

# **Effect of Service Quality on Customer Loyalty through Satisfaction, Perceived Value, and Customer Engagements (Study on Indonesian Ride-Hailing Online)**

**Widarto Rachbini**

Graduate School, Universitas Pancasila,  
Jakarta, Indonesia

**Diana Anggraeni**

Communication Science, Faculty of Communication Science,  
Universitas Pancasila, Jakarta, Indonesia

**Diah Febrina**

Communication Science, Faculty of Communication Science,  
Universitas Pancasila, Jakarta, Indonesia

## **ABSTRACT**

**This study attempted to analyze the effect of service quality on customer's satisfaction, perceived value, and customer involvement as well as its implications for customer loyalty in Indonesia. The primary data used is the result of questionnaires through an online survey platform with the help of Google Form in July to August 2020. The sampling method was purposive sampling using specific criteria set by the researchers with 300 samples that met the criteria. Data analysis technique used the structural equation models (SEM) with the help of LISREL software. The results showed that there was a significant influence on the quality of Indonesian ride-hailing online services on perceived value, and a significant effect on perceived value on satisfaction as well as a significant effect on customer satisfaction on customer involvement. The only construct which directly influences customer loyalty is customer involvement. This research certainly provides practical advice for the online ride-hailing industry in Indonesia where there are three main suggestions aimed at improving the service quality, satisfaction, customer involvement, and value. Further research is suggested to analyze online ride-hailing in neighboring countries such as Malaysia, Singapore, Vietnam, or other Southeast Asian countries.**

**Keywords:** service quality, perceived value, customer satisfaction, customer involvement, customer loyalty and online ride-hailing.

## **INTRODUCTION**

Internet has become an important part of daily life in modern civilization since the commercialization of the internet in the mid-90s (Rachbini and Hatta, 2018). Jakpat (2019) in his

report of Indonesian Mobile Habit 2019 revealed that smartphone ownership in Indonesia has reached 355.5 million users. This fantastic number has a significant impact on changing habits and lifestyles of Indonesian people. The majority of smartphone users actively install various types of applications in which the number reached 5.07 billion installed applications in 2018.

The habits and preferences of Indonesian people in using mobile devices:

**Tabel-1. General Habit Towards Mobile Devices**

| No. | Habit                            | Parentage (%) |
|-----|----------------------------------|---------------|
| 1   | Chatting                         | 84.1          |
| 2   | Social Media                     | 82.5          |
| 3   | Phone Call                       | 78.7          |
| 4   | Taking Picture/ Video            | 75.6          |
| 5   | Gaming                           | 74.7          |
| 6   | Listening to Music               | 72.7          |
| 7   | <b>Online-ride hailing order</b> | <b>64.3</b>   |
| 8   | Reading news/ info               | 63.6          |

Table 1 shows the habits and preferences of Indonesians in using mobile devices. There are eight habits of Indonesians in using mobile devices where the use of chat features (84.1%) and social media (82.5%) are the two most common habits. Meanwhile, online ride-hailing bookings is in the seventh rank (64.3%). This is an interesting phenomenon because online ride-hailing bookings is one level above the habit of reading info/news (63.6%).

In line with the results of the Jakpat survey (2019) that the latest Statista report (2019) which is the world's leading global marketing research showed the growth of the ride-hailing online industry in Indonesia continues to increase from year to year. There has been an increase in online ride-hailing users from 2017 – 2019 and has reached 21.7 million users in 2019. Based on the forecast conducted by Statista (2019), there will be a significant increase in online ride-hailing users in Indonesia by 2023 reaching 37.9 million users. Nevertheless, this forecast is not optimal since the total of Indonesian population in 2019 has reached 266.91 million inhabitants (Databoks, 2019).

Therefore, it can be concluded that only 8.13% of Indonesian population has used the online ride-hailing application in 2019. However, this figure is relatively low compared to online ride-hailing users in other countries such as China which has reached 459.4 million users, Brazil with 27 million users, and India which has reached 173.6 million users in 2019 (Statista, 2019). Thus, the service quality of ride-hailing online service providers must continuously be improved in order to maintain the loyalty of users who are ultimately able to recommend or invite other consumers to use the service.

