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The Effect of Ethical Admin Sales on Customer Loyalty Through Customer Satisfaction at Schouten ID

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ABSTRACT

The current technological developments have an impact on all sectors, providing convenience for access to anything and anywhere. This also applies to people's shopping behaviour. Currently, people can shop anytime and anywhere using only a smartphone, and the items will be delivered to their homes. The fashion industry is the most affected, thus requiring all sellers to continuously innovate to survive in this competitive condition. One such example is Schouten ID, an MSME from Bandung that was established in 2017. Schouten ID sells various types of men's clothing with a smart-casual concept. This study aims to examine the mediating role of customer satisfaction in the relationship between ethical admin sales and customer loyalty. This research used a quantitative approach with non-probability purposive sampling. Data were collected through a Google Form questionnaire distributed on social media, obtaining 400 respondents. The data analysis was conducted using Partial Least Squares Structural Equation Modelling (SEM-PLS) with SmartPLS software. The results show that all hypotheses were accepted and had a significant influence. Thus, customer satisfaction plays an important role as a mediator, confirming that brands can effectively increase customer loyalty by investing in ethical sales practices.

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INTRODUCTION

Globalization and rapid technological advancements have significantly transformed consumer behavior, particularly in retail and fashion industries. In Indonesia, the increasing penetration of internet usage has accelerated the growth of e-commerce, enabling consumers to shop conveniently anytime and anywhere. According to the Indonesian Internet Service Providers Association (APJII, 2024), there were 221 million internet users in 2024, which has reshaped consumption patterns from offline to online transactions. Among various sectors, the fashion industry dominates online purchases, accounting for more than 70% of consumer preferences (GoodStats, 2023). This development presents both opportunities and challenges for local micro, small, and medium enterprises (MSMEs), which must continuously adapt through digital marketing, efficient logistics, and strong customer relationship management (CRM) strategies.

Schouten ID, a Bandung-based local fashion MSME established in 2017, serves as a representative case for understanding these dynamics. Despite its potential, sales performance has shown fluctuating patterns between 2023 and 2024, with only seasonal peaks, indicating challenges in sustaining consistent growth. Competitive pressures from established brands such as HeyMale and Broodis further highlight the need for Schouten ID to strengthen its positioning through customer satisfaction and loyalty strategies. In this context, customer loyalty is recognized as a critical determinant of long-term competitiveness, requiring companies to foster strong relationships through ethical practices, transparent communication, and service excellence (Mansouri et al., 2022).

Recent studies emphasize that ethical sales behavior plays a crucial role in building customer trust and loyalty. Practices such as providing accurate product information, avoiding misleading promotions, and ensuring transparency in transactions significantly enhance customer satisfaction (Wedatama & Sukaatmadja, 2019; Aslichah, 2024). Conversely, unethical practices, including unclear product descriptions, delayed responses, or manipulative reviews, can reduce customer satisfaction, damage brand reputation, and negatively influence repurchase intentions. In line with prior evidence, customer satisfaction is widely acknowledged as a mediating factor between ethical sales behavior and customer loyalty (Themba et al., 2019).

Although extensive research has examined the relationship between ethical sales behavior, customer satisfaction, and loyalty, most studies have focused on large corporations, multinational retailers, or service industries in developed markets (Mansouri et al., 2022; Kethan & Basha, 2022). Limited empirical evidence exists in the context of MSMEs in emerging economies, particularly in the Indonesian fashion industry, where competition with global brands and reliance on digital platforms create unique challenges. Furthermore, prior research tends to generalize salesperson behavior, while neglecting the specific role of admin sales in online transactions—individuals who serve as the first point of contact for customers and directly influence satisfaction through communication quality, transparency, and responsiveness. This underexplored perspective leaves a critical gap in understanding how ethical admin sales practices contribute to long-term customer loyalty in digital commerce settings.

This study contributes to filling these gaps by focusing on the mediating role of customer satisfaction in the relationship between ethical admin sales and customer loyalty in the Indonesian MSME fashion sector. Unlike previous research that predominantly addresses ethical sales in traditional retail or multinational contexts, this study emphasizes the digital interaction between admin sales and customers as a determinant of loyalty. Empirical findings from this study are expected to (1) provide new insights into how ethical admin sales behavior strengthens customer loyalty through satisfaction, (2) highlight the strategic importance of ethical practices for MSMEs in developing countries, and (3) offer practical recommendations for fashion MSMEs to enhance competitiveness in an increasingly digitalized marketplace.

