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## Article

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# Customer satisfaction as a mediator between service quality to repurchase intention in online shopping

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## ABSTRACT

Online shopping on e-commerce has become a new pattern for consumers' daily activities. Consumers tend to use e-commerce because of its effectiveness and efficiency, which makes it easier to get the products and services. However, this phenomenon becomes a long-term challenge for companies to maintain sustainable consumer service quality and customer satisfaction during their activity to achieve higher sales. This study aims to find customer satisfaction's role as a mediator between service quality utilitarian and pleasant to repurchase intention—the data collected from 521 samples of participants that are e-commerce users in Indonesia. The researcher accepted the data from the digital questionnaire using Google Forms and analyzed using the Structural Equation Modeling method. The result shows that customer satisfaction significantly becomes a mediator between service quality utilitarian and service quality pleasant to repurchase intention. The research also implied that the company could adopt customer relationship management to enhance consumers' repurchase intention and increase profitability.

## IMPACT STATEMENT

WTP of carbon offsets is becoming increasingly important considering that the issue of climate change and global warming has become a commitment for every country to contribute to reducing global warming by 1.5 degrees Celsius. Global warming that occurs in the world is largely caused by greenhouse gas emissions released into the atmosphere by individuals, organizations/industries, or other sectors that are considered to contribute to air pollution significantly. One sector that is considered to release a lot of carbon emissions is the transportation sector. This research wants to see how the role of society as subjects and objects affected by climate change and global warming is willing to actively contribute to healthier environmental management in the form of willingness to pay (WTP).

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## Introduction

The COVID-19 pandemic has changed how people shop; where previously, consumers could come directly to their destination stores, in recent years, this has been restricted in movement and replaced by online shopping. In addition to the current situation, internet access makes it easier for people to find information and a wider variety of products sought (Park & Kim, 2003). This shift in shopping methods during the COVID-19 pandemic led to the 10×10 Consumer Megashift phenomenon, which is a phenomenon where consumer behavior changes to 10 times faster and also ten times faster (Rabbi, 2021). In this case, electronic commerce (e-commerce) is a place for buying and selling goods or services online. Many people use the internet as a source of information to compare prices and other people's views on a product circulating in the market before making an online purchase (Kwilinski et al., 2019).

Data from the Indonesian Statistics Center (2021) reports that 71.23% of sellers in e-commerce in 2020 directly sold their products to end consumers. In this case, the end consumer is the final user of the product purchased and is not re-sold. In addition, it also found that the most purchased products were

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food, beverages, and food ingredients, followed by fashion goods and household products. This finding indicates that during the COVID-19 pandemic, transactions through e-commerce have become convenient to meet recurring needs. Although it looks more manageable and profitable than opening a shop directly, companies and producers have challenges capturing every movement of consumer needs. This step can be fulfilled by understanding its consumer's repurchase intention so the company will have no difficulty surviving (Kim et al., 2012). Repurchase Intention (RPI) is first introduced as an individual assessment after repurchasing a service built by the same company and then assessed based on the individual's situational tendencies in the current state (Hellier et al., 2003).

Furthermore, it knows that RPI forms through customer satisfaction (CS), brand preference, and attitude. Recent research has found CS to be an indicator that can increase RPI in various business sectors (Choi et al., 2019; Mendoza, 2021; Saygılı & Yalçıntekin, 2021; Suhaily & Soelasih, 2017). In another sense, if consumers are satisfied with an item or service, they will show an increased tendency to repeat purchases because they desire to repurchase, primarily online (Plessis, 2010).

In addition, Kahwaji and Almubayed (2016) found that CS for online shopping site customers can improve through service quality, brand reputation, and trust. CS is a post-consumption evaluation carried out by consumers of at least one choice to meet or exceed their expectations and significantly increase the RPI (Santoso & Aprianingsih, 2017; Sitorus & Yustisia, 2018).

Other research states that the formation of RPI on consumers in purchasing goods or services is driven by the company's service quality (Zhou et al., 2009). In online shopping, which does not require direct contact between customers and sellers, SQ has an essential role in buying and selling (Ahn et al., 2007). Service Quality (SQ) is the perception of comparing consumer expectations and service performance obtained (Parasuraman et al., 1985). In addition, five dimensions make up SQ, namely: (a) tangibles, (b) reliability, (c) responsiveness, (d) assurance, and (e) empathy. This dimension has been proven through several studies related to CS. It has founded that SQ can increase CS and income in the banking, telecommunications, rural tourism, and hospitality sectors (Flores et al., 2020; Nyan et al., 2020; Osman & Ilham, 2013; Pakurár et al., 2019).

