



Customer Experience and Perceived Value Influence on Loyalty Mediated by Satisfaction in Jabodetabek Online Motorcycle

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Abstract

The rapid rise of app-based transport services has pushed companies to deliver great customer experiences and value to boost satisfaction and loyalty. This study examines how customer experience and perceived value influence customer loyalty, with customer satisfaction serving as a mediating factor, specifically for Gojek's online motorcycle transport services in the Jabodetabek area. This research uses a quantitative approach and gathers information through surveys. Information was collected through questionnaires administered to Gojek app users. The information was examined using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The findings indicate that customers' feelings about their experience and the value they see in a product or service positively and significantly influence their satisfaction. Also, customer experience, how much value customers see in a product, and their satisfaction all have a positive and important effect on customer loyalty. The results of the mediation test show that customer satisfaction mediates the relationship between customer experience and customer loyalty, and it also mediates the relationship between perceived value and customer loyalty. These results show that how loyal customers are to Gojek depends not only on their direct experiences with the service and the value they see in it, but also on their overall satisfaction with the services they have received. This study is expected to provide valuable insights into service marketing, particularly regarding customer loyalty in app-based services. It also aims to provide businesses with useful advice on creating plans that enhance the customer experience, increase perceived value, and boost satisfaction, helping build lasting customer loyalty.

Keywords: Customer Experience; Perceived Value; Customer Satisfaction; Customer Loyalty.

Article History:

Received:

Revised:

Accepted:

Publish:

DOI:

10.26905/jmdk.v14i1.17153

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How to cite: Wibowo, D. P. (2026). Customer Experience and Perceived Value Influence on Loyalty Mediated by Satisfaction in Jabodetabek Online Motorcycle. *Jurnal Manajemen dan Kewirausahaan*, 14(1), 45-56. <https://doi.org/10.26905/jmdk.v14i1.17153>

INTRODUCTION

The advancement of digital technology has profoundly reshaped multiple industries, with transportation among the sectors most notably affected. In metropolitan areas such as Jabodetabek, where mobility levels are very high, people increasingly demand transportation services that are fast, flexible, and easily accessible. The

rise of application-based transportation platforms such as Gojek and Grab has become a practical solution by offering efficiency and convenience in daily activities, especially for urban communities. Ease of access, service speed, and booking flexibility have made online transportation a primary choice for modern society. Data from Databoks (2022) also show that consumers primarily use online transportation services for convenience (37.29%) and speed (32.28%), indicating the growing importance of digital transportation services in supporting daily productivity.

However, not all transportation platforms consistently deliver optimal customer experiences and value. Several applications still face challenges, including long wait times, inconsistent service quality, and limited features. Compared to its competitors, Gojek has evolved into a super app with a broader service ecosystem, enabling it to meet a wider range of urban consumers' needs more effectively. This competitive advantage is reflected in a survey conducted by Balitbang Kemenhub (2022), which found that Gojek became the most widely used online transportation application in Jabodetabek with a usage rate of 59.13%, followed by Grab at 32.24%. In addition, a study by INDEF (2023) reported that 82% of respondents used Gojek frequently, indicating the company's strong market position in Indonesia's app-based transportation industry.

From a usage perspective, most respondents use Gojek at least once a week, while others use it two to more than five times per week. In addition, approximately 77% of respondents have used Gojek services for more than three years, indicating a relatively high level of familiarity and attachment to the platform. These findings suggest that the respondents in this study are predominantly long-term Gojek users, although their weekly usage intensity is generally moderate. Long-term interaction with digital services is important because repeated experiences may shape customer perceptions regarding value, satisfaction, and loyalty. Therefore, understanding user behavior becomes essential in analyzing customer retention in app-based transportation services.

Based on the descriptive analysis, the majority of respondents provided positive evaluations across the variables of customer experience, perceived value, customer satisfaction, and customer loyalty. Approximately 78% of respondents reported being satisfied or very satisfied with their experience using Gojek services, indicating that users generally perceive the application positively. Meanwhile, around 71% of respondents expressed satisfaction with the value received compared to the costs incurred, suggesting that consumers perceive Gojek services as beneficial and worth the sacrifices made. Furthermore, 68% of respondents reported being satisfied with Gojek's services, indicating a relatively high level of customer satisfaction. However, customer loyalty reached only 57%, indicating that loyalty remains relatively low despite high evaluations of experience, value, and satisfaction.

The pre-survey findings reveal an interesting phenomenon: customer experience and perceived value are categorized as high, followed by customer satisfaction, while customer loyalty remains comparatively low. This finding supports Oliver's (1999) argument that satisfaction is only an initial stage in the formation of loyalty. Similarly, Choi and Kim (2013) argued that satisfied customers are not automatically loyal without a stronger emotional attachment. In addition, perceived value plays an important role in shaping customer satisfaction, as consumers tend to evaluate the balance between the benefits they receive and the costs they incur (Ryu et al., 2008). These findings indicate that the relationships among customer experience, perceived value, satisfaction, and loyalty are complex and interconnected, particularly in digital transportation services.