LITERATURE REVIEW

Ethical Admin Sales

Ethical behavior in sales refers to practices that prioritize honesty, transparency, and fairness in interactions with customers. Salespeople are expected to provide accurate product information, avoid manipulative tactics, and respect customer privacy (Crossan et al., 2013; Hsieh et al., 2020). Ethical admin sales, particularly in digital platforms, require sales administrators to communicate responsibly, deliver on promises, and maintain trust. Previous studies show that unethical practices—such as misleading promotions or false product descriptions—erode consumer trust and satisfaction, while ethical conduct fosters long-term loyalty (Mansouri et al., 2022; Soepartono & Arafah, 2024).

Customer Satisfaction

Customer satisfaction is defined as the degree to which a product or service meets or exceeds consumer expectations (Fornell et al., 1996; Kotler & Keller, 2016). Satisfied customers are more likely to repurchase, recommend the brand, and tolerate minor service failures (Mansouri et al., 2022). In digital commerce, factors such as responsiveness, personalization, and clarity of information significantly influence satisfaction (Byun, 2020). Studies consistently demonstrate that satisfaction plays a key role in building loyalty, serving as a mediator between firm practices and consumer behavioral outcomes (Annamalah & Tan, 2016).

Customer Loyalty

Customer loyalty reflects a deep commitment to repurchase or continue using a product despite alternative options (Kethan & Basha, 2022; Ngo et al., 2021). Loyalty is both behavioral (repeated purchases) and attitudinal (positive word-of-mouth, brand advocacy). It is considered a strategic asset, as loyal customers contribute to sustainable profitability and resilience against competition (Bhat & Sharma, 2022). Research indicates that loyalty is strongly influenced by satisfaction and ethical business practices that strengthen trust (Malki et al., 2023).

Relationship among Variables

Prior studies suggest strong interconnections between ethical sales behavior, customer satisfaction, and loyalty. Ethical sales positively affect customer loyalty (Wijaya & Hidayat, 2021), as well as satisfaction (Hidayati & Zainurrafiqi, 2021). In turn, customer satisfaction has been shown to significantly enhance loyalty (Minta, 2018). Moreover, satisfaction often mediates the relationship between ethical sales behavior and loyalty, implying that ethical practices primarily enhance loyalty by increasing customer satisfaction (Soepartono & Arafah, 2024).

Research Framework and Hypotheses

Based on the theoretical foundations and prior research, this study proposes that:

- H1: Ethical admin sales positively affect customer satisfaction.
- H2: Ethical admin sales positively affect customer loyalty.
- H3: Customer satisfaction positively affects customer loyalty.
- H4: Customer satisfaction mediates the relationship between ethical admin sales and customer loyalty.

METHODOLOGY

Research Design

This study employed a quantitative research design with a causal approach to examine the influence of ethical admin sales on customer loyalty, mediated by customer satisfaction. The research framework was tested using Partial Least Squares Structural Equation Modeling (PLS-SEM), which is appropriate for complex models involving mediating variables and latent constructs.

Population and Sample

The population of this study consists of Indonesian consumers who had purchased products from Schouten ID more than once. Since the exact population size was unknown, the sample size was determined using Cochran's formula, resulting in a minimum requirement of 384 respondents. To increase reliability, a total of 400 valid responses were collected. Respondents were selected using non-probability purposive sampling, ensuring they had relevant purchasing experience with Schouten ID. Data were gathered through an online questionnaire distributed via social media platforms (WhatsApp, Instagram, Twitter/X).

Measurement of Variables

All constructs were measured using previously validated scales, adapted to the research context. Each item was assessed on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree).

- Ethical Admin Sales (X): measured using five items adapted from Mansouri et al. (2022) and Román & Ruiz (2005), focusing on honesty, transparency, and fairness in communication.

- Customer Satisfaction (Z): measured with five items adapted from Dehdashti & Jafarzadeh Kenari (2012) and Mansouri et al. (2022), reflecting customer evaluation of service quality and brand perception.
- Customer Loyalty (Y): measured using five items adapted from DAM & DAM (2021) and Dehdashti & Jafarzadeh Kenari (2012), capturing repurchase intention and brand preference.

Data Analysis

Data analysis was conducted in two stages:

1. Measurement Model (Outer Model): assessed reliability, convergent validity, and discriminant validity using indicators such as factor loadings, Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE).
2. Structural Model (Inner Model): tested the hypothesized relationships among variables using path coefficients, R^2, predictive relevance (Q^2), and effect size (f^2). Hypothesis testing was performed through bootstrapping with 5,000 resamples in SmartPLS software.