Another study found that SQ's influence on CS mediates by hedonic (pleasant) and utilitarian values (So, 2015). Kertasunjaya et al. (2020) describe the value of pleasantness as a value that is subjective and personal and is related to outcomes that provide happiness, satisfaction, and pleasure for individuals. Meanwhile, utilitarian values lead to cognitive functions for rational thinking, and there is a relationship with the effectiveness and efficiency of service. However, the pleasant and utilitarian value variables are still little further researched regarding their role in SQ activity.

Concerning improving SQ and CS, many companies adopt a Customer Relationship Management (CRM) strategy as one of the most effective ways. CRM is an approach to building and maintaining long-term customer relationships with the ultimate goal of a sustainable business (Chaffey et al., 2019). CRM has a process of identifying, obtaining, classifying, and retaining customers. The CRM framework comprises customer-oriented indicators, CRM organization, knowledge management, and technology-based CRM (Sin et al., 2005).

The CRM framework, composed of these four indicators, is known to have successfully proven its significance in improving both SQ and CS. CRM is known to increase and maintain the SQ provided to consumers for the long term and positively impact the business success (Al-Gasawneh et al., 2021; Chriswanto, 2014; Lainamngern & Sawmong, 2019; Wali & Wright, 2016). In addition, similar implications are found for CS variables that can drive using a CRM strategy (Amril et al., 2019; Elfarmawi, 2019; Sofi et al., 2020; Sutrisno et al., 2016). Based on the discussion of previous studies, it is necessary to research the SQ variable with pleasant and utilitarian values, which still has the most significant gap, with at least research focusing on this variable. Based on this novelty, the current study was conducted to find out whether there is a relationship between CRM, service quality pleasant (SQP), service quality utilitarian (SQU), and repurchase intention (RPI), with customer satisfaction (CS) as a mediator. So, the formulated hypothesis is:

H<sub>7</sub>: The structural relationship model in Figure 1, which consists of CRM, SQU, CS, and RPI variables, fits and is signed with the research data.

Several studies state that CRM is part of quality service quality in serving customers (Hsieh et al., 2012). Furthermore, Gurău researched the best CRM methods to improve customer service quality. His

research by Tseng and Wu (2014) explored the effect of CRM on service quality and is helpful for management practitioners.

So, the formulated hypothesis is:

H<sub>1</sub>: CRM has a significant effect on SQU.

H<sub>3</sub>: CRM has a significant effect on SQP.

Sivadas and Baker-Prewitt (2000) undoubtedly state that customer satisfaction and service quality are positively related constructs. Conversely, several studies confirmed that service quality determines customer satisfaction regardless of whether they are cumulative or transaction-oriented (Cronin & Taylor, 1992). So, the formulated hypothesis is:

H<sub>4</sub>: SQP has a significant effect on CS.

H<sub>2</sub>: SQU has a significant effect on CS.

Customer satisfaction relates to the buyer's expectations (Kotler et al., 2005). When consumer expectations of the goods or services purchased are achieved, consumers can feel satisfaction. Conversely, if consumer expectations do not match, they will feel disappointed. Therefore, consumer satisfaction can affect the intention to repurchase goods or services. Ibzan et al. (2016), Wildan Akbar H and Zain (2013), and Yulisetiari et al. (2017) conclude that there is a positive relationship between consumer satisfaction and repurchase intentions. Satisfied consumers are more likely to continue their relationship with a particular firm than dissatisfied ones. So, the hypothesis is:

H<sub>5</sub>: CS has a significant effect on RPI.

Effective CRM can significantly impact hotel customers returning to stay at the hotel again (Amoako et al., 2012). Furthermore, this is supported by research conducted by Bidang, which states that good CRM will make hotel customers in Thailand return to stay. So, the formulated hypothesis is:

H<sub>6</sub>: CRM has a significant effect on RPI.

