>Digital Marketing → Customer Satisfaction</i>	0.225	3.17	0.001***
H2	<i>Service Quality → Customer Satisfaction</i>	0.562	9.534	0.000***
H3	<i>Digital Marketing → Customer Loyalty</i>	0.138	1.637	0.051*
H4	<i>Service Quality → Customer Loyalty</i>	0.136	1.529	0.063*
H5	<i>Customer Satisfaction → Customer Loyalty</i>	0.365	4.721	0.000***
H8	<i>Digital Marketing → Sustainability Perception</i>	0.713	14.86	0.000***
H9	<i>Sustainability Perception → Customer Loyalty</i>	0.226	2.87	0.002***
H10	<i>Digital Marketing → Customer Acquisition</i>	0.461	5.194	0.000***
H11	<i>Sustainability Perception → Customer Acquisition</i>	0.164	1.859	0.032**
H12	<i>Customer Loyalty → Customer Acquisition</i>	0.203	2.747	0.003***

Keterangan: ***) pengaruh signifikan pada taraf 1% (P values < 0.01); **) pengaruh signifikan pada taraf 5% (P values < 0.05); *) pengaruh signifikan pada taraf 10% (P values < 0.1)

Tabel 12 Nilai *Path Coefficients* dan T-statistic Pengaruh Tidak Langsung

		<i>Path Coefficient</i>	<i>T - statistics</i>	<i>P values</i>
H6	<i>Digital Marketing → Customer Satisfaction → Customer Loyalty</i>	0.082	2.592	0.005***
H7	<i>Service Quality → Customer Satisfaction → Customer Loyalty</i>	0.205	4.136	0.000***
H13	<i>Customer Satisfaction → Customer Loyalty → Customer Acquisition</i>	0.074	2.347	0.009***
H14	<i>Sustainability Perception → Customer Loyalty → Customer Acquisition</i>	0.046	2.089	0.018**
H15	<i>Digital Marketing → Sustainability Perception → Customer Acquisition</i>	0.117	1.824	0.034**
H16	<i>Digital Marketing → Sustainability Perception → Customer Loyalty</i>	0.161	2.809	0.002***

Keterangan: **) pengaruh signifikan pada taraf 5% (P values < 0.05); *) pengaruh signifikan pada taraf 10% (P values < 0.1)

DISCUSSION

The Impact of Digital Marketing and Service Quality on Customer Satisfaction

In the cleaning service industry, digital marketing and high-quality service work together to enhance consumer happiness. Businesses that successfully integrate digital tactics with a commitment to providing high-quality services often see increased customer satisfaction and loyalty. When customers can easily access the information they need and complete the purchasing process, they are more likely to feel satisfied. Additionally, fewer complaints and excellent service can also boost customer satisfaction. The CEO of Cleansheet explained that each time a customer receives service from Cleansheet, they are asked for feedback through a Google Form regarding the service, including the punctuality of the ranger/staff's arrival and an evaluation of the cleanliness after the job is completed, as these aspects are crucial for consumer assessment, especially for repeat purchases. Furthermore, after providing feedback, customers will receive a discount on their next purchase. This service also acts as appreciation for customers who give feedback, which can enhance consumer satisfaction.

1. The Impact of Digital Marketing on Sustainability Perception

Hypothesis eight tests the impact of digital marketing on the sustainability perception of Cleansheet customers. Digital marketing significantly affects sustainability perception, with a coefficient of 0.713, indicating that digital marketing has a substantial influence on sustainability perception. With a p-value of 0.000, this relationship is statistically significant, indicating that better digital marketing will significantly enhance sustainability perception. This

hypothesis aligns with research by Krishna et al. (2022) and Singh (2021), which indicates that digital marketing positively and significantly affects consumer perception.

Additionally, Cleansheet aims to explain the company's self-image as part of sociopreneurship, a business approach that prioritizes positive social and environmental impacts for society. In the context of the Sustainable Development Goals (SDGs), the sociopreneurship developed by Cleansheet can contribute in several ways:

1. **Poverty Alleviation and Economic Growth (SDG 1 and SDG 8):** Cleansheet creates jobs and economic opportunities for low-income communities by recruiting partners (rangers) from underprivileged backgrounds.
2. **Quality Education (SDG 4):** Cleansheet contributes to education by providing financial assistance for the education of Cleansheet partners funded by the Cita Indonesia Bersih Foundation, donors, business profits, and customers through the Cleansheet app.
3. **Gender Equality (SDG 5):** Cleansheet supports women's empowerment, both in management and at the operational level, helping to create gender equality in the Cleansheet work environment.
4. **Climate Action (SDG 13):** Cleansheet develops solutions to address environmental issues, such as using environmentally friendly cleaning products in every service provided.