Companies are measured on how good they are by treating customers systematically, identify the factors that shape satisfaction, and change operations and marketing as the result (Kotler and Keller, 2016). The survey from Alvara Research Center (2019) which involved 1,204 respondents from several major cities in Indonesia showed that Gojek was the favorite online motorcycle among the millennial generation compared to Grab as its competitor.

The results of Alvara's research showed that 70.4% of respondents were inclined to choose Gojek where the respondents rated that Gojek was better/ superior compared to Grab. This can be seen from the positive responses from Gojek respondents through a number of important performance indicators such as the aspects of image, loyalty, engagement, and performance. These number of service quality aspects are owned by the two service providers.

Customer loyalty is a key aspect of the development and survival of a business/company. The key to the business success is building and maintaining strong customer relationships (Bergeron, 2002). Customers who are considered loyal to a brand have the will to support and recommend the brand to their friends and family (Kotler et al., 2017). It is certainly highly desirable that ride-hailing online service users can do positive word of mouth so as to increase the number of service users.

The quality represents the extent to which an entity meets the needs of its users (Batagan et al., 2009). As such, quality tends to play an important role in the success of the service industry due to the intangible nature of services (George and Kumar, 2014). The relationship between service quality and customer satisfaction, perceived value, customer involvement has been a major concern in a number of previous scientific literature (Lee et al., 2011; Olorunniwo et al., 2006; Izogo, 2015; Puriwat and Tripopsakul, 2014; Zameer et al., 2015; Arcand et al., 2017; Shi et al., 2018; Al-dweeri et al., 2018), and the four constructs were finally able to have a positive impact on customer loyalty (Boonlertvanich, 2019; Bapat, 2017; Rifai and Wahyudi, 2016; Tsai et al., 2010).

Many previous researchers conducted studies related to electronic-based services such as Arcand et al., (2017); Asadpoor and Abolfazli, (2017) in the realm of mobile/electronic banking, Al-dweeri et al., (2018); Shi et al., (2018) who examined customer loyalty in online retailing/e-commerce, and various other studies. However, the research is still limited in terms of service quality, and its impact on a number of constructs in online-ride hailing business sector in Indonesia. Therefore, this study aimed to analyze the effect of service quality on customer loyalty through satisfaction, perceived value, and customer involvement in online ride-hailing in Indonesia.

## **MATERIALS DAN METHOD**

### **Customer loyalty**

Loyalty refers to the customer's willingness to keep connected with a company in the long run, preferably exclusively, and recommend the company's products to colleagues and friends. Loyalty is an outcome of customer satisfaction (Wirtz and Lovelock, 2018). Customers who are very satisfied or happy will continue to buy the same products and brands, spread the goodness about the product to others, and become "customers for life" (Schiffman and Wisenblit, 2015). Consumers have various levels of loyalty to certain brands, stores, and companies. Loyalty has been defined as "a firm commitment to repurchase a product or service that is preferred in the future regardless of situational influences and marketing efforts that have the potential to cause switching behavior (Kotler and Keller, 2016).

Wirtz and Lovelock (2018) revealed that customer loyalty plays an important role in creating profits for companies, which can reduce customer service costs, decrease price sensitivity, positive word of mouth, increase purchase levels, and amortize acquisition costs for a longer period. Targeting, acquiring, and retaining the right customers is at the core of the success of service-based companies.

## **Customer Satisfaction**

Satisfaction is an evaluation of a single consumption experience. This is a direct response to that experience (Wirtz and Lovelock, 2018). Satisfaction reflects one's assessment of the perceived performance of the product/service in relation to expectations. If the performance is far from expectations, then the customer is disappointed. If the product / service meets expectations, the customer is satisfied (Kotler and Keller, 2016). The higher the consumer values a company's brand in terms of satisfaction and loyalty, the more likely the customer is to buy the brand (Kotler and Keller, 2016).

Customer satisfaction is the goal and marketing tool for a customer-centered company. Companies need to pay particular attention to the level of customer satisfaction because now the internet allows consumers to quickly spread positive or negative statements through word of mouth throughout the world (Kotler and Keller, 2016).