### Repurchase intention

Repurchase Intention (RPI) was first introduced as an individual assessment after repurchasing a service built by the same company and then assessed based on the individual's situational tendencies in the current state (Hellier et al., 2003). In online sales, RPI sees a positive response from customers to sellers, encouraging repeat purchases in the future (Suhaily & Soelasih, 2017). The RPI concept then develops by simplifying the concept into a general idea that refers to the willingness of customers to repurchase a specific product, service, or information in the future (Choi et al., 2019). Based on several experts' definitions, *repurchase intention* is a positive response from customers to products or services willing to buy back in the future at the same company or producer. Hellier et al. (2003) developed dimensions that can shape RPI by customers, including customer satisfaction, brand preference, and attitude.

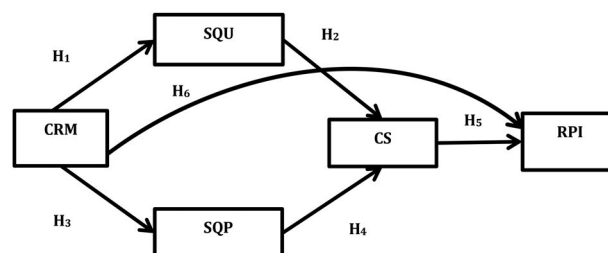


Figure 1. Research hypothesis model.

### **Customer Satisfaction**

Customer Satisfaction (CS), according to Kotler et al. (2005), is described as a comparison that arises from the performance of products or services received by customers with customer expectations of these products or services (Suhaily & Soelasih, 2017). Another concept of CS is a post-consumption evaluation carried out by customers in which at least a choice meets or exceeds customer expectations (Sitorus & Yustisia, 2018). Complementing the existing definition, (Dominici & Guzzo, 2010) states that customer satisfaction involves feelings compared to their expectations of an experience (Huarng & Yu, 2019). Based on experts' definitions, customer satisfaction is an evaluation or feeling comparing customer expectations and the performance of the product or service received by the customer. Customer satisfaction has three dimensions that can increase the strength of customer satisfaction on online shopping sites: service quality, brand reputation, and trust.

### **Service Quality**

Service Quality (SQ) is a perception of comparing customer expectations and the actual service performance obtained (Parasuraman et al., 1985). This concept makes SQ identified as a crucial success factor for organizations in creating competitive advantages and increasing competitiveness with competitors (Rod et al., 2009). In management and marketing literature, service quality is how customers' perceptions of services meet and exceed their expectations (Zeithaml et al., 2006). From some of the definitions above, service quality is the perception of the results of comparing customer expectations with the service performance obtained by customers in creating a competitive advantage and increasing the competitiveness of competitors. Rod et al. (2009). revealed five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy.

### **Service quality utilitarian**

Previous studies have stated that utilitarian values arise from the functional impetus of using a product (Voss et al., 2003). This concept then developed into a value that leads to cognitive functions for rational thinking and is related to effectiveness and efficiency in the results obtained from using services (Kertasunjaya et al., 2020).

### **Service quality pleasant**

Research by Voss et al. (2003) revealed the pleasant value (commonly referred to as hedonic value) as the value that arises from the sensation after having experienced using a product. This idea refines subjective and personal values and relates to outcomes that provide individuals happiness, satisfaction, and pleasure (Kertasunjaya et al., 2020).

### **Customer relationship management**

Customer Relationship Management (CRM) is a simple, targeted idea for discussing client relationships. However, CRM has many different definitions depending on the industry sector that is the focus of management. CRM uses a meaningful communication process to increase customer retention, profitability, loyalty, satisfaction, and acquisition by offering specific services, responsive and unique to the individual customer (Wali & Wright, 2016). Furthermore, CRM can be defined as an activity that focuses on customers to gain efficiency and aims to strengthen the effectiveness of a decision related to customers (Sayed Soliman, 2011). Other research defines CRM as a system used to find customer needs in-depth and use the findings to build stronger relationships with them (Mugunthan & Kalaiarasi, 2017).

Meanwhile, research updates define CRM as a process of developing and implementing business strategies with the support of the use of technology to narrow the difference between the performance and potential of the organization that is currently living, specifically in terms of customer acquisition, growth, and retention (Beula & Murugan, 2019). Therefore, a CRM framework can use to build, manage, and enhance profitable relationships with potential customers for a business to maximize its long-term

performance. (Sin et al., 2005) Sin et al. (2005) explained that the general CRM framework consists of four main dimensions: Key Customer Focus, Organizational CRM, Knowledge Management, and Technology-based CRM.