RESEARCH RESULT

Ethical Admin Sales (X)

1) The Schouten ID Sales admin provides appropriate information about product availability to drive purchases
   The statement received a score of 81.1% which was included in the good category. This shows that Sales Admins are able to provide customers with accurate and non-misleading product availability information, which is a fundamental ethical practice.
2) Schouten ID Sales Admin does not provide misleading information regarding the stock of goods
   The statement received a score of 80.1% which was included in the good category. The statement shows that Schouten ID Sales Admins consistently practice transparency and honesty in interacting with customers. They avoid actions that could harm customers, such as giving false expectations or manipulating stock information so that this can build trust and credibility for the company.
3) Sales Admin Schouten ID does not over-describe products to make them look more attractive on social media/websites
   The statement received a score of 80.5% which was included in the good category. This shows that Schouten ID Sales Admins practice honesty in marketing. Respondents also agreed that Schouten ID manages to accurately portray products on social media and websites without using exaggerated claims or misleading visual manipulation.
4) Schouten ID Sales Admin does not put pressure on you to buy immediately, such as incorrect claims of low stock
   The statement received a score of 80.4% which was included in the good category. The statement shows that Schouten ID Sales Admin respects customer decisions and avoids manipulative sales practices with dishonest

high-pressure tactics, such as falsely claiming "out of stock," to force customers to make a hasty purchase decision.

5) Customer service provides honest information even if it doesn't benefit them
The statement received a score of 80.9% which was included in the good category. The score shows that the customer service team prioritizes honesty and integrity over personal or corporate profit by providing the right information, even if it means no sales, order cancellations, or acknowledgments of product errors.

From the descriptive analysis above, which is the response of 400 respondents related to the ethical admin sales (X) variable, the overall score was obtained as follows.

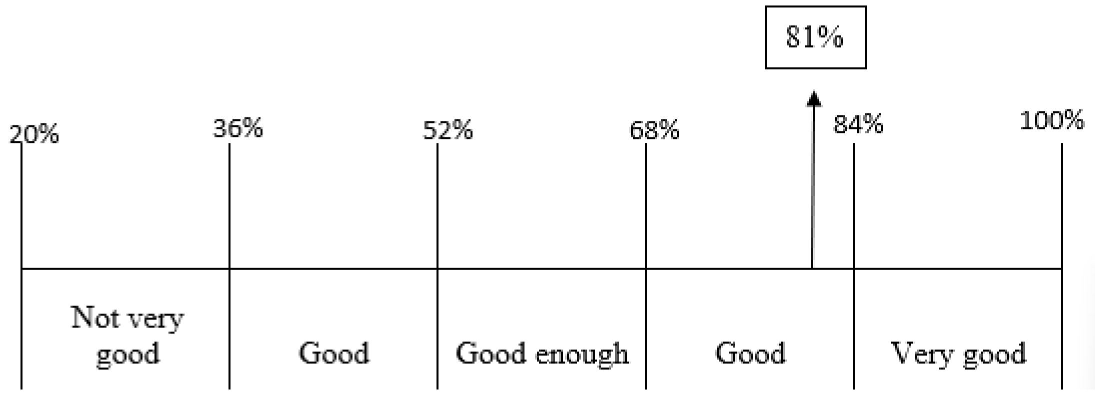

Figure 1. Lines of Ethical Admin Sales Variable Continuum (X)

Based on the descriptive analysis of respondents' responses regarding Ethical Admin Sales, a score of 81% was obtained as shown on the continuum line in figure 4.8. This shows that Schouten ID has run their business well by prioritizing ethical principles, namely honesty, transparency, and respect for customers. This is reinforced by the fact that the statement "Customer service provides honest information even if it doesn't benefit them" gets the highest score of 80.9%. This shows that the most powerful ethical foundation of this team is their willingness to sacrifice short-term profits in order to maintain customer integrity and trust.