Considering the conditions mentioned earlier, the key research issue in this study is the discrepancy between the fairly high levels of customer experience, perceived value, and customer satisfaction and the lower level of customer loyalty among Gojek users in the Jabodetabek region. While many studies have examined customer satisfaction and loyalty, most research has focused on the direct connections among factors. Only a limited number of studies have integrated customer experience and perceived value into one comprehensive research framework. Furthermore, empirical research on app-based transportation services in Indonesia, especially in high-mobility regions such as Jabodetabek, remains relatively limited. Previous studies have also not fully explained why satisfied customers do not always become loyal customers, reflecting a "loyalty gap". This study aims to address this research gap by examining how customer satisfaction serves as a mediating role in the relationship between customer experience, perceived value, and customer loyalty, specifically in online transportation services.

This study is novel because it develops a combined research framework examining how customer experience and perceived value influence customer loyalty, with customer satisfaction serving as a mediating factor in this relationship. In contrast to previous studies that generally investigated these variables separately, this research integrates them into a single model to provide a more complete explanation of customer behavior in digital transportation services. Furthermore, this study focuses specifically on long-term Gojek users in the Jabodetabek area, thereby offering a contextual contribution to the study of app-based transportation services in Indonesia. Another important contribution of this research is its attention to the "loyalty gap" phenomenon, in which high customer satisfaction does not always result in strong customer loyalty. Therefore, this study is expected to make both theoretical and practical contributions by providing a deeper understanding of how customer retention and loyalty are shaped in digital transportation services.

LITERATURE REVIEW

Grand Theory

This study develops its theoretical foundation systematically by integrating grand theory, middle-range theory, and applied theories relevant to the research variables. At the grand theory level, this study adopts Social Exchange Theory (SET) proposed by Peter Blau, George Homans, and Richard Emerson. Social Exchange Theory explains that social relationships are based on reciprocal exchanges in which individuals evaluate benefits and costs before deciding to maintain a relationship. According to Blau (1964), individuals tend to maintain relationships that yield favorable outcomes and entail minimal sacrifices.

In the context of app-based transportation services, customers continuously evaluate whether the benefits received, such as convenience, reliability, safety, and service quality, exceed the monetary, emotional, and psychological costs incurred. Positive experiences and superior value encourage customers to maintain long-term relationships with service providers, whereas negative experiences may increase the likelihood of switching to competing platforms. Therefore, Social Exchange Theory provides the philosophical foundation for explaining how customer experience and perceived value influence customer satisfaction and customer loyalty.

At the middle-range theory level, this study employs the Perceived Value Theory proposed by Zeithaml (1988), which explains that perceived value represents customers' overall evaluation of the benefits received relative to the sacrifices made. Customers assess value through functional, emotional, and social dimensions before forming satisfaction and loyalty intentions. This theory operationalizes the exchange mechanism proposed in Social Exchange Theory, in which customers rationally compare benefits and costs when evaluating a service.

At the applied theory level, this study explains the operational relationships among customer experience, perceived value, customer satisfaction, and customer loyalty. Customer satisfaction is explained using Oliver (1999), who states that satisfaction emerges when perceived service performance meets or exceeds customer expectations. Meanwhile, customer loyalty reflects customers' commitment to continue using and recommending a service over time. Overall, the integration of these theories suggests that positive customer experience and perceived value encourage customer satisfaction, which in turn strengthens customer loyalty in app-based transportation services.

Customer Experience

Customer experience refers to customers' overall perceptions and responses resulting from interactions with a company throughout the service journey. Klaus & Maklan (2013) define customer experience as a multidimensional construct involving cognitive, emotional, behavioral, sensory, and relational responses generated during service encounters. In digital service contexts, customer experience is reflected through application usability, responsiveness, convenience, reliability, and interaction quality.

Previous studies demonstrate that positive customer experiences significantly improve customer evaluations and behavioral intentions. Ryu et al. (2008) argue that timely service delivery, perceived safety, and convenience contribute to favorable customer perceptions. Similarly, Hapsari & Radito (2019) find that consistent service experiences strengthen trust and long-term customer relationships.

However, prior literature frequently conceptualizes customer experience as a homogeneous construct, despite evidence indicating that different dimensions of experience may yield distinct behavioral outcomes. This indicates a limitation of prior theory in explaining the multidimensional nature of customer experience within digital platform services.

Perceived Value

Perceived value is how customers judge the benefits they receive relative to the costs they incur for a product or service. Zeithaml (1988) describes perceived value as the overall judgment of usefulness, which is based on how people view what they get in return for what they give. Sweeney & Soutar (2001) also break down perceived value into three parts: functional, emotional, and social aspects.