## Materials and methods

This study uses a questionnaire survey form, and the results are described descriptively using the Structural Equation Modeling (SEM) model.

### Research procedure

The research was conducted using an internet base from August 2019 to November 2021. Data collection is carried out by distributing digital questionnaires using Google Forms to users of e-commerce services throughout Indonesia. The researcher automatically received all answers sent through this digital questionnaire.

### Sampling

This study takes a sample using a convenience sampling technique, which is a non-probability method that involves selecting individuals based on their availability and willingness to respond to research (Gravetter & Forzano, 2016). The samples obtained were respondents who were born as Millennials (20–39 years), Gen X (40–54 years), Baby Boomers (55–74 years), and Pre-Baby Boomers (>74 years). The results found that the sample in this study amounted to 521 respondents, summarized in Table 1, which describes the demographic data of respondents in the study.

### Research instruments

Researchers developed a questionnaire by adapting previous research following the needs of research in Indonesia. Variables RPI, SQU, and SQP using a measuring tool developed by Rachbini et al. (2021); CS variables using indicators developed by Hellier et al. (2003); and CRM variables using indicators developed by Sin et al. (2005). For CRM, SQU, and SQP, use a Likert scale of 1 (very unsuitable) to 5 (very suitable). Meanwhile, RPI and CS use a Likert scale of 1 (strongly disagree) to 5 (strongly agree). Then the instrument was tested using the Confirmatory Factor Analysis (CFA) method to determine its validity and reliability.

**Table 1.** Respondent demographic data.

No	Sex	Total	Percentage
1	Female	292	56
2	Male	229	44
	Total	521	100
No.	Generation of Respondents	Total	Percentage
1	Millennials (20–39)	324	62.2
2	Gen X (40–54)	151	29
3	Baby Boomers (55–74)	45	8.6
4	Pre-Baby Boomers (>74)	1	0.2
	Total	521	100
No	Region	Total	Percentage
1	JABODETABEK	390	74.9
2	West Java & Banten	57	10.9
3	Central Java & Yogyakarta	27	5.2
4	East Java	18	3.5
5	Sumatera	16	3.0
6	Kalimantan	5	0.9
7	Bali, NTB, NTT	3	0.6
8	Sulawesi	3	0.6
9	Maluku & Papua	2	0.4
	Total	521	100



### ***Instrument Repurchase Intention (RPI)***

A total of three indicator questions were used to measure RPI, including (1) I will make another purchase on e-commerce, where I shopped last time (loading factors = 0.91); (2) I will revisit e-commerce, where I last shopped, in the future (loading factors = 0.89); and (3) I will recommend e-commerce where I last shopped, to people around me (loading factors = 0.72). RPI got construct validity (CR) = 0.88 ( $\geq 0.70$ ) and AVE = 0.71 ( $\geq 0.50$ ). Based on the CFA test, the RPI instrument has good validity and reliability (Hair et al., 2010).

### ***Service Quality Utilitarian (SQU) instruments***

A total of five indicator questions are used to measure SQU, including (1) Providing features for online chatting. (Loading factors = 0.84); (2) Protect the personal information that I have provided (loading factors = 0.87); (3) Guaranteeing secure online transactions (loading factors = 0.92); (4) Guarantee the confidentiality and privacy of personal information (loading factors = 0.68); and (5) Make it easier for me to find the product I am looking for (loading factors = 0.59). SQU scores construct validity (CR) = 0.89 ( $\geq 0.70$ ) and AVE = 0.62 ( $\geq 0.50$ ). Based on the CFA test, the SQU instrument has good validity and reliability (Hair et al., 2010).

### ***Service Quality Pleasant (SQP) instruments***

A total of six indicator questions were used to measure SQP, including (1) Very pleasant (loading factors = 0.69); (2) Very comfortable (loading factors = 0.71); (3) Has a professional-looking design (loading factors = 0.93); (4) Has a creative design (loading factors = 0.92); (5) Overall it has a visually attractive design (loading factors = 0.90) and (6) Overall, transacting online through this website or e-commerce application is very easy (loading factors = 0.66). SQP scored construct validity (CR) = 0.92 ( $\geq 0.70$ ) and AVE = 0.66 ( $\geq 0.50$ ). Based on the CFA test, the SQP instrument has good validity and reliability (Hair et al., 2010).

