

Antecedents of Passenger Loyalty in Online Taxi Services: A Case Study of GoCar Services

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Abstract

This research was conducted to determine the relationship between perceived value (X1), value for money (X2), corporate image (X3), and switching costs (X4) on passenger satisfaction (M) and passenger loyalty (Y) for GoCar customers in Indonesia. This research is a quantitative study using a questionnaire with statement items arranged using a Likert scale (1-5). The sampling technique was carried out using the Lemeshow formula for an unknown population. The data obtained was then processed using the PLS-SEM method with the SmartPLS 3.2.9 application. The results of the study found that perceived quality, value for money, and corporate image in the four-wheeled ride-hailing service industry affect passenger satisfaction which will then generate passenger loyalty. Switching costs were also found to positively affect passenger loyalty. This implies that four-wheeled ride-hailing customers care about quality, price and quality comparison, corporate image, and costs/barriers that arise when they decide to switch from a service.

Keywords

Corporate Image; Passenger Loyalty; Passenger Satisfaction; Ride-Hailing; Switching Cost; Value for Money

INTRODUCTION

Through the existence of a taxi ordering service with a ride-sharing business model, the level of community mobilization and the practicality of ordering in Indonesia have increased dramatically when compared to conditions 7 years ago (Purwanti, 2022). Ride-sharing is part of the sharing economy which is broadly described as a system that has the potential to lead to sustainable consumption, by leveraging idle capacity and/or facilitating access to ownership (Curtis & Lehner, 2019). The term sharing economy first entered general public discourse in 2011 through the success of Airbnb and Uber (Hossain, 2020). The sharing economy is divided into four main sectors, namely the accommodation sector, the on-demand service sector, the collaborative finance sector, and the transportation sector which involves ride-sharing services. The transportation sector alone was valued at US\$117.8 billion in 2018 and accounted for 57.8% of the sharing economy (OECD, 2021).

Meanwhile, the concept of ride-sharing itself emerged from the use of empty car seats where drivers can rent out the space to passengers who are generally connected

through an application that facilitates transactions between the two parties (Ahmed et al., 2021). Since the introduction of the ride-sharing concept, the use and level of public familiarity with ride-sharing services has increased rapidly around the world, including developing countries such as Indonesia, where according to the Demographic Institute of the Faculty of Economics and Business, University of Indonesia, Gojek itself (excluding service providers) ride-sharing) through their services have contributed IDR 96 trillion, or the equivalent of 0.62% of Indonesia's GDP in 2020 (Walandouw & Primaldhi, 2022). This contribution is also projected to continue to increase considering that Indonesia's digital consumer growth is the highest in the Southeast Asia region, with a growth of 14.58% from 2020 to 2021 (Facebook & Bain & Company, 2021).

The ride-hailing industry in Indonesia, for both two-wheeled and four-wheeled vehicles, is controlled by Gojek and Grab with a market share as of February 2022 that has almost reached 100%. Although Gojek has tended to be superior in terms of market share compared to Grab in the two-wheeled vehicle ride-hailing market over the last 2 years, the

same has not been the case for Gojek in the four-wheeled vehicle ride-hailing market. Over the past two years, Gojek's market share through GoCar has always lost to Grab through GrabCar, and has often experienced a decline in several periods, indicating low loyalty from GoCar customers (Sheng, 2022). In fact, Gojek has a first-mover advantage and is a domestic company that competes with foreign companies in Indonesia (Lazuardi & Sukoco, 2019).

Previous research tested Uber customer loyalty in Bangladesh with a relatively small number of independent variables. Previous research also suggests conducting similar research in a cultural environment that is different from the geographical location of previous research (Ahmed et al., 2021). Not only that, research on ride-hailing passenger loyalty in Indonesia is so focused on two-wheeled ride-hailing services (GoRide and GrabBike), and rarely touches on the four-wheeled ride-hailing market (Abadi et al., 2020; Irfianto, 2019; Wibawa et al., 2022). In addition, no quantitative research has been found that directly examines the relationship between switching costs and passenger loyalty for the four-wheeled ride-hailing market in Indonesia (Fu et al., 2018; Hadi et al., 2019; Samudro et al., 2018). So due to the fundamental cultural and corporate differences between Uber in Bangladesh and GoCar in Indonesia, as well as the lack of research on the Indonesian four-wheeled ride-hailing market, this research is highly recommended to be carried out.