Customer Satisfaction (Z)

1) I feel that Schouten ID's service meets my expectations in providing product information
The statement got a score of 89% which is included in the excellent category. This shows that Schouten ID not only meets, but also exceeds customer expectations regarding the quality of the information provided. This reflects that the product information provided by the Schouten ID service is accurate, complete, and relevant, so that customers can make a purchase decision with confidence. This ability to consistently provide the right information creates a strong positive experience.
2) Schouten ID sales admin responded quickly to my questions via chat or social media

The statement received a score of 85.8% which was included in the excellent category. The statement shows that the responsiveness of the Schouten ID Sales Admin team is a key factor in achieving customer satisfaction. Response speed is critical as it reflects the priority and attention given to customers. When questions are answered quickly, customers feel valued and their needs are recognized instantly. This availability and speed effectively reduce customer frustration and anxiety, as well as build a very positive perception of efficiency and professionalism towards Schouten ID's services as a whole. This not only meets expectations, but also creates a smooth and enjoyable interaction experience, which is an important element of high customer satisfaction.

3) I am satisfied with the level of service provided by Schouten ID sales admin
The statement received a score of 82% which was included in the good category. The statement indicates that the services provided by Schouten ID Sales Admin in general have met customer expectations. This indicates that the entire interaction from responsiveness, accuracy of information, to friendliness has been executed well. Customers feel that their needs are being satisfactorily served, and there are no significant issues that interfere with their experience.
4) Schouten ID is an honest brand
The statement received a score of 75% which was included in the good category. This shows that customers generally view Schouten ID as a trustworthy brand. Brand honesty encompasses many aspects, from realistic product promises, price transparency, to open communication. When customers feel a brand is honest, they tend to feel safer and more comfortable interacting, which in turn reduces the risk of disappointment.
5) Schouten ID has a good image in the eyes of the public
The statement received a score of 79% which was included in the good category. This shows that the public's perception of this brand is generally positive. A good public image plays an important role because it builds initial trust and confidence in the brand even before the direct interaction occurs. When customers see brands that have a positive reputation, they tend to be more confident in making a purchase and feel satisfied with their decision.

From the descriptive analysis above, which is the responses of 400 respondents related to the customer satisfaction (Z) variable, the overall score is as follows.

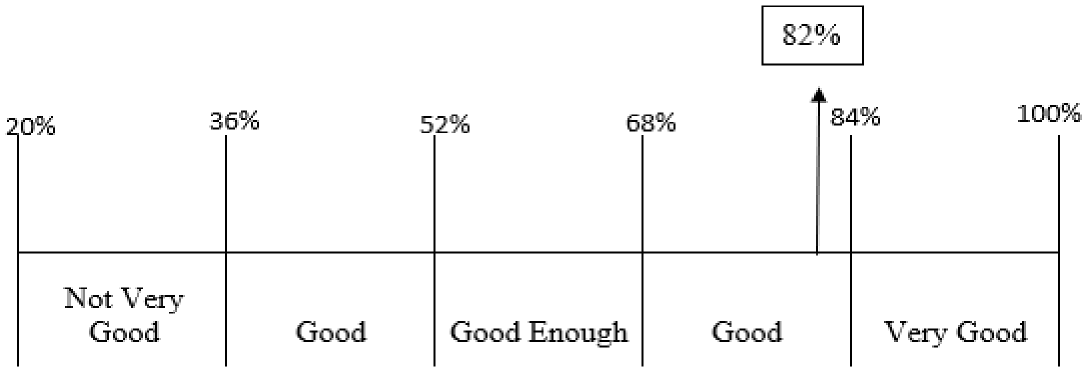

Figure 2. Customer Satisfaction Variable Continuum Lines (Z)

Based on the descriptive analysis of respondents' responses regarding Customer Satisfaction, a score of 82% was obtained as shown on the continuum line in figure 4.9. This shows that Schouten ID has consistently met basic customer expectations and is driven by outstanding performance in providing accurate and expected product information. The statement "I feel that Schouten ID's service meets my expectations in providing product information" gets the highest score of 89% and is in the very good category. Product information is the foundation of every purchase decision because when customers feel the information they receive is honest, complete, and relevant, they become more confident. Schouten ID was judged by respondents to have provided excellent product information and created a positive experience from the beginning.