In digital transportation services, perceived value is reflected in affordable pricing, service quality, convenience, efficiency, and the emotional benefits customers experience. Previous studies show that higher perceived value positively influences customer evaluations and behavioral outcomes. Kim et al. (2019) confirm that perceived value significantly affects customer retention and loyalty in digital services. Likewise, Chae et al. (2020) suggested that customers who see great value in the services they receive are more likely to build lasting relationships with the companies that provide them.

However, earlier research has usually assumed that people's perceptions of value always lead to good actions, without considering important factors such as market competition, available alternatives, and shifting customer expectations. This shows a weakness in earlier theories in understanding how customers' views of value change over time.

Customer Satisfaction

Customer satisfaction is generally defined as a customer's evaluative response toward service performance after comparing expectations with actual experiences. Oliver (1999) explains that satisfaction represents a fulfillment response resulting from positive consumption experiences. Within digital services, customer satisfaction reflects customers' overall evaluation regarding whether the service meets or exceeds expectations.

Prior studies consistently identify customer satisfaction as a central determinant of customer retention and long-term relational outcomes. Klaus & Maklan (2013) emphasize that satisfaction emerges from positive emotional and cognitive evaluations of service experiences. Yoo et al. (2019) also find that perceived service value significantly enhances customer satisfaction in digital service environments.

However, previous research frequently assumes satisfaction as a stable construct, despite evidence that satisfaction levels may fluctuate due to service inconsistency, promotional activities, and changing expectations. This indicates that prior theories may oversimplify the dynamic nature of customer satisfaction in platform-based services.

Customer Loyalty

Customer loyalty refers to a customer's commitment to use and recommend a service consistently over time. According to Oliver (1999), loyalty reflects both behavioral intentions and emotional commitment toward a service provider. Zeithaml (1988) further explains that loyal customers tend to make repeat purchases, engage in positive word-of-mouth, and resist competitors' offerings.

In app-based transportation services, loyalty becomes particularly important because customers can easily switch between competing platforms. Previous studies demonstrate that customer loyalty is strongly influenced by customer experience, perceived value, and satisfaction. Hapsari & Radito (2019) and Lee et al. (2020) confirm that satisfied customers are more likely to maintain long-term relationships with digital service providers.

Despite extensive empirical evidence, prior studies often assume linear relationships between antecedent variables and loyalty outcomes. However, customer loyalty in digital platforms may also be influenced by situational factors such as promotions, service availability, and competitive alternatives. This suggests a limitation of prior theory in fully explaining the formation of loyalty in highly competitive digital markets.

Customer Experience and Customer Loyalty

Customer experience has been widely recognized as a fundamental determinant of customer loyalty, particularly in digital service environments. Positive experiences strengthen emotional attachment, improve service evaluations, and increase customers' intention to reuse a service. Ryu et al. (2008) argue that favorable service experiences directly enhance customer loyalty behavior. Similarly, Klaus & Maklan (2013) emphasize that customer experience strengthens emotional bonds and perceived service quality, both of which are critical for fostering loyalty. However, prior studies tend to assume a direct, linear relationship between customer experience and loyalty without fully accounting for contextual variability, such as service inconsistency and competitive alternatives. This suggests a limitation of prior theory.

H₁: Customer experience has a positive and significant effect on customer loyalty.

Perceived Value and Customer Loyalty

Perceived value is an important factor influencing customer loyalty because customers tend to maintain relationships with services that provide superior benefits relative to costs. Kim et al. (2019) confirm that perceived value significantly predicts customer loyalty in digital service contexts. Chae et al. (2020) also demonstrate that higher perceived value strengthens customer retention and long-term loyalty. Nevertheless, prior studies frequently assume that higher perceived value automatically leads to loyalty. In reality, customer decisions may also depend on external alternatives and competitive market conditions. This suggests a limitation of prior theory.

H₂: Perceived value has a positive and significant effect on customer loyalty.

Customer Experience, Customer Satisfaction, and Customer Loyalty

Previous studies suggest that customer satisfaction mediates the relationship between customer experience and customer loyalty. Klaus & Maklan (2013) and Ryu et al. (2008) explain that positive experiences significantly improve customer satisfaction through emotional and cognitive evaluations, which subsequently influence loyalty behavior. However, prior studies often assume that satisfaction fully mediates this relationship, potentially oversimplifying the mechanism underlying the formation of loyalty. Therefore, further investigation regarding the mediating role of satisfaction remains necessary.

H₃: Customer experience has a positive and significant effect on customer loyalty through customer satisfaction.

Perceived Value, Customer Satisfaction, and Customer Loyalty

Perceived value also influences customer loyalty indirectly through customer satisfaction. Sweeney & Soutar (2001) show that customers who perceive higher value tend to experience higher satisfaction. Kalim et al.

