

## **The Role of Driver Services and Application Quality in Enhancing Gojek Customer Loyalty Through Satisfaction**

Atika Mutiarachim<sup>1</sup>, Nur Atika Yuniarti<sup>2</sup>

Faculty of Business and Economics, Universitas 17 Agustus 1945 Semarang,  
Indonesia

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**Abstract:** The purpose of this research is to determine the influence of Driver Services and Application Quality on Customer Loyalty through Customer Satisfaction, both directly and indirectly. Primary data was obtained through a Google Form questionnaire, the link of which was distributed online to Gojek customers throughout Indonesia resulting 120 respondents. Four data contained missing values and outliers so 116 data were used. Data was processed using Smart PLS 4.0. This research proposes seven hypotheses. There are five hypotheses that can be accepted, four direct influences and one indirect influence. Four direct significantly positive influences are first Application Quality on Customer Satisfaction. Second, Driver Services on Customer Satisfaction. Third, Driver Services on Customer Loyalty and fourth, Customer Satisfaction on Customer Loyalty. Fifth hypothesis is Application Quality indirect significantly positive influences on Customer Loyalty through Customer Satisfaction. However, the hypothesis of Application Quality on Customer Loyalty and Driver Services on Customer Loyalty through Customer Satisfaction obtained p-value > 0.05 so it concludes to not be influential.

**Keywords:** *Driver Services, Application Quality, Customer Satisfaction, Customer Loyalty, Gojek*

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<sup>1</sup> E-mail: [atikamutiarachim@untagsmg.ac.id](mailto:atikamutiarachim@untagsmg.ac.id) (Correspondence Author)

<sup>2</sup> E-mail: [nuratika-yuniarti@untagsmg.ac.id](mailto:nuratika-yuniarti@untagsmg.ac.id)

## 1. INTRODUCTION

Ojek online/ojol have become the primary choice for the Indonesian public in this digital era. Ojol makes it easy for customers to get online transportation anytime, anywhere, without having to wait at public pickup locations like other public transportation. Ojol also became solution for drivers to earn an income, especially for those who were laid off (Ketenagakerjaan, 2024), facilitating the fulfillment of needs during Covid-19 because social distancing limited people's movement outside their homes, making ojol reliable solution form buying food, purchasing daily necessities/shopping and delivering goods.

Gojek is one of ojol service from Indonesia that leads in Southeast Asia with wide range of services. Founded in 2010, it was launched to provide transportation option like motorbike ride-sharing (GoRide), GoCar, GoTaxi. Gojek now transformed into a super application with one-stop platform that providing multiple services like delivery (GoSend), shopping (GoMart), food delivery (GoFood), buying ticket (GoTix) and many more. Gojek is also a solution in dealing with the unemployment problem, giving room to the people to regain their income through termination of employment, difficulty finding a job or need additional income, because in addition to being flexible in terms of time, Gojek provides many benefits and bonuses to its partners. In Indonesia, Gojek smartphone download reaches about 1.35 million monthly downloads in 2022, and 957 thousand downloads per month in 2023. Despite a decline of 29% in the period 2022-2023, Gojek still remains the first rank in Indonesia (Tower, 2024).

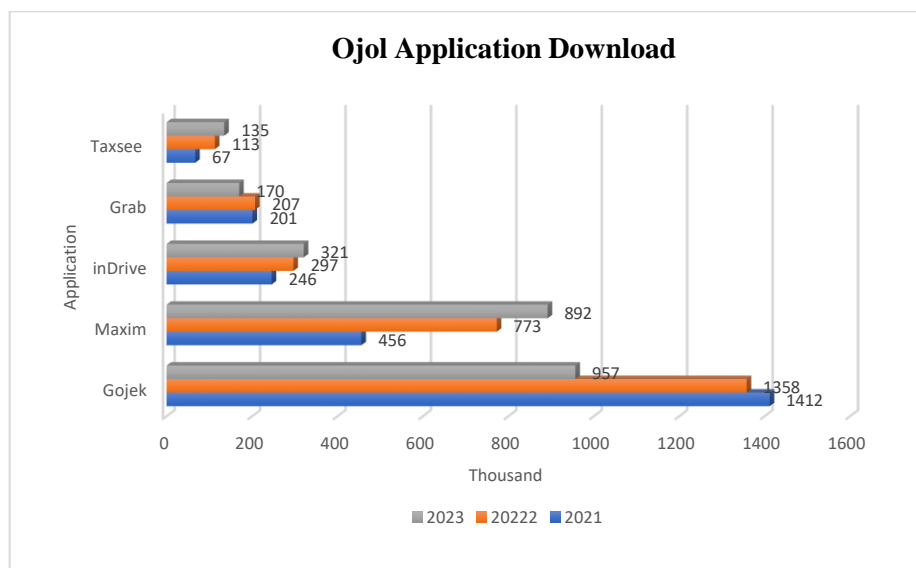


Figure 1. Ojol Application Download

Research on online transportation is a priority in this digital era, especially in Indonesia. There are more and more consumers of online transportation so improvements need to be made to make service providers continue to improve themselves and provide the best for consumers. There are many studies have been conducted regarding the influence of driver service on consumer satisfaction and loyalty influence each other both directly and indirectly.