LITERATURE REVIEW AND HYPOTHESES

This section contains a literature review of the six variables that are the focus of this research.

Perceived Quality

Perceived Quality is the overall perception of customers of a particular product or service that they obtain from producers or service providers (Ahmed et al., 2020). Meanwhile, Wirtz and Lovelock (2022) define perceived quality in service delivery as the result of a process evaluation in which customers compare perceptions of service delivery with the results they expect. Customers form expectations about the value and satisfaction they will receive through purchasing market offerings, and when these expectations are met, they will be satisfied. However, marketers must be careful about setting the right level of

expectations for customers. Because, if expectations are set too low, they may be able to satisfy buying customers, but fail to attract enough buyers (Kotler et al., 2020). Fu et al. (2018) stated that passenger satisfaction cannot be achieved if the perceived quality of passengers does not increase, which will then have a negative effect on loyalty. Zhou and Zhang (2018) in their research using the SEM model on customer satisfaction from bicycle-sharing in Ningbo, China, found that perceived quality influences customer satisfaction positively and significantly. Nguyen-Phuoc et al. (2020) in a similar study in the Vietnamese taxi ride-hailing industry, found that there are three factors that influence customer satisfaction and one of them is perceived quality. On this basis, the following hypotheses can be developed:

H1: Perceived quality has a positive effect on passenger satisfaction.

Value for Money

Value for Money is defined as a tradeoff proposition between what customers pay and what they get. To satisfy customers in ride-sharing services, it is very important for service providers to increase the perception of value for money (Ahmed et al., 2020). Customers will be satisfied with standard services of good quality, which provide extraordinary value for money (Wirtz and Lovelock, 2022). For many companies, especially those that offer services, value for money is a key driver of their customer satisfaction (Kaufman, 2020). Aisha et al. (2021) stated that low prices are generally an important source of satisfaction because customers will get a high value for money. In the study by Siyal et al. (2021) regarding taxi booking application services, it was found that price value influences customer satisfaction positively and significantly, which indicates that the monetary cost of using a taxi booking application is an important consideration for customers, so they will feel satisfied if the services offered are useful and profitable. The study found that passenger opinion positively influences satisfaction, one of which is the result of the positive consequences of value for money (Hasan et al., 2021). On this basis, the hypothesis is put forward as follows:

H2: Value for money has a positive effect on passenger satisfaction.

Corporate Image

Corporate image is defined as the customer's perception of a company, which is

reflected in the company associations that appear in the minds of consumers (Keller and Swaminathan, 2020). Ali et al. (2020) found that a positive corporate image will generate/provide monetary and non-monetary benefits for the company, as well as increase customer satisfaction. The existence of a good image is very important for service companies, which immediately affects customer ratings of the services they receive (Assegaff and Pranoto, 2020). Chien and Chi (2018), Assegaff and Pranoto (2020), Hossain et al. (2021) in their study found corporate image positively affects customer satisfaction. Chien and Chi (2018) added that corporate image plays an important role in how companies can maintain customer loyalty. Ni et al. (2020) conducted a study in the Chinese public transportation service industry, and found that corporate image has proven to positively influence passenger satisfaction. On this basis, the following hypotheses were developed:

H3: Corporate image has a positive effect on passenger satisfaction.

Switching Cost

Switching costs are defined as barriers that make customers continue to use the same product from suppliers by applying additional costs when changing suppliers (Dyer et al., 2020). In general, low switching costs for ride-sharing services in Spain will result in lower loyalty to these services (de-Miguel-Molina, 2020). Switching costs will affect loyalty in the same direction, which represents a positive relationship (Samudro et al., 2018). Wonglakorn et al. (2021) in their study of public transportation in Thailand, found that the higher the switching cost in a public transportation service, the more loyal customers will be to a particular service. Irfianto (2019) found that two-wheeled ride-sharing customers will switch to other services if switching costs are high. In service provider companies in Vietnam, it was found that switching costs positively affect loyalty (Ha, 2020). On this basis, the following hypotheses can be developed:

H5: Switching costs have a positive effect on passenger loyalty.