(2024) further confirm that satisfaction mediates the relationship between perceived value and customer loyalty. Nevertheless, prior research frequently assumes a stable mediating role of satisfaction without considering changing customer expectations and service dynamics. This indicates a limitation of prior theory.

H₄: Perceived value has a positive and significant effect on customer loyalty through customer satisfaction.

Customer Satisfaction and Customer Loyalty

Customer satisfaction is widely recognized as one of the strongest predictors of customer loyalty. Oliver (1999) argues that satisfied customers are more likely to maintain repeat usage and positive recommendations. Empirical findings from Hapsari & Radito (2019) and Lee et al. (2020) also support the positive relationship between satisfaction and loyalty in digital service settings. However, recent studies indicate that loyalty may also reinforce satisfaction through emotional attachment and habitual behavior, suggesting that the relationship may not always be unidirectional.

H₅: Customer satisfaction has a positive and significant effect on customer loyalty.

Customer Experience and Customer Satisfaction

Customer experience significantly influences customer satisfaction because it reflects customers' cumulative evaluation of service interactions. Klaus & Maklan (2013) emphasize that positive experiences generate emotional responses that directly affect satisfaction. Putra & Nugroho (2021) also confirm that service experience significantly improves customer satisfaction in online transportation services. Despite consistent findings, prior literature often assumes that all dimensions of customer experience contribute equally to satisfaction, indicating a limitation of prior theory.

H₆: Customer experience has a positive and significant effect on customer satisfaction.

Perceived Value and Customer Satisfaction

Perceived value is also recognized as a major determinant of customer satisfaction. Zeithaml (1988) explains that customers experience satisfaction when perceived benefits exceed expected sacrifices. Yoo et al. (2019) and Rizky & Darma (2020) confirm that higher perceived value positively influences customer satisfaction in digital services. However, prior studies tend to overlook contextual factors such as price sensitivity and service variability, which may affect customers' value evaluations. This suggests a limitation of prior theory.

H₇: Perceived value has a positive and significant effect on customer satisfaction.

This study presents a basic idea that combines customer experience and perceived value as the key factors driving customer loyalty, with customer satisfaction acting as a mediating factor in this relationship. Social Exchange Theory, Perceived Value Theory, and Expectation Confirmation Theory support the framework. These ideas together show that customer loyalty develops through processes of evaluation, relationships, and experiences. Customer experience refers to all the ways customers interact with a service, while perceived value is how customers judge the benefits they receive relative to what they give up. Customer experience and how much value customers see in a product or service are expected to affect their loyalty. This influence can occur both directly and indirectly, affecting customer satisfaction. In this situation, customer satisfaction serves as a bridge, turning positive customer opinions into lasting loyalty and commitment. This research examines both direct and indirect relationships within a single framework, unlike earlier studies that typically examined them separately. This method provides a broader and clearer view of how customer loyalty grows in app-based transportation services, especially in highly competitive online environments.

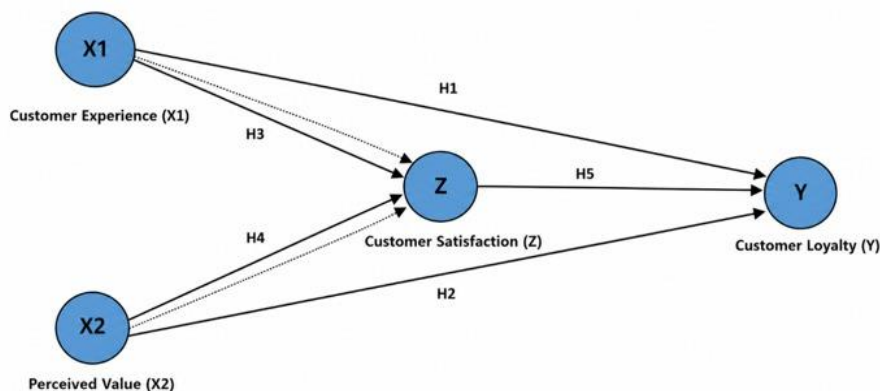


Figure 1. Research Framework

METHOD

This study uses a quantitative approach with a non-experimental correlational design. The design was chosen because the study aims to explore relationships among factors without applying any treatments or altering the research conditions. The main goal of this study is to examine how customer experience and product perceived value affect customer loyalty. This influence occurs both directly and through customer satisfaction, which serves as an intermediary factor. By using this method, the study can demonstrate how customers' service experiences and perceptions of value contribute to loyalty in a digital service setting. This research focuses on GOJEK, which is an online transportation service platform in Indonesia. The respondents were Gojek users living in the Jabodetabek area who had used the service in the last three months. This rule was used to ensure that the people answering had up-to-date, relevant experience with the application. The study used a convenience sampling method because it enabled the researcher to obtain responses from readily accessible users who met the requirements. This study collected 160 valid responses, meeting the minimum sample requirements for PLS-SEM analysis.