Customer Loyalty (Y)

1) I always prefer Schouten ID over other brands
   The statement received a score of 91% which was included in the excellent category. The statement shows that Schouten ID has managed to build very strong customer loyalty. Customers are not only satisfied with a product or service, but also have such a deep emotional attachment and preference for the brand that they consistently choose Schouten ID over competitors, perhaps even without considering other alternatives.
2) Schouten ID has better performance or features compared to other brands
   The statement received a score of 87.4% which was included in the very good category. The score shows that product excellence is a key driver of customer loyalty. Respondents are confident that Schouten ID consistently outperforms competitors so that confidence in the quality of these products builds a strong foundation for loyalty, as customers know that they will get the best results every time they choose this brand, which ultimately reduces the desire to switch.
3) Schouten ID has exactly the same features that I wanted
   The statement received a score of 82% which was included in the good category. This shows that when customers find a product that exactly meets their needs and preferences, it creates a deep sense of satisfaction and eliminates the urge to look for other alternatives. This accuracy in tailoring product features to customer desires shows that Schouten ID understands their market well and is able to provide relevant solutions.
4) I would recommend Schouten ID to my closest people
   The statement received a score of 79% which was included in the good category. This shows that the customer loyalty owned by Schouten ID is already at a strong level, but there is still room for improvement. The score shows that a large number of customers are not only satisfied, but also willing to voluntarily spread positive reviews.
5) If I am going shopping, then I will visit Schouten ID again
   The statement received a score of 76% which was included in the good category. This score indicates that customers have a strong tendency to make

repeat purchases. Not only are they satisfied with the previous experience, but they also have a clear intention to re-engage with the brand.

From the descriptive analysis above, which is the response of 400 respondents related to the customer loyalty variable (Y), the overall score was obtained as follows.

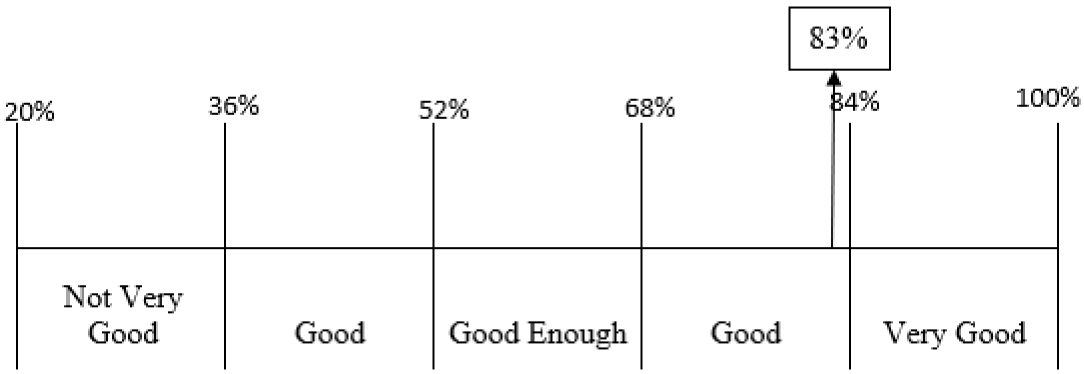

Figure 3. Customer Loyalty (Y) Variable Continuum Lines

The customer loyalty variable (Y) received an average score of 83% which was in the good category. This shows that Schouten ID has managed to build strong bonds with customers, so that it can transform them from mere buyers to brand supporters. This score of 83% is largely driven by the statement "I always prefer Schouten ID over other brands" which gets the highest score of 91% in the excellent category. The statement shows that Schouten ID has managed to achieve the most desirable level of loyalty, namely preference loyalty. Customers are not only returning to shop, but they are consciously and consistently choosing Schouten ID over competitors. This is not just transactional loyalty based on price or convenience, but a loyalty built from a combination of positive experiences such as superior product quality and ethical customer service. When customers have a strong preference for a brand, they become less sensitive to competitors and tend to be more protective of that brand.