The bigger the gap between product/service expectations and performance, the bigger the dissatisfaction. Some consumers enlarge the gap when products / services are imperfect and feel very dissatisfied; others reduce it, and feel less satisfied. By building customer excellence, companies can provide high customer value and satisfaction, which leads to high repeat purchases, and ultimately results in high company profitability (Kotler and Keller, 2016).

## **Service Quality**

Service quality refers to the relatively stable attitudes and beliefs about a company. Wirtz and Lovelock (2018) define the best service quality as a high-performance standard that consistently meets or exceeds customer expectations. Service quality is a long-term cognitive evaluation of customers for service delivery by a company. Service quality is more difficult to define and assess than product quality. For example, it is more difficult to judge the quality of a haircut than the quality of a hair dryer (Kotler et al., 2018). If the service experience does not meet customer's expectations, then the customer might be quiet, complain about poor service quality, or switch to competitors in the future (Wirtz and Lovelock, 2018).

Zeithaml et al., In Wirtz and Lovelock, (2018) revealed that there are several dimensions to the construct of service quality, namely tangibles (physical elements), reliability (reliable and accurate performance), responsiveness (timeliness and helpfulness), assurance (assurance credibility, security, competence and politeness), and empathy (easy access, good communication, and customer understanding).

## **Customer Engagement**

Engagement is the extent of customer's attention and active involvement in communication. This reflects a response that is far more active than mere impressions, and is more likely to create values for the company. Engagement can extend to personal experiences that can change company products and services (Kotler and Keller, 2016). In this era, many companies shift their focus from brand management to customer management (Rachbini et al., 2019).

Customer involvement is important since it is able to break down barriers between companies and customers, and allow them to interact as friends. In the digital age, the marketers need to strike a balance between high-touch and high-tech involvement which depends on the customer's

character. Alternative interactions are available to choose from, including various customer service interfaces, social media interactions, and gamification (Kotler et al., 2017).

Researchers have identified two forms of customer engagement that are interrelated with marketers. First, emotional ties that represent the level of personal commitment and customer attachment to the company. Second, transactional bonds which are the mechanisms and structures that facilitate exchanges between consumers and sellers. Marketers must always try to build emotional bonds with customers. Technology, mostly in the form of social media, is the most innovative and versatile tool for engaging customers with companies emotionally, and goes far beyond sales actions (Schiffman and Wisenblit, 2015).

### **Perceived value**

Customer value in marketing context is a condition in which a company must place most of its resources into marketing investments that can build customer value (Kotler et al., 2018). Marketers generally have the same goal, which is to place consumers at the heart of marketing. The marketing today is about creating value and customer involvement in a rapidly changing, increasingly digital and social market. Customer perceived value is a customer evaluation of the difference between all benefits and all costs offered compared to other offers (Kotler et al., 2018).

Nowadays, marketing must be understood not in the old sense that is, selling "telling and selling" but in a new sense to be able to satisfy customer needs. If marketers engage consumers effectively, understand their needs, develop products that provide superior customer value and price, distribute and promote it well, then this product will be sold easily (Kotler et al., 2018).

One of the objectives of marketing managers is to involve, maintain, and grow target customers by creating, delivering, and communicating superior customer value. By creating superior customer value, companies are able to create satisfied customers who remain loyal, and buy more. This means greater long-run return for the company (Kotler et al., 2018).

### **Method**

This research used the explanatory quantitative approach. Explanatory research has a number of objectives, one of which is to explain the influence between research variables. Through explanatory studies, it is expected to know the influence between two, three, or more constructs and patterns, directions, and strengths on each of these influences (Leedy and Ormrod, 2005). There are nine hypotheses in this study which are as follows:

- H1: There is an effect of Service Quality on Customer Satisfaction
- H2: There is an effect of Service Quality on Perceived Value
- H3: There is an effect of Service Quality on Customer Engagement
- H4: There is an effect of Service Quality on Customer Loyalty
- H5: There is an effect of Perceived Value on Customer Satisfaction
- H6: There is an effect of Perceived Value on Customer Engagement
- H7: There is an influence of Customer Satisfaction on Customer Engagement
- H8: There is an influence of Customer Satisfaction on Customer Loyalty
- H9: There is an influence of Customer Engagement on Customer Loyalty

Non-probability sampling approach was used for the sampling. Non-probability sampling is more reliable than other approaches and can provide a number of important clues to obtain potential information and relate to the population (Sekaran and Bougie, 2016). In this study, the researchers used purposive sampling where this approach was limited to some individuals who were able to provide the information needed, either because they were the only ones who had it, or because they were in accordance with several criteria set by the researcher.

The interpretation of the results of the study, the sample size plays an important role. Hair et al., (2010) revealed that the results of statistical testing are very sensitive to the large sample size, and according to him the ideal number of samples in using structural equation modeling (SEM) is a minimum of 100-200 respondents. The questionnaire was distributed through an online questionnaire with the help of the Google Form platform from July to August 2020. Researchers collected 300 respondents who completed the questionnaire completely and in accordance with the criteria set by the researcher.

## **RESULT**

### **Profile of Respondents**

The majority of respondents in this study were female (55.67%) of aged 21-40 years (55.67%) with a Bachelor's (S1) (50.33%) as their highest education. Furthermore, the majority of respondents have monthly income of > Rp. 15,000,000 (26.01%), married (63.21%), have four-wheeled vehicles (34.33%), used taxis (36.33%) before online ride-hailing, and have downloaded two applications (71.33%) besides having been using it for more than two years (54.00%). The majority of them also use GoJek (54.33%) and the rest are Grab users (45.67%). Users use motor services more often (61.62%) and the frequency of using online ride-hailing is less than five times a week (56.67%) in which the majority of respondents use it for work (51.00%).

### **Result of Hypothesis Test**

The data analysis using structural equation model (SEM) showed that H2, service quality (t-value = 10.74 > 1.96) has a positive and significant effect on perceived value. Furthermore, H5, perceived value (t-value = 8.43 > 1.96) has a positive and significant effect on online ride-hailing customer satisfaction. Also, H7, customer satisfaction (t-value = 4.84 > 1.96), has a positive and significant effect on customer involvement. Finally, H9, customer involvement (t-value = 2.36 > 1.96) has a positive and significant effect on customer loyalty.

Thus, it can be concluded that there is a significant effect of service quality upon perceived value, and a significant effect of perceived value towards satisfaction and a significant effect of customer satisfaction on customer involvement. In addition, the only construct that is able to directly influence online customer loyalty in ride-hailing in Indonesia is customer involvement. To find a comprehensive picture related to the full structural model in this study, the following is the SEM output (t-value statistics) of the results of data processing carried out, among others, as follows:

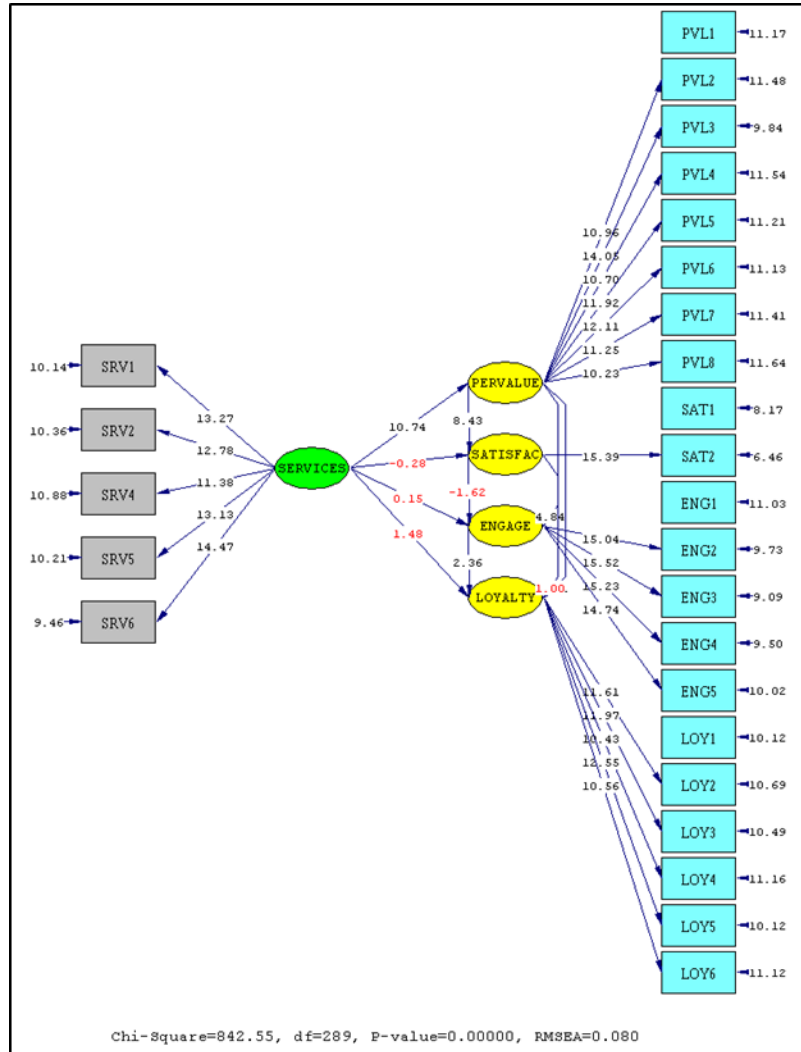


Figure -1. Full Structural Model – T-Value Statistics

Table -2. The result of Hypothesis test

|                  | Hypothesis                                                            | Co. of Regression | t-value | Decision |
|------------------|-----------------------------------------------------------------------|-------------------|---------|----------|
| H <sub>1</sub> : | There is an influence of Service Quality on Customer Satisfaction     | 0.02              | 0.28    | Rejected |
| H <sub>2</sub> : | There is an effect of Service Quality on Perceived Value              | 0.75              | 10.74   | Accepted |
| H <sub>3</sub> : | There is an effect of Service Quality on Customer Engagement          | 0.01              | 0.15    | Rejected |
| H <sub>4</sub> : | There is an influence of Service Quality on Customer Loyalty          | 0.12              | 1.48    | Rejected |
| H <sub>5</sub> : | There is an effect of Perceived Value on Customer Satisfaction        | 0.87              | 8.43    | Accepted |
| H <sub>6</sub> : | There is an effect of Perceived Value on Customer Engagement          | 0.22              | 1.62    | Rejected |
| H <sub>7</sub> : | There is an influence of Customer Satisfaction on Customer Engagement | 0.85              | 4.84    | Accepted |
| H <sub>8</sub> : | There is an influence of Customer Satisfaction on Customer Loyalty    | 0.12              | 1.00    | Rejected |
| H <sub>9</sub> : | There is an influence of Customer Engagement on Customer Loyalty      | 0.16              | 2.36    | Rejected |

Data analysis, (2019)

## DISCUSSION

The findings of this study consistently support a number of previous studies (Hapsari et al., 2016; Ryu et al., 2011; Malik et al., 2011; Rahman, 2012; Zameer et al., 2015) where it is empirically proven that service quality influences perceived value significantly. Higher quality creates greater customer value and can justify higher prices. In the end, higher prices are able to maintain higher company profit-margins (Kotler et al., 2018). Implicitly this shows that service quality plays an important role in instilling or shaping a customer's positive perception of the value of a product or service offered by the company. Core services support to create perceived value, and can influence customer perceptions about service quality.

This study also clearly showed that the majority of respondents who are in the productive category (aged of 21-40 years (55.67%)), internet literacy, or commonly referred to as millennial generation assess the factors of safety, timeliness, convenience, rates and promotions, as well as the quality of drivers for online transportation as some of the priority aspects that are taken into consideration before ordering an online service. Thus, these values must be present and embedded in the minds / memories of customers and actually implemented well by online ride-hailing companies.