The information for this study was obtained from primary data collected via a fixed-structure online questionnaire. The survey questions were developed by adapting tools from earlier studies that are reliable and valid, helping ensure that the research variables are trustworthy. Every statement was evaluated on a five-point Likert scale, which went from "strongly disagree" to "strongly agree." The survey looked at four key factors. It considered customer experience and perceived value as independent factors, customer satisfaction as the middle factor connecting the others, and customer loyalty as the outcome that depends on the others. To make the tool suitable for the research setting, the questionnaire was revised to reflect the features of app-based transportation services in Indonesia.

The gathered information was examined using partial least squares structural equation modeling (PLS-SEM) in SmartPLS. The analysis was conducted in two main steps: first, we examined the measurement model, also called the outer model, and then we assessed the structural model, also known as the inner model. The measurement model was assessed by examining indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Indicator reliability was considered good when the outer loading value exceeded 0.70. We assessed internal consistency reliability using Cronbach's alpha and composite reliability (CR). A value above 0.70 shows that the reliability is acceptable. Convergent validity was assessed using the average variance extracted (AVE). A value greater than 0.50 was seen as acceptable. At the same time, we assessed discriminant validity using the Fornell-Larcker method and cross-loadings.

The assessment of the structural model was conducted to test the suggested hypotheses by examining the path coefficients, the coefficient of determination (R^2), the effect size (f^2), and the predictive accuracy (Q^2). The importance of the hypotheses was assessed using a bootstrapping method with 5,000 bootstrap samples to compute t-statistics and p-values. A hypothesis is considered accepted if the t-statistic exceeds 1.96 and the p-value is less than 0.05, indicating a 95% confidence level. Also, we examined how customer satisfaction influenced the results by assessing the importance of the indirect effects among the different factors.

RESULT

Respondent Descriptive Analysis

The people taking part in this study are Generation Z and millennial users of Gojek's online transportation services in the Greater Jakarta area, also known as Jabodetabek. Data were collected in January 2026 from 160 people who met the study requirements. The results of the analysis indicate that there are more male respondents (55%) than female respondents (45%), and that most are between 20 and 28 years old. By job type, the largest groups are private workers (37%) and students (33%). This shows that these groups often move around a lot. Most of the people who answered the survey have a high school or vocational school education or a bachelor's degree, with each group making up 46%. The people who answered the survey are spread across the Jabodetabek area, with most living in Jakarta (29%) and Bogor (28%). Looking at income levels, 31% of people surveyed earn between IDR 3,000,000 and IDR 5,000,000. When it comes to spending, most of them spend less than IDR 2,500,000, making up 50%. When it comes to how people use GOJEK, most of the people surveyed use it 1 to 3 times each month (31%) and have been using the service for over 3 years (34%). This shows that they have a good amount of experience with the service.

Descriptive Analysis of Variables

This study uses a 1–5 Likert scale with categories of low (<2.33), moderate (2.33–3.67), and high (>3.67). Customer Experience has an average score of 3.444 (in the moderate category). The highest indicator is ease of use, while the lowest is application usability. This indicates that user experience is fairly good but not yet consistently optimal. Perceived Value has an average score of 3.438 (in the moderate category). The highest indicator is the suitability of the price relative to the benefits, while the lowest is the perception of the balance between benefits and costs. This suggests that perceived value is fairly good, but still shows inconsistencies in price perception. Customer Satisfaction has an average score of 3.475 (in the moderate category). The highest

indicator is interaction experience, while the lowest is the suitability of services with customer needs. This indicates that customers are fairly satisfied, but there is still a gap between expectations and service performance. Customer Loyalty has an average score of 3.441 (in the moderate category). The highest indicator is service responsiveness, while the lowest is the company's active communication. This suggests that customer loyalty is fairly good but not yet emotionally strong.

Validity and Reliability Testing

All signs point to outer loading values exceeding 0.50, indicating that the standards for convergent validity have been met. Also, the discriminant validity results show that each construct has an AVE greater than its correlations with other constructs. Also, the Cronbach's Alpha and Composite Reliability values for all variables are above 0.70, indicating that the concepts used in this study are sufficiently reliable.