Passenger Satisfaction and Passenger Loyalty

Passenger satisfaction is the customer experience after receiving services compared to predetermined expectations (Ahmed et al., 2020). Meanwhile, passenger loyalty is

defined as a strongly held commitment to repurchase or re-subscribe a product or service in the future (Kotler et al., 2022). Studies of public transportation customers find that passenger satisfaction positively influences passenger loyalty (Li et al., 2018; Bezerra and Gomes, 2019; Vincente et al., 2020; Wonglakorn, 2021). Hallak et al. (2018), Assaker et al. (2020), and Severt et al. (2020) found that in the service industry, satisfaction mediates the relationship between perceived quality and loyalty. Several studies have found that satisfaction mediates the relationship between corporate image and loyalty (Hassan and Shamsudin, 2019; Yazid et al., 2020; Zaid et al., 2020). Value for money is an important consideration for customers in the service industry, because apart from providing satisfaction to customers, it can potentially increase loyalty (Kaufman, 2020; Wirtz and Lovelock, 2022). Ahmed et al. (2020) found that passenger satisfaction mediates the relationship between value for money and passenger loyalty in the ride-hailing industry. Therefore, the hypothesis can be arranged as follows:

H4: Passenger satisfaction has a positive effect on passenger loyalty.

H6: Passenger satisfaction mediates the relationship between perceived quality and passenger loyalty.

H7: Passenger satisfaction mediates the relationship between value for money and passenger loyalty.

H8: Passenger satisfaction mediates the relationship between corporate image and passenger loyalty.

METHODS

This research is a quantitative study that aims to explain the relationship between independent variables perceived quality (X1), value for money (X2), corporate image (X3), switching costs (X4), mediating variable passenger satisfaction (M), and passenger dependent variable. loyalty (Y). Variables will be converted into indicators, which are tested with a Likert scale (1-5). Conversion is needed in order to obtain data from respondents which can then be processed, analyzed, and tested empirically using the PLS-SEM method in the SmartPLS 3.2.9 application, and inferences can be drawn through hypothesis testing. The use of the Likert scale is based on the main reason that there are obstacles in measuring a person's behavior, opinions, and attitudes, so a psychometric scale is needed to measure it (Sekaran & Bougie, 2020). This research

was conducted from 28 October 2022 to 30 December 2022 by distributing online questionnaires via Google Form to respondents with the criteria of those who had ordered and used GoCar services. Because the population of GoCar users is not clearly obtained, the Lemeshow formula is used to determine the number of samples (Suliyanto, 2018):

$$n = \frac{z^2 p(1-p)}{e^2}$$

Details:

- n: number of samples
- z: z-value
- p: proportion
- e: margin of error

This study uses a confidence level of 95%, which is commonly used for marketing research (Suliyanto, 2018). With a z value of 1.96, the proportion is 50% (because the population is unknown), and the margin of error is 5%. Thus, from the calculation results, it was found that the recommended sample size to be collected was 385 samples.

RESULTS AND DISCUSSION

Respondent Characteristics

After distributing the questionnaire online, the characteristics of the respondents were obtained which were dominated by women (66.49%), with an age range of 17-24 years, of which 44.42% were domiciled in Jabodetabek, with an education level below S1 (49.61%), with a dominant occupation, namely students / students with a percentage of 62.34%. It was also found that most of the respondents had used GoCar since more than 1 year ago (65.45%), using it 2-4 times in the last 6 months (46.49%).

Outer Model Analysis

To evaluate the outer model, there are three main criteria that must be tested, namely convergent validity, discriminant validity, and reliability, where if the data meets these three criterias, it can be concluded that the data is valid and reliable for the next inference to be measured using the inner model (Garson, 2016).

