



## Unraveling the Impact: Esteh Indonesia's Crisis Responsibility on Consumer Loyalty in Yogyakarta

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### Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh *crisis responsibility* Esteh Indonesia terhadap tingkat loyalitas konsumen di Daerah Istimewa Yogyakarta. *Crisis responsibility* merupakan suatu upaya tanggungjawab perusahaan untuk merespon dan menanggapi krisis yang terjadi pada perusahaan. Tanggung jawab krisis tersebut bertujuan untuk mengubah pandangan publik sehingga menjadi lebih positif terhadap perusahaan yang mana dapat membentuk suatu *behavioral intention* konsumen seperti perilaku loyal terhadap brand tersebut. Metode yang digunakan dalam penelitian ini adalah analisis kuantitatif. Populasi penelitian ini adalah *target market* Esteh Indonesia di Daerah Istimewa Yogyakarta, dengan total sampel 100 responden. Teknik analisis data yang digunakan dalam penelitian ini merupakan analisis product moment dan analisis regresi linear sederhana dengan menggunakan program SPSS for windows versi 25. Hasil korelasi *product moment* sebesar 0,907, dapat disimpulkan bahwa semakin besar upaya *crisis responsibility* yang dilakukan oleh Esteh Indonesia maka semakin tinggi tingkat loyalitas konsumen di Daerah Istimewa Yogyakarta. *Crisis responsibility* memiliki pengaruh  $R^2$  sebesar 0,823 atau 82,3% terhadap loyalitas konsumen di Daerah Istimewa Yogyakarta. Berdasarkan hasil analisis, didapatkan bahwa *thitung* (21,323) lebih dari *ttabel* (1,987). Berdasarkan hasil tersebut, ditemukan adanya pengaruh yang signifikan antara *crisis responsibility* Esteh Indonesia dengan loyalitas konsumen di DIY, dan hipotesis yang digunakan dalam penelitian ini juga telah teruji dan diterima kebenarannya.

**Kata kunci:** Tanggung Jawab Krisis, Esteh Indonesia, Loyalitas Konsumen



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### **Abstract**

*This study aims to determine the impact of Esteh Indonesia's crisis responsibility on the level of consumer loyalty in the Special Region of Yogyakarta. Crisis responsibility is a corporate responsibility effort to respond and respond to crises that occur in the company. This crisis responsibility aims to change public views so that they become more positive towards the company which can form a consumer behavioral intention such as loyal behavior towards the brand. The method used in this research is quantitative analysis. This research was conducted by distributing questionnaires in the form of google forms, literature, and documentation. The population of this research is Esteh Indonesia's target market in the Special Region of Yogyakarta, with a total sample of 100 respondents. The data analysis technique used in this study is product moment analysis and simple linear regression analysis using the SPSS for Windows version 25 program. From the research that has been done, the product moment correlation results are 0.907, which can be concluded that the greater the crisis responsibility effort carried out by Esteh Indonesia, the higher the level of consumer loyalty in the Special Region of Yogyakarta. Crisis responsibility has an  $R^2$  effect of 0.823 or 82.3% on consumer loyalty in the Special Region of Yogyakarta. Based on the results of the analysis it was found that *thitung* (21.323) is more than *ttabel* (1.987). Based on these results, it was found that there was a significant influence between Esteh Indonesia's crisis responsibility and consumer loyalty in DIY, and the hypothesis used in this study has also been tested and accepted for truth.*

**Keyword:** Crisis Responsibility, Esteh Indonesia, Consumer Loyalty

### **Introduction**

The increasingly borderless world driven by technological advancements compels brands to respond to consumer messages with not only speed but also precision. To be align within this era, organization require fast and accurate decisions in every aspect, including how they react to the trends, risks, and issues (Tamer, Demir, Darici, et al., 2025).

The advent of social media has fostered a more egalitarian communication landscape between brands and consumers, where individuals can freely express their opinions, provide feedback, and even criticize brands based on their personal preferences. AlAfnan (2024) reveals that there are cultural and regional differences in social media use, with distinct preferences and behaviors emerging.