Online transportation services are not only related to driver service, consumers also experience firsthand how the ease of the application helps them fulfill their needs regarding online transportation services.

The impact of application service quality on loyalty through customer satisfaction needs to be explored further, especially in online application businesses like ride-hailing services. This is the basis of the research gap in this research, regarding the direct influence of application quality on customer satisfaction and customer loyalty, and indirectly on customer loyalty through customer satisfaction. Application Quality in this research is related to the user interface, ease of use and services obtained from the Gojek application. Based on the study gap, this research simultaneously provides additional knowledge regarding that relationship. Gojek customers were chosen as the respondents/research objects because Gojek is an original Indonesian online transportation application (Gojek, 2023), based on many researches prove that Gojek has a good reputation for Indonesians (Ratnawati & Maulana, 2024) (Primaskara & Koeswandi, 2021) (Walandouw & Primaldhi, 2021) and Gojek application is always ranked first in the application with the most downloads in Indonesia (Tower, 2024).

## **2. LITERATURE REVIEW**

Research on the influence of service quality on loyalty through customer satisfaction is abundant. The relationship of satisfaction and loyalty is almost intuitive (Cronin Jr & Taylor, 1992). The service quality in this study focuses on driver service quality and application service quality, by understanding the impact of driver service quality and application service quality on customer loyalty through customer satisfaction, Gojek can devise strategies to enhance customer loyalty, which is directly proportional to increased income.

### **The Influence of Application Quality on Customer Satisfaction**

Research on Gojek customers in Jember city shows that the percentage of application quality towards customer satisfaction is 84.8%, indicating that the better the application quality, the higher the customer satisfaction (Lestari, Widodo, & Wahyuni, 2020). There is a significant positive influence between the user interface and customer satisfaction of the Lazada Marketplace among students of the Faculty of Economics and Business at Unsrat (Silva, Mangantar, & Tielung, 2022). Research in Shopee App with 373 samples (Sheu & Chang, 2022) found that efficiency, followed by fulfilment, system availability and privacy in service quality positively influenced the customer's satisfaction.

**H01: Application Quality does not influence Customer Satisfaction**

**Ha1: Application Quality influence on Customer Satisfaction**

### **The Influence of Application Quality on Customer Loyalty**

Customer choice is greatly influenced by application quality, which is also essential for keeping clients, guaranteeing their return business, and eventually winning their loyalty. Having a good website or application is important for internet businesses to succeed. Satisfaction and perceived usefulness have the greatest effect on loyalty, followed by service quality and perceived security (Sutisna & Gaffar, 2020).

Research in Gaziantep application with 357 participants show that application quality significantly positively affects customer satisfaction and loyalty (Bulut & Cetindas, 2024). Research in Gaziantep application with 357 participants show that application quality significantly positively affects customer satisfaction and loyalty (Bulut & Cetindas, 2024). Research (Sheu & Chang, 2022) found that service quality positively influenced the customer's loyalty, especially about the efficiency, fulfilment and privacy services.

**H02: Application Quality does not influence Customer Loyalty**

**Ha2: Application Quality influence Customer Loyalty**

### **The Influence of Customer Satisfaction on Customer Loyalty**

Customer satisfaction has significant effect on customer loyalty, if customer feel satisfied and in accordance with their expectations, the higher the level of customer loyalty to continuously use a brand or business. Loyal customer more likely to continue to patronize it and recommend it to others. This can lead to long-term loyalty and profitability for the business. Research shows a significant positive influence between customer satisfaction and Gojek customer loyalty (Hardati, 2021) (Hapsari, Wijaya, & Sari, 2021) (Ananda & Setiawan, 2024) (Sheu & Chang, 2022) (Andranurviza, Mulyati, & Munandar, 2022) (Haq, Handayanto, & Rumijati, 2022) (Dam & Dam, 2021).