Outer Model

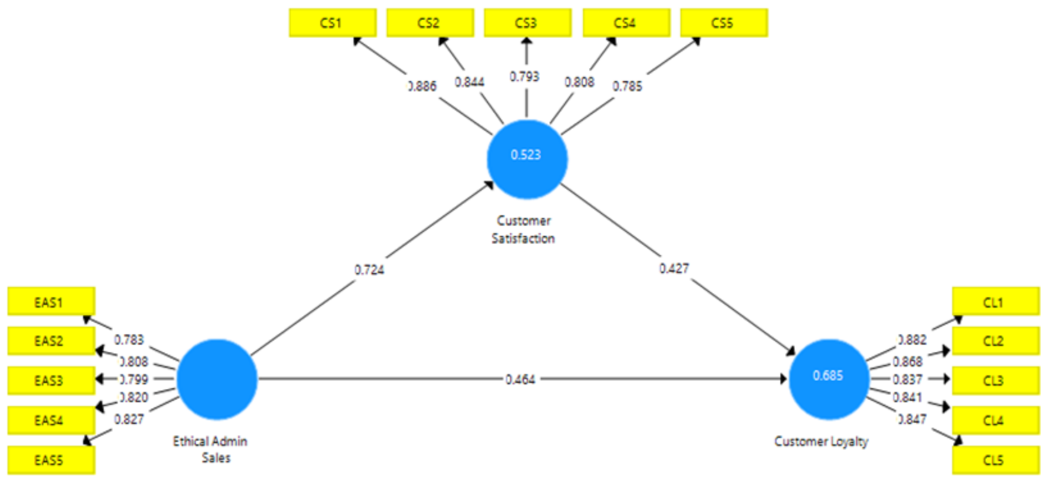

Figure 4. Outer Model

The image above shows the outer model with three interconnected variables. Each shape and color has its own meaning, such as the blue circle indicates the variable, the yellow box on the side of the blue circle which is an indicator, and the arrow that connects each variable according to the research framework. To be able to process the data and get the results, each variable must be connected to each other because if it is not connected, the blue round will turn into a red round and cannot be calculated.

Convergent Validity

Table 1. Convergent Validity

Indicator	*Ethical Admin Sales*	*Customer Satisfaction*	*Customer Loyalty*
EAS1	0.783		
EAS2	0.808		
EAS3	0.799		
EAS4	0.820		
EAS5	0.785		
CS1		0.886	
CS2		0.844	
CS3		0.793	
CS4		0.808	
CS5		0.785	
CL1			0.882
CL2			0.868
CL3			0.837
CL4			0.841
CL5			0.847

Source: Researcher's Processed Data

Table 4.4 shows the results of SmartPLS software processing from each indicator in each variable. It can be seen that all indicators are above 0.7. So it can be concluded that all indicators in ethical admin sales, customer satisfaction, and customer loyalty are valid and can be used in this study.

Discriminant Validity

Table 2. Cross Loading

Indicator	*Ethical Admin Sales*	*Customer Satisfaction*	*Customer Loyalty*
EAS1	0.783	0.562	0.584
EAS2	0.808	0.573	0.634
EAS3	0.799	0.623	0.626
EAS4	0.820	0.586	0.639
EAS5	0.785	0.576	0.637
CS1	0.673	0.886	0.708
CS2	0.600	0.844	0.647
CS3	0.570	0.793	0.569
CS4	0.594	0.808	0.621
CS5	0.534	0.785	0.588

Indicator	*Ethical Admin Sales*	*Customer Satisfaction*	*Customer Loyalty*
CL1	0.699	0.699	0.882
CL2	0.670	0.659	0.868
CL3	0.634	0.631	0.837
CL4	0.627	0.642	0.841
CL5	0.674	0.629	0.847

Source: Data Processing in SmartPLS (2025)

Table 4.5 above shows the results of the discriminant validity of the cross loading factor and it is found that each variable has a different value from the other variables and that the value is higher than the other constructs. So it can be said that all indicators have met the requirements of discriminant validity.

Table 3. Fornell Lacker

Indicator	*Ethical Admin Sales*	*Customer Satisfaction*	*Customer Loyalty*
Ethical Admin Sales	0.808	0.724	0.773
Customer Satisfaction		0.824	0.763
Customer Loyalty			0.855

Source: Data Processing in SmartPLS (2025)

Fornell Lacker is part of discriminant validity, but what distinguishes it from cross loading is that Fornell Lacker assesses between variables only while cross loading uses indicators in each variable but the conditions remain the same. Based on table 4.6, it can be seen that all variables have a > value of 0.7 and the value on these variables is higher than the other variables so that it can be said that fornell lacker has met the requirements of discriminant validity.

Reliability Test

Table 4. Reliabilitas dan AVE

	Cronbach's Alpha	*Composite Reliability*	AVE
Ethical Admin Sales	0.867	0.904	0.652
Customer Satisfaction	0.881	0.914	0.679
Customer Loyalty	0.908	0.932	0.732

Source: Data Processing in SmartPLS (2025)

Based on table 4.7, it can be seen that all variables have Cronbach's alpha value and composite reliability of more than 0.7 so that it can be stated that all variables are reliable to be used in this study. As for the AVE value, the required value must be more than 0.5 so it can be said that all variables are valid.