### ***Customer Satisfaction (CS) instruments***

A total of three indicator questions uses to measure CS, including (1) I was delighted with e-commerce, where I last shopped (loading factors = 0.68); (2) I try to maintain a relationship with this e-commerce for a long period (loading factors = 0.93); and (3) I am very committed to my relationship with this e-commerce (loading factors = 0.85). CS scored construct validity (CR) = 0.87 ( $\geq 0.70$ ) and AVE = 0.68 ( $\geq 0.50$ ). Based on the CFA test, the CS instrument has good validity and reliability (Hair et al., 2010).

### ***Customer Relationship Management (CRM) instruments***

A total of three indicator questions uses to measure CRM, including (1) Have Frequently Asked Questions (FAQ), text boxes, and a place to have a dialogue with customer service online (loading factors = 0.81); (2) Provide an online platform for customers to express opinions freely (loading factors = 0.80); and (3) Provide a lot of online activities (loading factors = 0.47). CRM got construct validity (CR) = 0.87 ( $\geq 0.70$ ) and AVE = 0.68 ( $\geq 0.50$ ). Based on the CFA test, the CRM instrument has good validity and reliability (Hair et al., 2010).

## **Results**

Based on Figure 2.1, the results of H1 obtained with  $t\text{-count} = 15.26 > t\text{-Table } (0.01; 453) = 2.33$  means that CRM has a very significant direct influence on SQU. Meanwhile, H2 obtained with  $t\text{-count} = 7.63 > t\text{-Table } (0.01; 453) = 2.33$ , a significant direct influence between SQU and SAT. Furthermore, H3 resulted from  $t\text{-count} = 14.49 > t\text{-Table } (0.01; 453) = 2.33$ , meaning a significant direct influence between CRM and SQP. In addition, H4 resulted in  $t\text{-count} = 6.68 > t\text{-Table } (0.01; 453) = 2.33$ , which means a very significant direct effect between SQP and SAT. H5 gets the results  $t\text{-count} = 10.36 > t\text{-Table } (0.01; 453) = 2.33$ , meaning a significant direct effect between SAT and RPI. For H6, the results  $t\text{-count} = 8.83 > t\text{-Table } (0.01; 453) = 2.33$ , meaning a significant direct influence between CRM and RPI. However, there is an



indirect effect between SQP to RPI through the SAT, which is very significant. This is because the coefficient of the SQP to RPI path through the SAT is 0.19 with  $t\text{-count} = 3.16 > t\text{-Table } (0.01; 453) = 2.33$ . Likewise, SQU to RPI via SAT has a path coefficient of 0.18 with  $t\text{-count} = 3.17 > t\text{-Table } (0.01; 453) = 2.33$ , so there is a very significant indirect effect between SQU on RPI through SAT. Therefore, this explains that SAT acts as a good mediator between SQP against RPI and SQU against RPI.

The goodness of fit (GOF) to analyze the data's suitability with the Lisrel program's overall model. Based on the calculation results, GOF got an NNFI value of 0.92 (NFI > 0.90), meaning 'good fit', the CFI value was 0.93 (CFI 0.90), meaning 'good fit', IFI obtained a value of 0.93 (IFI > 0.90) meaning 'good fit', and obtained ECVI Model value: 4.27, Saturated: 0.93, Independence: 57.07 (Small value and close to ECVI Saturated) means 'good fit'. This result indicates that H7 is accepted, meaning that all GOF measures show a good fit, so it can conclude that the model's overall fit is good.

Based on Table 1 above, it can be concluded that the number of respondents of the female sex got the highest percentage of 292 (56%) and 229 men (44%). Other demographic data shows that most of the respondents are dominated by the millennial generation, as the Gen X generation owns as many as 324 (62.2%), the second-largest, as many as 151 (29%). In addition, the majority of respondents were obtained from the JABODETABEK area, as many as 390 (74.9%).