**H03: Customer Satisfaction does not influence Customer Loyalty**

**Ha3: Customer Satisfaction influence Customer Loyalty**

### **The Influence of Driver Services on Customer Satisfaction**

Satisfaction is an indication of the formation of customer loyalty or fidelity towards a company. The higher the level of satisfaction, the more it correlates with the increased drive of customers to continue using the company's products/services, thereby creating benefits for the company in both the short and long term. Research of the Gojek application in Malang (Hardati, 2021), Jember (Hapsari, Wijaya, & Sari, 2021) shows a significantly positive influence between driver performance on customer satisfaction. The friendliness of the driver affects the satisfaction of users of the Maxim online transportation service in the city of Gorontalo (Banggoi, Mendo, & Asi, 2023).

**H04: The Driver Services does not influence Customer Satisfaction**

**Ha4: The Driver Services influence on Customer Satisfaction**

### **The Influence of Driver Services on Customer Loyalty**

Research (Rachbini, Anggraeni, & Febrina, 2020) shows that the quality of service provided by drivers has a significant positive influence on customer loyalty in the ride-hailing industry. Research (Hapsari, Wijaya, & Sari, 2021) shows that there is a significant positive influence regarding service quality and loyalty in the Gojek Online study in the city of Jember. Research (Sutisna & Gaffar, 2020) shows the influence of driver service on customer loyalty. In this research, driver service is seen from three indicators of appearance, attitude and handling of emergency situations.

**H05: Driver Services does not influence Customer Loyalty**

**Ha5: Driver Services influence Customer Loyalty**

### **The Influence of Application Quality on Customer Loyalty through Customer Satisfaction**

Application quality is not just about the service but also the interface and ease of use. Research (Sriwidadi & Prabowo, 2023) prove that better application service quality and perceived value will further increase customer satisfaction, and better customer satisfaction increases customer loyalty to the mobile banking. If the quality of the application positively affects customer satisfaction, then customer satisfaction will affect loyalty. Research (Andranurviza, Mulyati, & Munandar, 2022) this research it was concluded that usage of digital applications has a significant relationship and has a positive impact on customer experience, customer experience has a significant and a positive impact on customer satisfaction, customer experience does not have a direct positive impact on customer loyalty but it has indirect impact through customer satisfaction, and customer satisfaction has a significant and a positive impact on customer loyalty at XYZ Insurance.

The influence of driver service quality on loyalty through customer satisfaction has been extensively studied, while the impact of application service quality on loyalty through customer satisfaction needs to be explored further, especially in online application businesses like ride-hailing services. Based on the study gap, this research simultaneously provides additional knowledge regarding that relationship.

**H06: Application Quality does not influence on Customer Loyalty through Customer Satisfaction as intervening**

**Ha6: Application Quality influence on Customer Loyalty through Customer Satisfaction as intervening**

### **The Influence of Driver Services on Customer Loyalty through Customer Satisfaction**

Researches show significant positive influence between driver services on customer loyalty through customer satisfaction in case study of the Gojek application in Malang (Hardati, 2021), in Jember (Hapsari, Wijaya, & Sari, 2021), in Denpasar (Ananda & Setiawan, 2024) and in Palangkaraya (Haq, Handayanto, & Rumijati, 2022).

**H07: Driver Services does not influence on Customer Loyalty through Customer Satisfaction as intervening**

**Ha7: Driver Services influence on Customer Loyalty through Customer Satisfaction as intervening**

## **3. RESEARCH METHOD**

This research uses a quantitative method, with the population being all Gojek customers in Indonesia. Sample collection using purposive sampling, it is confirmed first that the respondents are Gojek customer. The criteria for determining the sample used: consumers aged over 17 years and only focusing on the assessment of goride and gocar services. The research uses the Structural Equation Model (SEM) method with the Smart PLS 4.0 tool. The distribution of the questionnaire list via Google form distributed online through smartphones or email to respondents. Respondents consist of 41.9% women and 58.1% men, aged 18-62 years with the most respondents being 29 years old, coming from various cities in Indonesia but dominated by Semarang, Ternate and Ambon.

The education level is dominated by Bachelor's degree at 61.2%, occupation is dominated by private sector employees and BUMN/BUMD employees, namely 27.8%.