This environment significantly heightens the risk of crises, as consumer dissatisfaction can be voiced at any time and rapidly disseminated across digital platforms. The food and beverage (F&B) sector is particularly vulnerable to such crises, given the sensory nature of its products—





where immediate consumer reactions can trigger widespread discussions on social media. F&B industry shows a complex interplay between sector-specific stakeholder and because of that sector is highly susceptible to crises (Garcia-Sánchez & Rama, 2025).

Esteh Indonesia, one of the largest beverage brands in Indonesia, has experienced rapid growth driven by strategic marketing initiatives that leverage social media as a primary channel for communication and product promotion (Riskita, 2022). The brand has successfully cultivated a strong digital presence, amassing 401,000 followers on its Instagram account, @esteh.indonesia, with 1,271 posts designed to engage customers and showcase its product offerings.

Beyond Instagram, Esteh Indonesia actively utilizes Twitter (@esteh\_indonesia), where it has garnered 17,071 followers. This platform serves as a key touchpoint for direct consumer engagement, allowing the brand to respond to inquiries, address feedback, and participate in conversations about its products. By adopting an agile and interactive social media strategy, Esteh Indonesia strengthens its brand-consumer relationships and enhances its market position in the competitive F&B landscape.

The crisis surrounding Esteh Indonesia originated from a consumer complaint posted on Twitter by @Gandhoyy on September 24, 2022. The user shared their dissatisfaction after purchasing Esteh Indonesia's Chizu Red Velvet for the first time, stating that the beverage was excessively sweet—likening it to having 3 kilograms of sugar. Expressing disappointment, the user further voiced concerns that continuous consumption of the product could potentially lead to health risks such as **diabetes**.

This issue remains a concern for the government as the number of diabetes sufferers in Indonesia is projected to continue increasing until 2045. As a result, healthcare costs are expected to surge. The government plans to impose a tax on sugary beverages. Data from the Ministry of Health indicates that the current number of diabetes patients in Indonesia has reached 19.5 million. This number is projected to rise to 28.5 million by 2045 (Indonesia.go.id, 2024).

The complaint and criticism from Twitter user @Gandhoyy sparked mixed reactions due to the choice of words, which some considered inappropriate. The post generated 2,447 mentions

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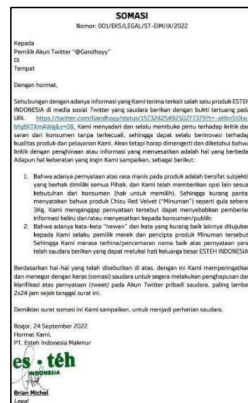
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from other Twitter users, with responses divided between those who agreed with the criticism and those who disapproved of the language used to express it.

In response to the criticism posted by Twitter user @Gandhoyy, Esteh Indonesia issued a legal notice addressed to the account owner. The letter, signed by Brian Michel from the legal team of PT Esteh Indonesia Makmur on September 24, 2022, served as a formal warning, strongly reprimanding the user for their remarks.



Source: @Gandhoyy Twitter Account, 2022

**Figure 1.** Cease and Desist Letter from Esteh Indonesia to @Gandhoyy Account

The response from Esteh Indonesia caused a stir on social media with the emergence of several hashtags such as #EstehIndonesia, #CeaseAndDesist, #UUTE, and #BadPR, which became the peak topics of discussion among Twitter users. Esteh Indonesia's cease and desist letter became the second trending topic on Twitter on September 25, 2022. Esteh Indonesia's decision to send the cease and desist letter to its customer was due to criticisms posted on the Twitter social media platform, which led to public disappointment on Twitter, with many expressing regret over the company's legal action, as it seemed to be anti-criticism regarding the products it markets.

Social platforms frequently serve as the primary space where dissatisfaction first emerges. A single complaint can quickly gain momentum, evolving into a significant issue within a matter of hours. An inappropriate response strategy can exacerbate the situation, escalating it into a crisis

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(Elliot & Co, 2024). In this study, the actions taken by Esteh Indonesia have posed a threat to the organization's reputation as Coombs (2007) defines a crisis as "a sudden and unexpected event that threatens to disrupt an organization's operations and poses both a financial and reputational threat" (p. 164).