Inner Model

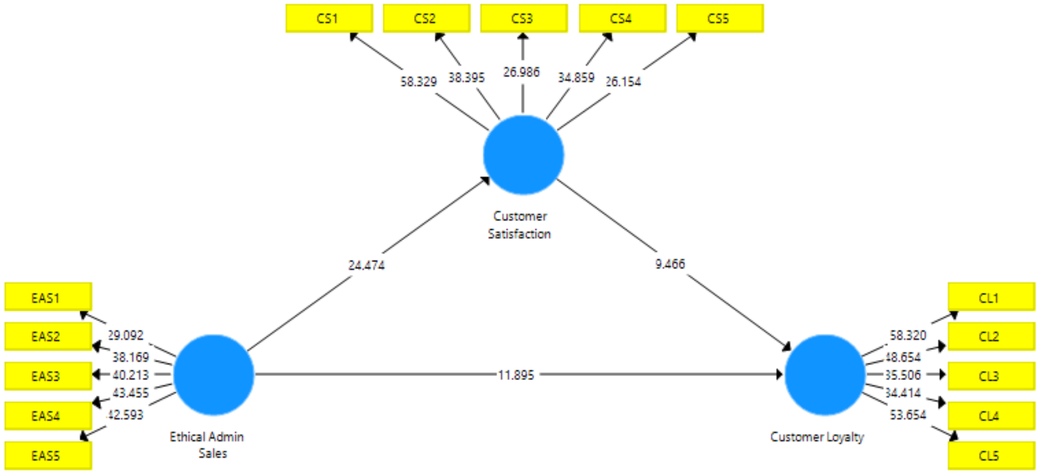

Figure 5. Inner Model

Coefficient of Determination (R Square)

Table 5. R Square

	R *Square*	*Adjusted* R *Square*
Customer Satisfaction	0.867	0.904
Customer Loyalty	0.881	0.914

Source: Data Processing in SmartPLS (2025)

Table 4.8 above shows the R square in the variables of customer satisfaction and customer loyalty. The ethical admin sales variable had an effect of 0.904 or 90.4% on customer satisfaction while the remaining 9.6% was influenced by other variables that were not studied in this study. Furthermore, the variables of ethical admin sales and customer satisfaction had an influence of 0.914 or 91.4% on customer loyalty while 8.6% was influenced by other factors that were not present in this study.

Predictive Relevance (Q Square)

Table 6. Predictive Relevance

Variabel	SSO	SSE	$Q^2 (= 1 - \frac{SSO}{SSE})$
Ethical Admin Sales	2000.000	2000.000	
Customer Satisfaction	2000.000	1304.159	0.348
Customer Loyalty	2000.000	1012.099	0.494

Source: Data Processing in SmartPLS (2025)

From the table above, customer satisfaction is 0.348 and customer loyalty is 0.494. The result shows a value greater than 0 so it can be concluded that the variable has predictive relevance.

Effect Size (f-Square)

Table 7. f Square

	Ethical Admin Sales	*Customer Satisfaction*	*Customer Loyalty*
Ethical Admin Sales		1.098	0.325
Customer Satisfaction			0.276
Customer Loyalty			

Source: Data Processing in SmartPLS (2025)

Based on table 4.10 above, it can be seen that ethical admin sales has an influence of 1,098 and is included in the category of large influence. Ethical admin sales also has a great influence on customer loyalty, which is 0.325. Meanwhile, customer satisfaction has an influence of 0.276 which is included in the moderate or medium category.

Uji Hypothesis

To determine whether a hypothesis is accepted or not, only the following conditions are met.

P values < 0.05 then H1 is accepted and H0 is rejected
P values > 0.05 then H1 is rejected and H0 is accepted

Table 8. Hypothesis Test

Hipotesis	*Original Sample* **(O)**	*Sample Mean* **(M)**	*Standard Deviation (STDEV)*	**T** *Statistic (|O|STDEV|)*	**P** *Values*	*Information*
EAS -> CS	0.724	0.722	0.030	24.474	0.000	Accepted
EAS -> CL	0.464	0.466	0.039	11.895	0.000	Accepted
CS -> CL	0.427	0.423	0.045	9.466	0.000	Accepted
EAS -> CS -> CL	0.309	0.306	0.040	7.813	0.000	Accepted

Source: Researcher's Processed Data (2025)

- H1: Ethical admin sales → Customer Satisfaction
  The results show a significant positive effect ($t = 24.474$, $p < 0.05$), indicating that ethical sales practices increase customer satisfaction.
- H2: Ethical admin sales → Customer Loyalty
  The results confirm a significant positive effect ($t = 11.895$, $p < 0.05$), suggesting that honesty and transparency enhance customer loyalty and repurchase intention.
- H3: Customer Satisfaction → Customer Loyalty
  A significant positive effect was found ($t = 9.466$, $p < 0.05$), meaning that satisfied customers are more likely to remain loyal.