## Discussion

This study aims to determine the role of customer satisfaction as a mediator in the relationship between service quality utilitarian and service quality pleasant to repurchase intention. The relationship between CS and RPI was found to have a significant effect. These results indicate that the implications of increasing

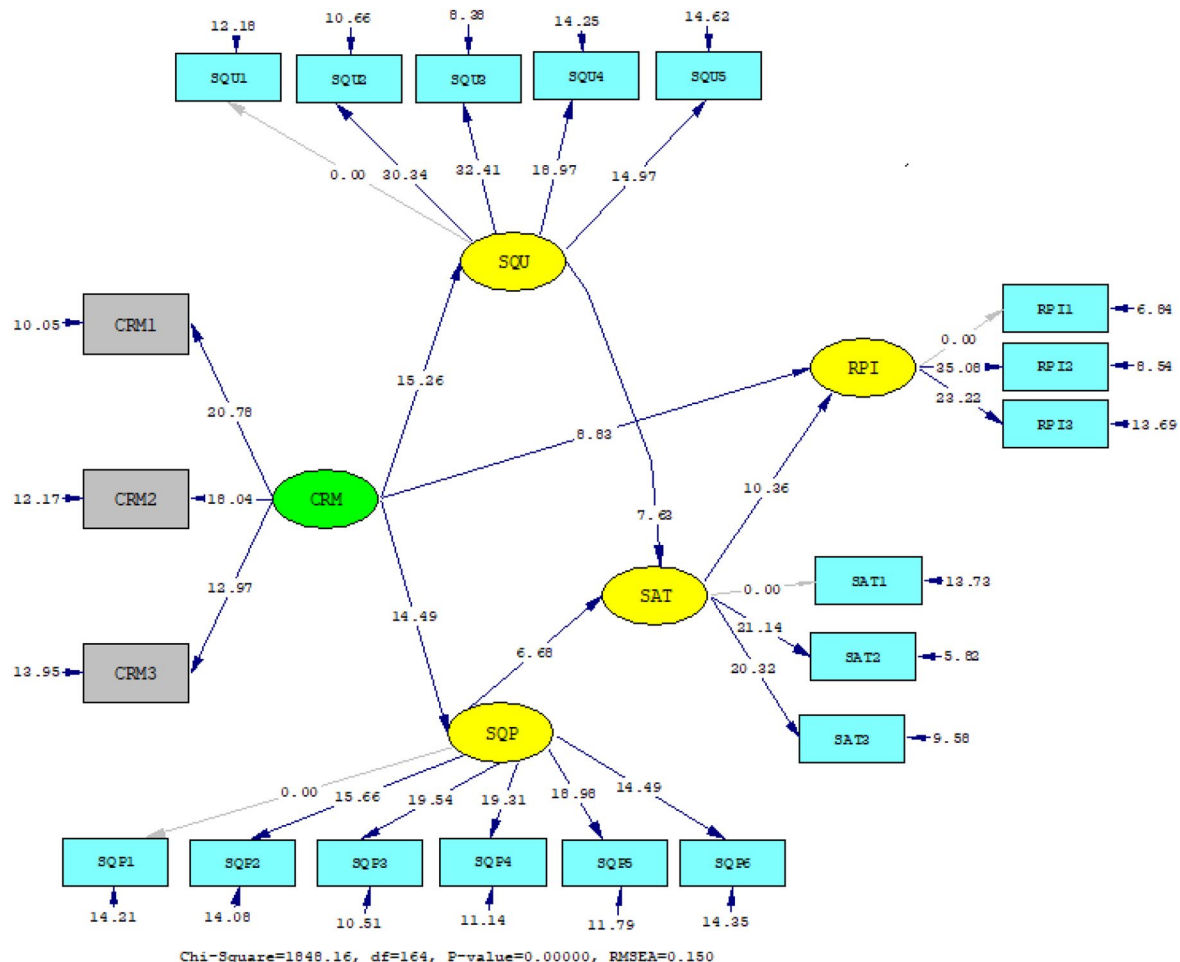


Figure 2. Structural equation model results.

RPI need to be followed by efforts to increase consumer CS. Companies must develop strategies to improve consumer CS while using e-commerce services to strengthen RPI. This finding aligns with previous research on short video platforms, which found that customer satisfaction is a strong determinant of RPI. Where there is a tendency for customers will make repeat purchases when they are satisfied with the products contained in the short video platform (Lin et al., 2022). A similar study on e-commerce shopping in the Philippines also found that CS can significantly predict an increase in RPI (Mendoza, 2021). Research conducted by Hellier et al. (2003) mentions that customer purchasing is due to long-term loyalty and is positively related to profitability with company growth (Molla et al., 2001). His findings indicate that online shopping websites whose products can meet customer expectations will lead to a significant probability of consumers revisiting and buying products on the same website. Based on previous research, some factors influence customer repurchase intention (Chen & Cheng, 2009; Tsai & Huang, 2007), namely the quality of the website (Ganguly et al., 2009) and the usability of the e-commerce system (Kim et al., 2012; Rhee et al., 2009; Schaupp et al., 2009), the success mechanism of an internet shopping business depends on customer satisfaction and loyalty, product quality or service quality, and customer perceived value.