Esteh Indonesia then responded to the crisis that occurred on Twitter by issuing an apology to the public through an interview with the CNN Indonesia team. The Head of Marketing of Esteh Indonesia, Julyani Dewi, stated that they had reconciled with the customer, @gandhooy. Esteh Indonesia also stated that they would continue to commit to receiving suggestions and criticism. Esteh Indonesia also took other steps as part of its crisis responsibility, one of which was to provide a service allowing consumers to adjust the sugar content according to their individual preferences whenever they purchase Esteh Indonesia products.

### **Theoretical Framework**

The case above exemplifies the critical role of crisis responsibility in shaping public perception and consumer loyalty. Crisis responsibility refers to the extent to which an organization is perceived as accountable for a crisis, ultimately influencing consumer responses toward the brand sustainability in business.

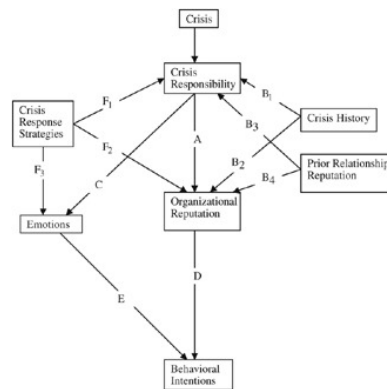
In the field of Public Relations, Coombs' (2007) Situational Crisis Communication Theory (SCCT) provides a relevant framework for analyzing Esteh Indonesia's crisis response and its subsequent impact on consumer loyalty, particularly in Yogyakarta. This city is known for its distinct consumer culture, where emotional attachment and local values strongly influence purchasing decisions. Consumers in Yogyakarta tend to exhibit high brand loyalty when brands align with their cultural values and maintain transparency in their communications.

Understanding how Esteh Indonesia's crisis communication strategies contribute to consumer loyalty in this unique market is therefore crucial. This study aims to explore the extent to which the brand's crisis responsibility influences consumer loyalty in Yogyakarta. By leveraging stakeholder relations management and SCCT, the research will assess consumer perceptions of Esteh Indonesia's crisis communication strategies and their long-term impact on





brand-consumer relationships. The findings are expected to contribute to the broader Public Relations discourse on crisis management and consumer loyalty in the digital era.



Source: Coombs, 2007

**Figure 1.** Coombs' Situational Crisis Communication Theory

Unlike attribution theory, which only operates in the conceptual realm in an abstract manner, SCCT offers a comprehensive model. It suggests that crisis managers should align strategic crisis responses with the level of crisis responsibility and the reputational threat posed by the crisis (Coombs, 2007).

SCCT is traditionally used in qualitative crisis communication research; however, it is also possible to conduct a quantitative research study to measure X and Y variables using this theory, as the quantitative approach can certainly be used to assess the effects of different crisis strategies on outcomes. In this research, the researcher measures how crisis responsibility influences public intentional behavior, specifically consumer loyalty. As illustrated in the SCCT model, these two variables are integral components of the SCCT framework.

## Method

This research is a quantitative study that employs a correlation survey method between variables, aimed at examining the influence of crisis responsibility undertaken by Esteh Indonesia

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on consumer loyalty towards Esteh Indonesia products. The data collection process in this study is numerical, comparing relevant theories from previous research. The variables to be investigated are Crisis Responsibility by Esteh Indonesia as the independent variable (X) and the level of Consumer Loyalty to Esteh Indonesia products as the dependent variable (Y) using a survey method. The survey method itself is a research approach to obtain facts regarding emerging issues (Bungin, 2014).

This population will be determined by the researcher for analysis and will be used as the basis for drawing conclusions in this study. The population of this research consists of consumers of Esteh Indonesia products residing in the Special Region of Yogyakarta who are aware of the issues related to customer summons and Esteh Indonesia's crisis responsibility efforts in managing the crisis. This ensures that the population is familiar with the crisis faced by Esteh Indonesia.