Table 1. Convergent Validity Test Results

Instrument	Customer Experience	Perceived Value	Customer Satisfaction	Customer Loyalty	Information
CE1	0,746				
CE2	0,780				
CE3	0,703				
CE4	0,667				
CE5	0,714				
CE6	0,656				
CE7	0,686				
CE8	0,692				
PV1		0,740			
PV2		0,750			
PV3		0,641			
PV4		0,676			
PV5		0,690			
PV6		0,718			
PV7		0,745			
PV8		0,715			
KP1			0,734		
KP2			0,751		
KP3			0,709		
KP4			0,683		
KP5			0,683		
KP6			0,708		
KP7			0,580		
KP8			0,679		
KP9			0,627		
KP10			0,621		
LP1				0,777	
LP2				0,683	
LP3				0,748	
LP4				0,705	
LP5				0,663	
LP6				0,531	

Table 2. Discriminant Validity Test Results

	X1	Z	Y	X2
Customer experience	0,706			
Customer Satisfaction	0,802	0,679		
Customer Loyalty	0,719	0,813	0,689	
Perceived Value	0,782	0,867	0,758	0,710

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Information
Customer Experience	0,856	0,858	Reliable
Perceived Value	0,859	0,861	Reliable
Customer Satisfaction	0,869	0,872	Reliable

Variable	Cronbach's Alpha	Composite Reliability	Information
Customer Loyalty	0,777	0,792	Reliable

Model Fit Test

The SRMR value of 0.065, which is less than 0.08, suggests that the model fits well. Other signs, such as d_ULS, d_G, Chi-square, and NFI, also suggest that the model is suitable for further analysis.

Table 4. Model Fit Test

Parameter	Estimated Model	Information
SRMR	0,065	Fit
d_ULS	2,257	Fit
d_G	1,000	Fit
Chi-square	783,406	Fit
NFI	0,720	Fit

Structural Model Test

The R² values show that 79.1% of the variance in Customer Satisfaction is explained by Customer Experience and Perceived Value (which is strong). In comparison, Customer Loyalty is explained by all the factors in the model by 67.9% (moderate to strong). All the Q² values for the variables are above 0, which shows that the model is good at predicting outcomes.

Table 5. R-Square Test

	R-Square	R-Square Adjusted
Customer Satisfaction (Z)	0,791	0,789
Customer Loyalty (Y)	0,679	0,673

This research uses a structural model based on path analysis, also known as path coefficient estimation. The importance values are estimated using the bootstrapping method, as illustrated in the figure below.

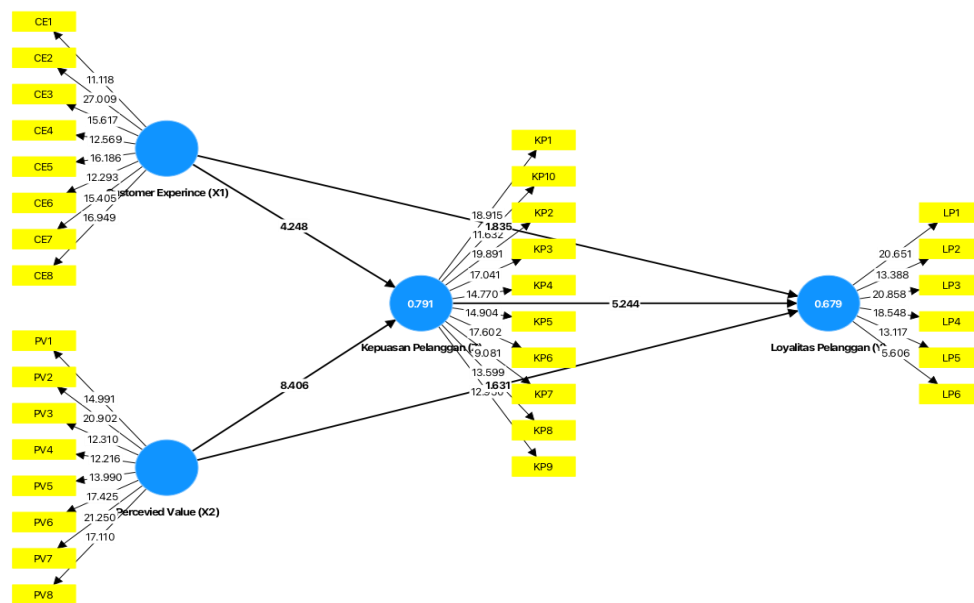


Figure 2. Bootstrapping Test Results (SMART PLS)

Hypothesis Testing

We conducted hypothesis testing to assess how effectively the independent variables explain the dependent variable, the main focus of this study. This testing process used the bootstrapping method to estimate the path coefficients and their corresponding standard errors. A link between variables is considered statistically significant when the p-value is less than 0.05. A strong path coefficient indicates a statistically significant relationship between the independent variable and the dependent variable. So, the ideas developed in the last chapter can be supported if they meet the necessary standards of importance. The results from bootstrapping for the research model, which includes both direct and indirect effects, are shown in the table below. Additionally, the outcomes

of the significance tests performed in SmartPLS 4.0 are described for each variable relationship listed in the table below.