Meanwhile, this study also found that CS was significantly affected by SQP and SQU. The findings in this study are the novelty of the study in finding SQP and SQU as strong determinants in increasing consumer CS in e-commerce. This research-based on previous research that only looked at SQ's wide-spread influence on CS (Ishmael & Dei, 2018; Suhaily & Soelasih, 2017). Even so, the researchers found some literature stating an indirect relationship between utilitarian, pleasant, SQ, and CS values. A study of the FnB industry found an effect of the five dimensions of SQ on utilitarian and pleasant values, which can then directly increase RPI (Seo & Lee, 2021).

Furthermore, Kim et al. (2012) found a positive association between pleasant and utilitarian shopping values with CS and RPI. Another study also found that pleasant and utilitarian values have a direct and significant influence on CS on luxury smartwatch customers (Saygılı & Yalçıntekin, 2021). The current study attaches new scientific evidence that SQP and SQU significantly affect CS, referring to the previous research. So this finding implies that companies need to improve SQ based on utilitarian and pleasant principles to improve customer CS.

This study examines CRM as a business strategy companies can use to determine the right strategy to improve CS. The results found that CRM significantly affects CS, SQU, and SQP. This result indicates that the use of a CRM strategy needs to be adopted by the company to have an increasing impact on CS, SQU, and SQP. This statement is supported by many previous studies which have found that the use of CRM in various industrial sectors and companies has a positive effect on increasing CS and SQ, but only in general (Amril et al., 2019; Chriswanto, 2014; Elfarmawi, 2019; Lainamngern & Sawmong, 2019; Wali & Wright, 2016). In other words, the current study provides new scientific research on the limitations of the literature on SQP and SQU research – which finds that using CRM strategies can drive improvements in CS and SQ that focus on utilitarian and pleasant principles.

Based on the statistical test and the description above, which found a significant effect on each of the variables tested, these findings indicate that the test results on the proposed hypothesis model fit. In other words, a match between the research data and the hypothetical model indicates that CS acts as a good mediator, including mediators between SQP against RPI and SQU against RPI.

## Conclusion and implication

This study significantly influences Customer Relationship Management, Service Quality Utilitarian, Service Quality Pleasant, and Repurchase Intention with Customer Satisfaction as moderator. This result contributes to the development of Business Psychology, namely how companies can capture consumer needs, especially the emphasis on the Service Quality Utilitarian and Service Quality Pleasant variables that have not been studied before. The overall implication of the results of this research is that companies need to pay attention to trends and maintain relationships with consumers, one of which is through Customer Relationship Management strategies. Based on this research, Customer Relationship Management is known to encourage an increase in Service Quality Utilitarian, Service Quality Pleasant, and Customer Satisfaction, which will increase company profitability. This result obtains because reasonable Customer Satisfaction can grow Repurchase Intention in consumers.

## Limitations & further research

Researchers suggest that future research improvements should be made by paying attention to issues on the utilitarian and pleasant principles that predict to affect Service Quality to strengthen scientific evidence that Service Quality is composed of these two principles.

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## Disclosure statement

No potential conflict of interest was reported by the author(s).

## About the author



**Silverius Yoseph Soeharso**, Psychologist. He completed his doctoral program at the Faculty of Psychology, University of Indonesia (UI) in 2006, specializing in Business Psychology, Industrial and Organizational Psychology, Political Psychology, National Leadership Education and Training, Teaching, Learning and developing People, and Industrial Relations Management. This alumnus of the Regular Education Program Force (PP RA) 46, LEMHANNAS RI, has served as Chair of the Center for Pancasila Studies (PSP) and Dean of the Faculty of Psychology, University of Pancasila. He is also the Deputy of the Pancasila Ideology Development Agency (BPIP). Until he became Special Staff to the Minister of Forestry and Environment of the Republic of Indonesia (KLHK RI), he was also active as SJS Business Psychology Consulting, Chair of the Board of Trustees of the Pancasila Ideology Stabilization Foundation, and Management of the Amerta Pancasila Foundation in Jakarta.

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