- H4: Ethical admin sales → Customer Loyalty (mediated by Customer Satisfaction)
  The mediating role of customer satisfaction is confirmed ($t = 7.813$, $p < 0.05$), showing that ethical practices strengthen loyalty both directly and indirectly through satisfaction.

DISCUSSION

Ethical admin sales affects customer satisfaction

H1 is accepted, which means that ethical admin sales has a significant positive effect on customer satisfaction. These findings are in line with (Mansouri et al., 2022; Soepartono & Arafah, 2024; Tolba et al., 2015), but different from (Ahli et al., 2024). The application of ethics in sales—such as consistency, honesty, and friendliness—forms a positive perception, increases a sense of security, and creates customer satisfaction. The transparency of information and the friendly attitude of the sales admin make the shopping experience more appreciated, so that customers are encouraged to return.

Ethical admin sales affects customer loyalty

H2 is accepted, ethical admin sales has a significant positive effect on customer loyalty. This is supported by (Mansouri et al., 2022), but in contrast to (Kethan & S, 2022; Soepartono & Arafah, 2024; Tolba et al., 2015). Ethical behaviors such as integrity and transparency create comfort, strengthen trust, and build emotional bonds with customers. Loyalty born from this trust is stronger than price-based or promotion-based loyalty.

Customer satisfaction affects customer loyalty

H3 is accepted, customer satisfaction has a significant positive effect on customer loyalty. This is in line with (Aburayya et al., 2020; Mansouri et al., 2022; Tolba et al., 2015), but different from (Soepartono & Arafah, 2024). Satisfaction increases customer retention opportunities at a lower cost than attracting new customers. Positive experiences, such as product quality and friendly service, build emotional bonds, encourage repurchases, and recommendations to others.

Ethical sales admin affects customer loyalty through customer satisfaction

H4 is accepted, ethical admin sales has a significant effect on customer loyalty through customer satisfaction. This is consistent with (Mansouri et al., 2022; Soepartono & Arafah, 2024; Tolba et al., 2015). Ethical practices such as transparency and integrity increase satisfaction, which in turn fosters long-term trust and commitment. In the context of Schouten ID, honest information from sales admins makes customers feel valued, increases satisfaction, and strengthens repeat loyalty.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on data analysis from 400 respondents using SmartPLS, several key findings were obtained:

- Descriptively, the three variables (ethical admin sales, customer satisfaction, and customer loyalty) are in the good category. Schouten ID is considered honest, meets customer expectations, and is able to build brand preferences.
- H1 accepted: Ethical admin sales had a significant positive effect on customer satisfaction ($t = 24{,}474$, $p < 0.05$).
- H2 accepted: Ethical admin sales had a significant positive effect on customer loyalty ($t = 11{,}895$, $p < 0.05$).
- H3 accepted: Customer satisfaction had a significant positive effect on customer loyalty ($t = 9{,}466$, $p < 0.05$).
- H4 accepted: Ethical admin sales had a significant positive effect on customer loyalty through customer satisfaction ($t = 7{,}813$, $p < 0.05$).

Thus, the ethical behavior of sales admins has proven to play an important role in increasing customer satisfaction and loyalty on Schouten ID.

Recomendation

For Ethical Sales Admins: Companies need to increase the transparency of stock information with a real-time inventory system and provide ethical communication training for sales admins.

- For Customer Satisfaction: Schouten ID needs to strengthen two-way communication with customers and display transparency of business processes, such as raw materials and production, to increase trust and satisfaction.
- For Customer Loyalty: Loyalty programs that have been launched need to be continuously analyzed and developed to be able to attract and retain loyal customers on an ongoing basis.

ADVANCED RESEARCH

1) For Ethical Sales Admins: Companies need to increase the transparency of stock information with a real-time inventory system and provide ethical communication training for sales admins.

2) For Customer Satisfaction: Schouten ID needs to strengthen two-way communication with customers and display transparency of business processes, such as raw materials and production, to increase trust and satisfaction.
3) For Customer Loyalty: Loyalty programs that have been launched need to be continuously analyzed and developed to be able to attract and retain loyal customers on a sustainable basis.

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