Cleansheet's social media showcases all its activities, from service operations to CSR initiatives. Cleansheet utilizes the digital platform Instagram, as this social media is the most accessible and fastest for both consumers and potential customers. Through this platform, Cleansheet builds its corporate image as a sociopreneurship, highlighting the social mission behind the establishment of the Cleansheet business. In Figure 7, it can be seen that on its Instagram feeds, Cleansheet includes the hashtag "Businessforhelpingpeople," even for promotional content. This hashtag is used to engage consumers' humanitarian side. As a result, in addition to service specifications, the social aspect also becomes a consideration for consumers when making purchasing decisions. Interviews with several Cleansheet customers confirmed that Cleansheet's image was a key consideration in their purchasing decisions, especially since many of Cleansheet's competitors offer lower prices for similar services. Thus, what Cleansheet presents to consumers through its digital platform can build Cleansheet's sustainability perception, particularly from a social dimension.



Figure 7: Cleansheet Hashtag

Source: Instagram @Cleansheet_id

The Impact of Digital Marketing, Sustainability Perception, Service Quality, and Customer Satisfaction on Customer Loyalty

Digital marketing facilitates better communication, as evidenced by increased interaction and quicker responses. Digital marketing allows businesses to engage directly with clients through email, social media, and other channels. These interactions can create stronger connections. Additionally, it becomes easy for customers to provide feedback, and businesses can respond quickly, making customers feel valued. Furthermore, increased transparency is reflected in reviews, testimonials, and activities conducted by Cleansheet showcased on its social media, such as Instagram. In Figure 8, it can be seen that besides serving as a medium for promoting products and discounts, Cleansheet's Instagram feeds include customer testimonials and reviews, testimonials from Cleansheet partners, and CSR activities undertaken by Cleansheet as a form of social responsibility to enhance positive image and customer loyalty.

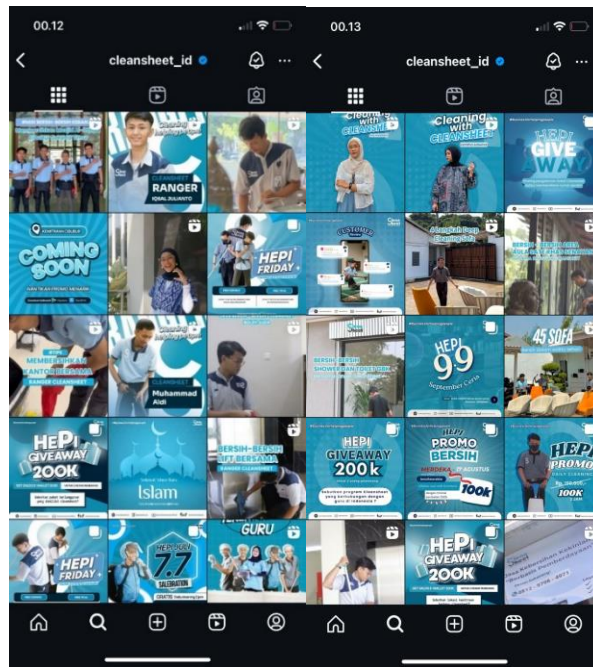


Figure 8: Cleansheet's Instagram Display
Source: Instagram @Cleansheet_id

The Impact of Digital Marketing, Sustainability Perception, and Customer Loyalty on Customer Acquisition

Sustainability perception also plays a role in influencing customer acquisition. This is evident from the increasing consumer awareness of the environmental and social impacts of the products or services they consume. Brands that can convey their commitment to sustainability in an authentic and transparent manner will be more effective in attracting consumer attention and trust. While price remains an important factor, many Cleansheet consumers, particularly from the millennial generation, are willing to pay more for products that care about current social and environmental issues. They view these aspects in the products and services they choose as long-term investments that positively impact the environment and society (White et al. 2019).

Currently, Cleansheet is conducting the Cleansheet Heroes program. This program is a company strategy that combines aspects of digital marketing, sustainability perception, and customer loyalty to attract new customers and even turn them into loyal ones. Cleansheet Heroes is a program where for a fee of Rp499,000.00, customers can become agents and be part of Cleansheet to ensure quality education for underprivileged children. Indirectly, Cleansheet persuades potential customers by building a sustainability perception from its social aspect, whereby Cleansheet seeks to support the education costs of underprivileged children by involving customers in this initiative. Additionally,

Cleansheet provides free promotional training and support to agents through various social media, allowing them to reach a wider market. Furthermore, Cleansheet offers free services for new agents and point exchanges for services provided by newly acquired customers. This encourages agents to remain loyal to Cleansheet and use its services, thereby providing more authentic reviews and testimonials. Through this program, it is hoped that customer acquisition can be increased.