Table 6. Path Coefficient Direct Effect Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Customer Experience -> Customer Satisfaction	0,320	0,324	0,075	4,248	0,000
Customer Experience -> Customer Loyalty	0,326	0,332	0,092	3,545	0,000
Customer Satisfaction -> Customer Loyalty	0,551	0,549	0,105	5,244	0,000
Perceived Value -> Customer Satisfaction	0,617	0,613	0,073	8,406	0,000
Perceived Value -> Customer Loyalty	0,503	0,500	0,092	5,445	0,000

Table 7. Path Coefficient Indirect Effect Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Customer Experience -> Customer Satisfaction -> Customer Loyalty	0,176	0,177	0,052	3,407	0,001
Perceived Value -> Customer Satisfaction -> Customer Loyalty	0,340	0,338	0,080	4,235	0,000

In this study, we tested our ideas to look at how the research variables are connected. These variables include customer experience, perceived value, customer satisfaction, and customer loyalty, both directly and indirectly. The study was carried out using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, with SmartPLS 4.0 software to support the analysis. The decision rules were based on the T-statistic and P-value. A hypothesis is accepted if the T-statistic is greater than 1.96 and the P-value is less than 0.05. The findings indicate that customers' positive, noticeable experience significantly affects their loyalty to the brand. This result shows that positive user experiences, such as how easy the app is to use, how comfortable the service feels, how secure it is, and the quality of their interactions with drivers, can motivate customers to keep using Gojek services. Additionally, customer experience has been shown to have a positive and significant impact on customer satisfaction. This indicates that the quality of the service experience really matters for how satisfied Gojek users feel.

DISCUSSION

Customer Experience as a Driver of Loyalty Formation

The results of H1 show that Customer Experience has a positive and significant effect on Customer Loyalty. This indicates that customers who experience convenience, reliability, responsiveness, and positive interactions during service use are more likely to continue using the platform. In the context of digital transportation services, customer experience extends beyond functional performance to encompass emotional responses elicited during interactions with drivers, application interfaces, payment systems, and customer support.

This result is consistent with studies by Ryu et al. (2008) and Klaus & Maklan (2013), which emphasize that positive service experiences strengthen emotional attachment and long-term behavioral commitment. The result also supports Social Exchange Theory, in which customers tend to maintain relationships when perceived benefits outweigh costs. Positive service experiences create reciprocal value, encouraging customers to remain connected with the platform.

The significant effect of Customer Experience on Customer Loyalty suggests that service experience is a key factor in encouraging customer retention in digital platform-based services. Among Gojek users, loyalty is shaped not only by satisfaction evaluations but also by the quality of interactions and the emotional impressions generated during service use.

Perceived Value and the Rational Evaluation of Loyalty

The statistical test for H2 demonstrates that Perceived Value has a positive and significant influence on Customer Loyalty. This finding indicates that customers who believe the benefits of the service outweigh the financial and non-financial costs they incur are more likely to continue using the platform over the long term. In the context of Gojek, perceived value can be reflected in affordable fares, attractive promotional offers, efficient service delivery, ease of use, and broad accessibility.

This outcome supports the studies by Kim et al. (2019) and Chae et al. (2020), which explain that superior value perceptions strengthen customer retention and loyalty behavior in digital services. From Zeithaml's (1988)

perspective, customers continuously compare the utility they receive with the sacrifices they incur before making behavioral decisions.

These results imply that customers' loyalty decisions in digital transportation services are strongly influenced by their rational evaluation of the value they receive. Customers tend to remain loyal when they perceive that the platform consistently provides benefits that justify the costs and efforts involved in using the service.

Customer Experience, Satisfaction, and Loyalty

The mediation analysis for H3 indicates that Customer Satisfaction significantly mediates the relationship between Customer Experience and Customer Loyalty. This suggests that positive experiences first generate favorable emotional and cognitive evaluations, which subsequently encourage repeat use and loyalty.

This result is consistent with previous studies by Klaus & Maklan (2013), Ryu et al. (2008), and Hapsari & Radito (2019), which explain that customer satisfaction serves as an important psychological mechanism translating service experiences into long-term loyalty. Customers who experience efficient application features, professional drivers, responsive service, and convenient transactions are more likely to feel satisfied and continue using the platform.

The mediation effect demonstrates that positive customer experiences strengthen loyalty both directly and indirectly through satisfaction. This highlights the importance of creating consistent and enjoyable service interactions, as customer satisfaction is a key driver of transforming positive experiences into long-term customer commitment.

Perceived Value, Satisfaction, and Loyalty

The analysis of H4 shows that Customer Satisfaction significantly mediates the relationship between Perceived Value and Customer Loyalty. This result indicates that customers who perceive value as favorable tend to experience greater satisfaction, which in turn strengthens loyalty intentions toward the platform.

This finding supports the arguments of Sweeney & Soutar (2001), Yoo et al. (2019), and Kalim et al. (2024), which highlight that customer satisfaction emerges when customers perceive that the benefits of the service justify the sacrifices made. Within app-based transportation services, customers evaluate not only prices but also convenience, efficiency, time savings, promotional attractiveness, and overall service utility.