Convergent Validity

Convergent validity is intended to measure the correlation between the same concepts. There are two criteria for convergent validity,

namely the outer loading value for each indicator which must be above 0.7, and the Average Variance Extracted (AVE) value for each variable which must exceed 0.5 (Hair et al., 2017).

Table 1. Outer Loading of Perceived Quality

Indicators	Outer Loading
PQ1	0.733
PQ2	0.835
PQ3	0.850
PQ4	0.880
PQ5	0.878

Table 2. Outer Loading of Value for Money

Indicators	Outer Loading
VFM1	0.850
VFM2	0.870
VFM3	0.872
VFM4	0.860
VFM5	0.833

Table 3. Outer Loading of Corporate Image

Indicators	Outer Loading
CI1	0.811
CI2	0.869
CI3	0.830
CI4	0.830
CI5	0.796

Table 4. Outer Loading of Switching Cost

Indicators	Outer Loading
SC1	0.751
SC2	0.789
SC3	0.878
SC4	0.887
SC5	0.787

Table 5. Outer Loading of Passenger Satisfaction

Indicators	Outer Loading
PS1	0.894
PS2	0.901
PS3	0.870
PS4	0.805
PS5	0.867
PS6	0.896

Table 6. Outer Loading of Passenger Loyalty

Indicators	Outer Loading
PL1	0.850
PL2	0.872
PL3	0.721
PL4	0.858
PL5	0.867

Table 7. Average Variance Extracted (AVE)

Variable	AVE
Perceived Quality	0.673
Value for Money	0.735
Corporate Image	0.685
Switching Cost	0.673
Passenger Satisfaction	0.762

Passenger Loyalty	0.698
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Referring to the outer loading value of each indicator which has exceeded the limit of 0.7, and the AVE value for each variable which has exceeded the value of 0.5, it can be concluded that convergent validity has been achieved.

Discriminant Validity

Discriminant validity is used to measure differences between indicators of a variable and indicators of other variables, with the aim of ensuring that each indicator is unique to the variable that refers to that indicator. The criterion used to measure this validity is the Variance Inflation Factor (VIF) value which must be less than a value of 5 (Hair et al., 2017).

Table 8. VIF of Perceived Quality

Indicators	VIF
PQ1	1.648
PQ2	2.256
PQ3	2.374
PQ4	2.909
PQ5	2.984

Table 9. VIF of Value for Money

Indicators	VIF
VFM1	2.462
VFM2	2.741
VFM3	2.751
VFM4	2.460
VFM5	2.343

Table 10. VIF of Corporate Image

Indicators	VIF
CI1	2.110
CI2	2.882
CI3	2.266
CI4	2.105
CI5	1.847

Table 11. VIF of Switching Cost

Indicators	VIF
SC1	1.601
SC2	1.948
SC3	2.729
SC4	3.019
SC5	1.953

Table 12. VIF of Passenger Satisfaction

Indicators	VIF
PS1	3.641
PS2	3.801
PS3	3.018
PS4	2.183
PS5	2.954
PS6	3.543

Table 13. VIF of Passenger Loyalty

Indicators	VIF
PL1	2.366
PL2	2.671
PL3	1.602
PL4	2.452
PL5	2.535

The results of the VIF analysis show that there is no indicator VIF value at all that is above 5, which means that there is no multicorrelational problem in this study. On this basis, it can be concluded that discriminant validity has been achieved.

Reliability

In reliability, the goal is to measure how reliable the outer model is, and it is tested with composite reliability and Cronbach's alpha criteria which both must have a value above 0.7 (Hair et al., 2017).

Tabel 14. Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha
Perceived Quality	0.921	0.892
Value for Money	0.933	0.910
Corporate Image	0.916	0.885
Switching Cost	0.911	0.877
Passenger Satisfaction	0.950	0.937
Passenger Loyalty	0.891	0.920

The results of the reliability test using composite reliability and Cronbach's alpha show that all variables have their respective values that exceed the minimum limit of 0.7, so it can be concluded that reliability has been achieved.