The purposive sampling technique is used in this study due to the researcher's limitations in obtaining information about the target market and the level of consumer awareness of the crisis. The criteria for selecting samples in this study are:

1. Consumers who have purchased or consumed Esteh Indonesia products.
2. Consumers who are aware of the consumer criticism that led to Esteh Indonesia's summons against customers.
3. Consumers who know about Esteh Indonesia's crisis responsibility efforts, such as the Head of Marketing of Esteh Indonesia apologizing through an interview with CNN Indonesia and introducing an innovation allowing consumers to select the sweetness level of the products they purchase.
4. Consumers aged 18–40 years.

Since the total population for this study is unknown, the sample size can be determined using Cochran's sample size formula (Sugiyono, 2010):

$$n = \frac{Z^2 pq}{e^2}$$

The confidence level used is 95%, where the Z value is 1.96, and the maximum error margin is 10%. The sample size for this study is calculated as follows:





$$n = \frac{(1,96)^2 (0,5)(0,5)}{(0,1)^2}$$

$$n = 96,04$$

Based on these calculations, the minimum sample size required for this study is 97 respondents, so the researcher decided to round this number up to 100 respondents.

This research uses the product moment correlation formula to determine whether one variable depends on another (Sugiyono, 2010). The results of the validity test indicate that for each item of the indicators, the majority of the r-calculated values are greater than the r-table value, which is 0.361, meaning that the items are valid. However, one item, namely Y1.6, is considered invalid because its r-calculated value is smaller than the r-table value.

This study uses the reliability testing method known as Cronbach's Alpha, which is suitable for scale-based scores, such as the Likert scale used in this research to measure the questionnaire scores. A questionnaire is considered reliable if Cronbach's Alpha is greater than 0.6. The results show that the Cronbach's Alpha coefficient exceeds 0.6, indicating that all the questions in the questionnaire, specifically the items related to the variable Crisis Responsibility of Esteh Indonesia (X) and Consumer Loyalty in the Special Region of Yogyakarta (Y), are reliable.

This study uses simple linear regression analysis to determine whether there is a relationship between variables X and Y. To test the effect of the independent variable on the dependent variable, t-statistics are used, comparing the probability value with the level of significance (0.05). The significance in this study refers to the degree of truthfulness, indicating that the result can be considered substantial.

## Result and Discussion

The respondents in this study totaled 100, with an equal distribution of gender. Female respondents (Esteh Indonesia consumers in DIY) accounted for 65 individuals, or 65%, while male respondents (Esteh Indonesia consumers in DIY) comprised 35 individuals, or 35%. The categorization of gender is useful for observing both perspectives regarding the issues in this study based on the respondents' gender. Regarding the age categorization, the highest percentage of







respondents was 22 years old, making up 31%. The lowest age category was 40 years old, comprising 2% of the total sample of 100 respondents.

In the X variable of this study, which concerns the impact of crisis responsibility undertaken by Esteh Indonesia post-crisis, it can be concluded that 76 respondents, or 76%, fall into the high category. For the intentionality indicator, 80 respondents, or 80%, gave high ratings, indicating that there was an element of unintentionality in the crisis. For the accountability indicator, 78 respondents, or 78%, rated it highly, suggesting that Esteh Indonesia took responsibility for the crisis. In the locality indicator, 70 respondents, or 70%, gave a high rating, indicating that Esteh Indonesia's crisis resolution efforts, such as the Head of Marketing's apology and the innovation of allowing consumers to choose their preferred sugar level, were appropriate addressing the crisis.

In the Y variable of this study, which concerns consumer loyalty to Esteh Indonesia products in the Special Region of Yogyakarta, the conclusion can be drawn that the majority gave high ratings, with 72 respondents, or 72%, indicating that loyalty is influenced by the crisis responsibility efforts made by Esteh Indonesia. For the repurchase indicator, 80 respondents, or 80%, rated it highly, indicating that consumers are willing to repurchase Esteh Indonesia products. For the purchase across product indicator, 79 respondents, or 79%, gave a high rating, suggesting that consumers are willing to buy other variations of Esteh Indonesia products. For the refers others indicator, 75 respondents, or 75%, rated it highly, indicating that Esteh Indonesia consumers are willing to recommend the brand to others. For the immunity indicator, 56 respondents, or 56%, showed a nearly balanced rating, suggesting that while some consumers prefer Esteh Indonesia over other products, others feel the opposite.