The results suggest that perceived value contributes to the formation of loyalty by fostering positive satisfaction evaluations. Customers who perceive the service as providing superior utility are more likely to feel satisfied and maintain long-term relationships with the platform.

Customer Satisfaction as a Predictor of Loyalty

The empirical evidence for H5 confirms that Customer Satisfaction has a positive and significant effect on Customer Loyalty. This finding reinforces the argument advanced by Oliver (1999) and Zeithaml (1988) that satisfied customers are more likely to engage in repeat usage, make positive recommendations, and demonstrate long-term commitment.

In digital transportation services, satisfaction reflects customers' evaluations of whether the service meets expectations for convenience, responsiveness, safety, and reliability. Customers who consistently receive satisfactory service experiences are more likely to continue using the platform and recommend it to others.

These results demonstrate that customer satisfaction remains an important determinant of loyalty within digital service contexts. Satisfied customers tend to develop stronger behavioral intentions to reuse the platform, indicating that satisfaction plays a central role in maintaining long-term customer relationships.

Customer Experience as a Source of Satisfaction

The hypothesis testing results for H6 indicate that Customer Experience has a positive and significant effect on Customer Satisfaction. This means customers tend to feel satisfied when they experience seamless interactions, user-friendly applications, responsive service, and reliable transactions during service use.

This finding is supported by studies by Klaus & Maklan (2013) and Putra & Nugroho (2021), which argue that positive service experiences elicit favorable emotional responses and enhance satisfaction. In online transportation services, the customer journey involves multiple touchpoints, including application usability, driver interactions, payment systems, and travel safety, all of which contribute to overall satisfaction evaluations.

The results indicate that positive experiences throughout the service journey significantly contribute to customer satisfaction. Customers are more likely to evaluate the platform positively when the service process is perceived as convenient, reliable, and comfortable.

Perceived Value as a Determinant of Satisfaction

The results obtained for H7 reveal that Perceived Value positively and significantly affects Customer Satisfaction. This suggests that customers experience greater satisfaction when they believe the service provides benefits that outweigh the sacrifices in money, effort, and time.

This result aligns with Zeithaml (1988), Sweeney & Soutar (2001), Yoo et al. (2019), and Rizky & Darma (2020), who explain that customers' value evaluations strongly influence customer satisfaction. In the context of Gojek, customers perceive value through efficient service performance, affordable pricing, promotions, convenience, and accessibility.

The evidence suggests that customers' satisfaction levels are closely related to how they evaluate the balance between benefits and sacrifices. When customers perceive that the platform consistently delivers valuable services, their satisfaction with the service also increases.

CONCLUSION

The study, conducted with Gojek app users and using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method, provides a detailed explanation of how customer experience, perceived value, customer satisfaction, and customer loyalty are connected. The results indicate that customer happiness is crucial to building customer loyalty. This happens both directly, as a key factor, and also by influencing other factors. Also, how customers feel about their experience and the value they believe they get are important factors that affect whether users stay loyal to Gojek, either directly or indirectly.

The way customers feel about their experience strongly affects their satisfaction. This shows that a good experience for customers, like how easy it is to use the app and how dependable the services are, is important. Good interactions with driver-partners can boost customer satisfaction with Gojek services. The value customers see in a product or service also strongly and positively impacts their satisfaction. This discovery shows that customers generally feel happy when the benefits they get from Gojek services are at least equal to, or greater than, the money and time they spend. This is especially true when it comes to how quickly they can get things done, ease of use, and service availability.

Additionally, customers' experiences are very important and strongly influence their loyalty to a brand. This outcome indicates that a consistent, positive service experience makes customers more likely to continue using Gojek and less likely to switch to other service providers. The value customers see in a product or service strongly and positively impacts their loyalty to the brand. This means that when customers see Gojek as offering useful benefits, they are more likely to consider it the best option, continue using its services, and recommend it to others. Happy customers have a strong and positive effect on customer loyalty, showing that when customers are satisfied, they are more likely to stay loyal and recommend the business to others.

The findings also indicate that customer satisfaction helps link customer experience to customer loyalty. This means that how customers feel about their experience not only directly affects their loyalty but also boosts it by increasing their satisfaction. This is all part of how customers judge their overall experience. Also, customer satisfaction plays a role in connecting perceived value and customer loyalty. This shows that when customers see value in Gojek's services, it first boosts their satisfaction, which in turn helps build their loyalty to Gojek.

For future studies, it is suggested to add more factors that could affect customer loyalty, like trust in the brand, how the brand is seen, the quality of service, or how engaged customers are. Adding these factors might help us better understand how customer loyalty develops in online service situations. Future research could examine various methods, such as combining number-based studies with interviews or surveys, to understand better how customers feel and what they experience with online transportation services. It is also recommended to broaden the research focus to include other digital service platforms or various locations to make the findings more widely applicable.

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