Furthermore, the findings in this study have proven that perceived value has a positive and significant effect on customer satisfaction in the context of service business sector. This is in line with the findings of research conducted by Dovaliene et al., (2015); (Egan, 2011) which showed that customer perceived value has a significant impact in order to increase the level of customer satisfaction. When customers judge the services that are used properly or in other words have value for money, social value, and provide comfort and convenience for all customers, then some of these things can provide satisfaction in using online transportation services. Marketing investment results in increased customer value, engagement, and satisfaction, which can ultimately increase customer attractiveness and retention (Kotler et al., 2018).

This research has empirically proven that the more satisfied the customer is, the more engaged he or she is with the brand / company. The engagement is represented by the intensity of interaction conducted by customers, enthusiasm, and attention to the services provided by the company. From the customer's point of view, there are three levels that must be passed, namely enjoyment / satisfaction, experience, and involvement (Kotler et al., 2017). The path shows that when customers are satisfied and get a positive experience after subscribing a service, then it has an impact on increasing customer engagement in a brand. This engagement is able to create two-way interactions that can ultimately form customer loyalty and retention. Customers can develop a strong sense of loyalty towards a brand, as reflected in retention, repurchase, and finally make recommendations on the brand.

Other findings indicate that customer involvement has a significant impact on customer loyalty. In the era of pre-connectivity, loyalty is always described as repurchase and retention. However, entering into the era of connectivity as it is today, customer loyalty tends to be defined as the customer's willingness to recommend a brand (Kotler et al., 2017). The existence of intensive and ongoing interaction where the initiative comes directly from within the customer and actively collects information related to the brand and services provided, then this has a direct impact on customer loyalty where loyalty is not only limited to the use / repurchase, but more than that, customers give positive recommendations to others to be able to use the brand /service.

This is in line with the studies conducted by Rifai and Wahyudi, (2016) who revealed that customers that are actively involved, tend to shop more for each purchase transaction, and make purchases more frequently, which in turn can increase customer lifetime value and reduce acquisition costs customer. Most interestingly, even customers can encourage their friends and family to become new customers.

### **CONCLUSION**

The results showed that there is a positive and significant influence of service quality on perceived value, perceived value on satisfaction, and customer satisfaction on customer involvement. In addition, customer involvement is the only construct that is able to significantly influence customer loyalty.

First, the quality of online ride-hailing services is fundamentally comprising the aspects of safety, comfort, accessibility, and timeliness. Thus, if the most fundamental aspects can be met optimally, it is expected to be able to have an impact on customer satisfaction and loyalty in the long run. This can be done through strict driver recruitment based on standard operating procedures that have been set by the company, and referring to government regulations.

Furthermore, companies must conduct daily / monthly reviews and provide rewards & punishments objectively based on the driver performance review where the assessment refers to four main indicators, namely safety, comfort, accessibility, and average driver timeliness that arises from the accumulation of feedback or user ratings service. Second, to build long-term relationships with online customers, engagement program concepts are needed to increase the interaction/engagement between customers and companies, and this can also improve emotional relationships between customers and brands. Kotler et al., (2017) revealed that in today's digital era, marketers must create a balance between high-touch and high-tech engagement based on customer character. There are several alternative interactions such as social media interactions, customer service interfaces, and gamification.

Thus, online transportation service providers can combine or integrate the three platforms aimed at increasing synergy in two-way communication, and customer involvement in the development of services in the future. Third, the development of technology in the world of online commerce is a challenge and new opportunities for practitioners to adapt and take advantage of every available opportunity (Rachbini, 2017). Thus, marketing communication must be massive, scalable, creative and integrated, both online and offline. It is intended that the value and unique selling points owned by ride-hailing online services can be properly conveyed to the consumers.

### **Acknowledgments**

We would like to thank Prof. Sutjipto, Prof. Bambang Purwoko and Prof Mashadi Said for discussions, support and encouragement. We also would like to thank to Department of Communication Science, Faculty of Communication Science, Universitas Pancasila – Jakarta, Indonesia and all friends on Doctoral Degree of Agricultural and Rural Development Communication Program (KMP IPB 2017 and 2018), Faculty of Human Ecology, IPB University Bogor

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