Based on the analysis of the effect of Esteh Indonesia's crisis responsibility on consumer loyalty in the Special Region of Yogyakarta, the regression analysis reveals a positive and significant impact as follows:

**Table 1.** Results of simple linear regression analysis





**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2410.080	1	2410.080	454.662	.000 <sup>b</sup>
	Residual	519.480	98	5.301		
	Total	2929.560	99			

a. Dependent Variable: Loyalitas Konsumen

b. Predictors: (Constant), Crisis Responsibility

Source: Processed data by the researcher, 2023

In the table above, it can be concluded that in this simple linear regression test, the significance value is 0.00, which is smaller than the probability value of 0.05. This allows us to conclude that the variable of crisis responsibility by Esteh Indonesia has a relationship and influence on the consumer loyalty variable in the Special Region of Yogyakarta. From this data output, it can also be observed that the calculated F value is 454.667.

**Table 2.** Model Summary of simple linear regression analysis

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907 <sup>a</sup>	.823	.821	2.302

a. Predictors: (Constant), Crisis Responsibility

The table of simple regression test model summary above shows that the R value is 0.907. From this output, the coefficient of determination, R square ( $R^2$ ), is 0.823. This means that 82.3% of the consumer loyalty towards Esteh Indonesia in the Special Region of Yogyakarta can be attributed to the influence of crisis responsibility undertaken by Esteh Indonesia. The remaining 17.7% may be influenced by other factors.

In this study, a t-test was conducted, and the following hypotheses were used:

- Ha: There is an influence of crisis responsibility by Esteh Indonesia on consumer loyalty.
- Ho: There is no influence of crisis responsibility by Esteh Indonesia on consumer loyalty.





Based on the previous data calculations, the comparison between the t-calculated value and the t-table value shows that the t-calculated value (21.323) is greater than the t-table value (1.987). Therefore, it can be concluded that there is a significant (positive) relationship between the crisis responsibility of Esteh Indonesia and consumer loyalty in the Special Region of Yogyakarta. In this case,  $H_0$  is rejected, and  $H_a$  is accepted.

Based on the analysis of the influence of crisis responsibility by Esteh Indonesia on consumer loyalty in the Special Region of Yogyakarta, the regression analysis reveals a positive and significant effect. The R square value obtained is 0.823. This means that 82.3% of the consumer loyalty level is caused by the crisis responsibility efforts made by Esteh Indonesia. The remaining 17.7% is due to other factors not discussed in this study.

Therefore, it can be used as evidence that the Situational Crisis Communication Theory (SCCT) is appropriate and relevant in shaping consumer behavioral intentions, particularly the loyalty of Esteh Indonesia consumers in the Special Region of Yogyakarta, which is influenced by the crisis responsibility efforts undertaken by Esteh Indonesia post-crisis.

## Conclusion

The conclusion derived from the results of the simple linear regression analysis is that both variables have a significant positive relationship between crisis responsibility by Esteh Indonesia and consumer loyalty in the Special Region of Yogyakarta. The results of the t-test show that the t-calculated value (21.323) is greater than the t-table value (1.987), leading to the conclusion that there is a significant (positive) relationship between crisis responsibility by Esteh Indonesia and consumer loyalty in the Special Region of Yogyakarta. In this case,  $H_0$  is rejected, and  $H_a$  is accepted. Therefore, the greater the influence of crisis responsibility by Esteh Indonesia, the higher the consumer loyalty in the Special Region of Yogyakarta will be.

The percentage of 82.3% represents the level of consumer loyalty to Esteh Indonesia in the Special Region of Yogyakarta that is attributed to the influence of crisis responsibility by Esteh Indonesia. The remaining 17.7% may be influenced by other factors not investigated in this study. The theory applied in this research is SCCT (Situational Crisis Communication Theory), which





explains that crisis responsibility by a company can affect consumer behavioral intentions. Consistent with this theory, the findings of this study confirm that crisis responsibility by Esteh Indonesia has an impact on consumer loyalty in the Special Region of Yogyakarta.

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