Inner Model Analysis

Evaluation of the inner model is carried out to determine the strength of the model and the significance of each relationship between variables. Through evaluating the inner model, inferences can be drawn to test the hypotheses that have been set before. In the evaluation of the inner model, the r-squared values of 0.75, 0.50, 0.25 indicate a strong, moderate and weak model. The t and p values indicate the significance of the relationship, where in marketing research it is suggested to use a significance level of 5% with a t value of 1.96. thus, if the t test value exceeds 1.96 and $p < 0.05$ it can be concluded that there is a significant relationship (Ghozali, 2021). The structural model of this research can be seen in Figure 1:

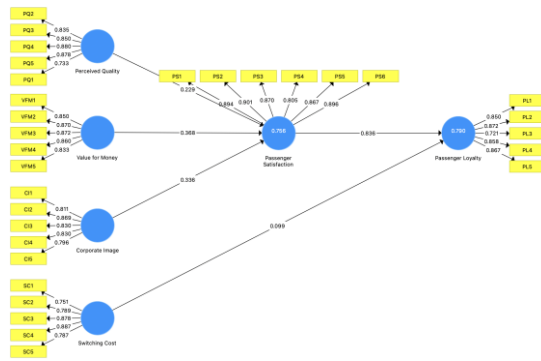


Figure 1. Inner Model

From the results of bootstrapping it can be concluded that any relationship between variables, either directly or indirectly, has a positive and significant influence. All of these models are also included in the strong model, because the passenger satisfaction and passenger loyalty variables have an r-squared value above 0.75, which is shown in Table 15.

Table 15. R-Squared and R-Squared Adjusted

Variable	R-Squared	R-Squared Adjusted
Passenger Satisfaction	0.790	0.789
Passenger Loyalty	0.756	0.754

Hypothesis Test

Hypothesis 1

Table 16. shows that perceived quality influences passenger satisfaction positively and significantly.

Table 16. Hypothesis 1 Test

	O	M	STDEV	t-val	p-val
X1 ->M	0.229	0.230	0.054	4.274	0.00

This finding is in line with research by Fu et al. (2018) which states that passenger satisfaction cannot be achieved if the perceived quality of passengers does not increase, which will then produce a negative effect on loyalty. Zhou & Zhang (2019) in research using the SEM model on customer satisfaction from bicycle-sharing in Ningbo, China, found that perceived quality influences customer satisfaction positively and significantly. Nguyen-Phuoc et al. (2020) in a similar study in the Vietnamese taxi ride-hailing industry, found that there are three factors that influence customer satisfaction and one of them is perceived quality.

Hypothesis 2

Table 17 shows that value for money has a positive and significant effect on passenger satisfaction.

Table 17. Hypothesis 2 Test

	O	M	STDEV	t-val	p-val
X2 ->M	0.368	0.367	0.056	6.635	0.00

This finding is in line with research by Aisah et al. (2021) who argued that low prices are generally an important source of satisfaction because customers will get a high value for money. In the study by Siyal et al. (2021) regarding taxi booking application services, it was found that price value influences customer satisfaction positively and significantly, which indicates that the monetary cost of using a taxi booking application is an important consideration for customers, so they will feel satisfied if the services offered are useful and profitable. The study found that passenger opinion positively influences satisfaction, one of which is the result of the positive consequences of value for money (Hasan et al., 2021).

Hypothesis 3

Table 18 shows that corporate image has a positive and significant effect on passenger satisfaction.

Table 18. Hypothesis 3 Test

	O	M	STDEV	t-val	p-val
X3 ->M	0.336	0.336	0.059	5.699	0.00

This is in line with the findings of Ali et al. (2020) who found that a positive corporate image will generate/provide monetary and non-monetary benefits for the company, as well as increase customer satisfaction. The existence of a good image is very important for service companies, which immediately affects customer ratings of the services they receive (Assegaff & Pranoto, 2020). Chien & Chi (2019), Assegaff & Pranoto (2020), Hossain et al. (2021) in their study found corporate image positively affects customer satisfaction. Chien & Chi (2019) added that corporate image plays an important role in how companies can maintain customer loyalty.

Ni et al. (2020) conducted a study in the Chinese public transportation service industry, and found that corporate image has proven to positively influence passenger satisfaction.