Customer Loyalty, Sustainability Perception, and Customer Satisfaction as Mediating Variables

Based on the hypothesis testing results, digital marketing and service quality have a significant indirect effect on customer loyalty through customer satisfaction. High satisfaction creates an emotional bond with the brand, encouraging customers to continue using the products or services and recommending them to others, ultimately enhancing loyalty. Positive experiences from digital marketing and good service increase satisfaction, thereby reducing the likelihood of customers switching to competitors. These findings are supported by previous research showing that customer satisfaction mediates the relationship between digital marketing, service quality, and customer loyalty.

In addition to customer satisfaction, the path coefficient and T-statistic results indicate that customer loyalty significantly mediates the effect of customer satisfaction and sustainability perception on customer acquisition, with p-values of 0.009 and 0.018, respectively. Customer satisfaction plays a vital role in building loyalty, which in turn drives new customer acquisition through direct recommendations and reviews on social media. Customer loyalty also mediates the relationship between sustainability perception and acquisition, where consumers who believe in a brand's sustainability commitment tend to be loyal and recommend the products to new customers, increasing trust in the brand (Dananjoyo and Udin 2023).

Moreover, findings show that sustainability perception significantly mediates the effect of digital marketing on customer loyalty and acquisition, with p-values of 0.002 and 0.034, respectively. In line with research by Khan and Fatma (2023), sustainability perception strengthens the emotional relationship and trust between the brand and consumers by bridging digital marketing strategies that emphasize sustainability. A positive perception of Cleansheet's sustainability practices builds trust, encourages customer commitment, and enhances loyalty and acquisition. Without sustainability perception, digital marketing may be perceived merely as ordinary promotion without strong emotional value.

Managerial Implications

Cleansheet aims to enhance customer loyalty and acquire new customers. Based on the analysis results, the factors directly influencing customer loyalty are customer satisfaction and sustainability perception. Both variables are also shown to significantly mediate the enhancement of loyalty. Therefore, Cleansheet is advised to focus more on improving customer satisfaction and perceptions related to Cleansheet as a sociotechnopreneurship.

Indicators of satisfaction that have the highest loading factor relate to the absence of complaints from consumers. Therefore, Cleansheet's consistency in meeting customer expectations must be prioritized. Based on these analysis results, it is recommended that Cleansheet implement co-creation within the company. Co-creation is a process where companies collaborate with customers or other stakeholders to create value through the development of new experiences and products to achieve outcomes aligned with customer desires. By holding periodic meetings, Cleansheet can gain deeper insights into consumer needs, gather feedback, and involve them in the development of new products or services. These meetings could serve as networking events that encourage two-way interactions. Consumers can also be involved in testing prototypes or new services, providing suggestions and ideas for development.

The analysis indicates that the R-Square value for sustainability perception reaches 50%, with the model consisting of only one exogenous variable, namely digital marketing, demonstrating a substantial influence on building sustainability perception. It is crucial to leverage existing digital platforms to reach a wider community, not only for enhancing customer loyalty but also for attracting new consumers. This is related to the analysis results where digital marketing has the most significant influence on customer acquisition.

In addition to focusing on these two variables, Cleansheet should generally apply integrated managerial strategies emphasizing customer experience, as Cleansheet is a service company. First, Cleansheet can utilize data analytics to understand customer behavior, preferences, and needs obtained through customer surveys. This can help identify opportunities and design more effective strategies. The analysis results can then be used to segment customers based on demographic characteristics, behavior, or preferences. This allows Cleansheet to tailor offerings and communications that are more relevant.

Digital marketing should also be implemented by coordinating marketing campaigns across various platforms, including social media, email, and digital ads. Create relevant and engaging content that can educate and engage customers while building brand awareness. Use a CRM system to track customer interactions, manage relationships, and personalize customer experiences. This can help maintain better and more productive relationships with customers.

By implementing these strategies, the company can enhance the acquisition of new customers and build strong loyalty among existing customers.

CONCLUSION

Cleansheet as a Sociopreneurship

Cleansheet, as a sociopreneurship, has a responsibility to publicize the realization of its vision and mission, which in turn becomes an advantage for Cleansheet to increase customer loyalty and acquisition by incorporating social and environmental aspects into its business. Based on the results of SEM-PLS data processing involving 285 Cleansheet customers, it was found that digital marketing has a significant effect on Cleansheet customers' sustainability perception. Furthermore, Cleansheet's customer acquisition is influenced by digital marketing, customer loyalty, and sustainability perception. Meanwhile, customer loyalty is significantly influenced by customer satisfaction, sustainability perception, digital marketing, and service quality. Customer satisfaction also significantly mediates the partial effect of digital marketing and service quality on customer loyalty.

RECOMMENDATIONS

The diversity of this research model is still moderate, as seen from the R^2 value, which is below 0.75. Therefore, in future studies, it is recommended to include other relevant independent variables to obtain a higher diversity score, such as price and product innovation. Involvement of endorsements and paid partnerships with influencers could also be considered for future research, considering that influencer lifestyles often gain public attention. It would be beneficial to further investigate the impact of influencers in service sectors like this empowerment-based cleaning service.

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