Hypothesis 4

Table 19 shows that passenger satisfaction has a positive and significant effect on passenger loyalty.

Table 19. Hypothesis 4 Test

	O	M	STDE V	t-val	p- val
M ->Y	0.836	0.834	0.024	34.59	0.00

This finding is in line with previous studies. Studies of public transportation customers find that passenger satisfaction positively influences passenger loyalty (Bezerra & Gomes, 2019; Li et al., 2018; Wonglakorn et al., 2021).

Hypothesis 5

Table 20 shows that switching cost has a positive and significant effect on passenger loyalty.

Table 20. Hypothesis 5 Test

	O	M	STDE V	t-val	p- val
X4 ->Y	0.099	0.102	0.028	3.580	0.00

This finding is supported by various similar studies. In general, low switching costs for ride-sharing services in Spain will result in lower loyalty to these services (de-Miguel-Molina et al., 2021). Switching costs will affect loyalty in the same direction, which represents a positive relationship (Samudro et al., 2018). Wonglakorn et al. (2021) in their study of public transportation in Thailand, found that the higher the switching cost in a public transportation service, the more loyal customers will be to a particular service. Irfianto (2019) found that two-wheeled ride-sharing customers will switch to other services if switching costs are high. In service provider companies in Vietnam, it was found that switching costs positively affect loyalty (Ha, 2020).

Hypothesis 6

Table 21 shows that passenger satisfaction mediates the relationship between perceived quality and passenger loyalty.

Table 21. Hypothesis 6 Test

	O	M	STDE V	t-val	p- val
X1 ->M ->Y	0.192	0.192	0.045	4.227	0.00

This finding is supported by a study by Hallak et al. (2018) who found that in the service industry in Australia, satisfaction directly mediates the relationship between perceived quality and loyalty. Meanwhile, Assaker et al. (2020) in a similar service industry in the United Kingdom also found that passenger satisfaction mediates the relationship between perceived quality and passenger loyalty. Similar findings were also obtained in the service industry in Alabama, United States (Severt et al., 2022).

Hypothesis 7

Table 22 shows that passenger satisfaction mediates the relationship between value for money and passenger loyalty.

Table 22. Hypothesis 7 Test

	O	M	STDE V	t-val	p- val
X2 ->M ->Y	0.308	0.306	0.047	6.599	0.00

Customer satisfaction is driven by services that have value for money that customers consider good, which can instantly make customers loyal to the services offered by the company (Kaufman, 2020; Wirtz & Lovelock, 2022). A previous study on the ride-hailing industry in Bangladesh by Ahmed et al. (2021) found a similar case where value for money influences passenger loyalty indirectly in a positive and significant way through mediation by passenger satisfaction.

Hypothesis 8

Table 23 shows that passenger satisfaction mediates the relationship between corporate image and passenger loyalty.

Table 23. Hypothesis 8 Test

	O	M	STDE V	t-val	p- val
X3 ->M ->Y	0.281	0.280	0.051	5.551	0.00

A study by Hassan & Shamsudin (2019) found a similar thing happening in the service industry in Kuala Lumpur, where based on the model that has been established, it is empirically proven that corporate image positively influences satisfaction which then leads to loyalty. Studies in the logistics service industry in Indonesia also found that corporate image is an important variable in influencing customer satisfaction, which then results in customer loyalty (Zaid et al., 2021).

CONCLUSION

This study found that both perceived quality, value for money, and corporate image, in the four-wheeled ride-hailing service industry affect passenger satisfaction which will then generate passenger loyalty. Switching costs were also found to positively affect passenger loyalty. This implies that four-wheeled ride-hailing customers prioritize quality, price and quality comparison, corporate image, and costs/barriers that arise when they decide to switch from a service.

Although switching costs are found to have a positive and significant effect on passenger loyalty, the switching costs set by GoCar are relatively low, so that customers do not need to think twice about switching to other service providers such as GrabCar. This has led to a decline in GoCar's market share in the four-wheeled ride-hailing industry in several periods. Thus, it is important for Gojek as the holding company in the future to increase switching costs for their customers so they don't switch to other competitors easily, which will then generate loyalty.

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