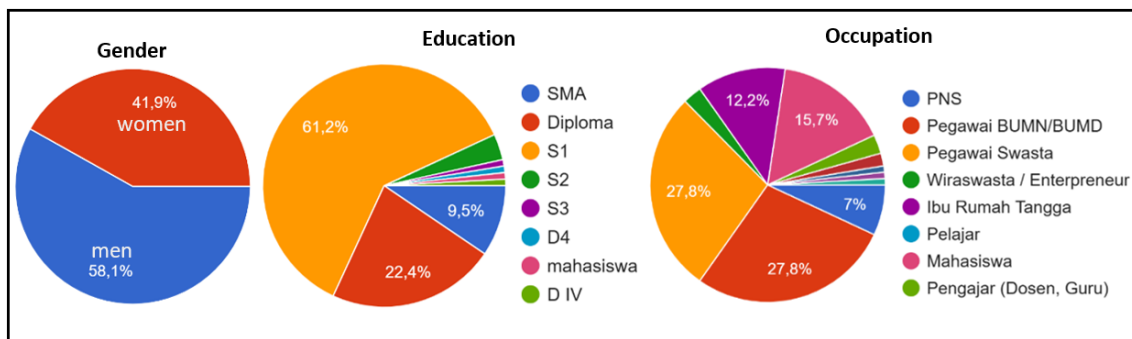


Figure 2. Profile of Respondents

This research is conducted by examining the loading factor value from SmartPLS. This value indicates the strength of the relationship between each indicator and its construct and shows that the construct can explain the variation in the indicators. The purpose is to determine whether the questions in the questionnaire can represent the measured variable.

Tabel 1. Indicators and Research Instruments

Variable	Operation Definition	Indicators	Statements
Driver Services (D)	Performance of public transportation driver services influences customer satisfaction and customer loyalty (Suryani, Mutiawati, and Faisal 2023).	The driver is polite and communicative	The driver communicates well (is communicative), is polite and friendly, both in chat messages and when speaking directly.
		The driver obeys traffic signs while driving	The driver operates the vehicle well, carefully, obeys traffic signs, and maintains the vehicle's speed according to the customer's request.
		The driver complies with the vehicle usage standards	The vehicle used by the driver is comfortable, safe to use, has a license plate that matches the application, and complies with Gojek's regulations (Vehicle age maximum 8 years, maximum 250 CC, 4-stroke vehicle, not a Sport, Trail, or Touring vehicle).
		The driver well-groomed	The appearance of the driver is clean, neat, not shabby, and shod.

Variable	Operation Definition	Indicators	Statements
Application Service Quality (A)	The quality of application services impacts the satisfaction and loyalty of application users, in this research is related to the user interface, ease of use and services obtained from the Gojek application.	User interface	Application Quality Gojek is easy to understand, the menu layout makes it easy for customers to navigate the app's content, easy to use, and the colors and animations are attractive.
		Payment method	Payment methods with Gopay and cash make it easier for customers to transact.
		The online services provided	Complete services of goride, gocar, gofood, gosend, gobox, provide convenience to customers in meeting their transportation accommodation needs.
		Providing attractive and automatic online promotions	Gojek promo codes are easily accessible because the service fees are directly deducted during promotions, making customer transactions more economical.
Customer Satisfaction (S)	Customer Satisfaction is the feeling of happiness or disappointment after experiencing something compared to expectations, directly or indirectly, influencing Customer Loyalty.	Driver Services as a whole	I am pleased with the service provided by Der Gojek because it is communicative, efficient, and meets the customer's expectations.
		The service features are fully available/one-stop services.	I was helped well, faster, and easier than the complete services available on the Gojek app.
		Providing profitable promotions for customers	I am happy when I get a promo code from the Gojek app because the transaction costs become more economical and practical.
		The appropriate rate	I feel that the rates set by the Gojek app are appropriate.
Customer Loyalty (L)	Customer Loyalty towards Gojek	Reviews provide space for customer feedback.	The driver review menu helps me provide an evaluation for Gojek driver.
		Customer Loyalty towards services	I always use the services of the Gojek app to meet my daily transportation and transaction needs.
		Gojek is the top choice.	I make Gojek my primary choice for online transportation apps.
		Sharing testimonials, providing reviews about the advantages of Gojek mouth-to-mouth marketing	I am telling others about the advantages of the Gojek app
		Sharing testimony mouth to mouth marketing	I told others about the positive experience I had with the Gojek app service.
		Loyal only uses Gojek.	I don't use other online transportation apps.

#### 4. RESULTS AND DISCUSSION

##### Outer Model

##### Outer Loading

An indicator is said to be valid if the outer loading value of each indicator is > 0.7. Indicator values of 0.5 - 0.6 can be used in research that is still in development. Values > 0.7 are highly recommended because they can be considered valid statements as indicators measuring the construct, values > 0.5 can be tolerated if the model is still in development, whereas values < 0.5 must be removed/dropped from the model. The measures of a construct should be highly correlated.

**Table 2. Outer Loading**

	Driver Services	Application Quality	Customer Satisfaction	Customer Loyalty
D1	0.859			
D2	0.884			
D3	0.806			
D4	0.798			
A1		0.832		
A2		0.880		
A3		0.897		
A4		0.709		
S1			0.849	
S2			0.808	
S3			0.731	
S4			0.680	
S5			0.801	
L1				0.782
L2				0.831
L3				0.854
L4				0.811
L5				0.755

The result shows that the value of variable S4 < 0.7, which is 0.680. Therefore, it is dropped and recalculated.

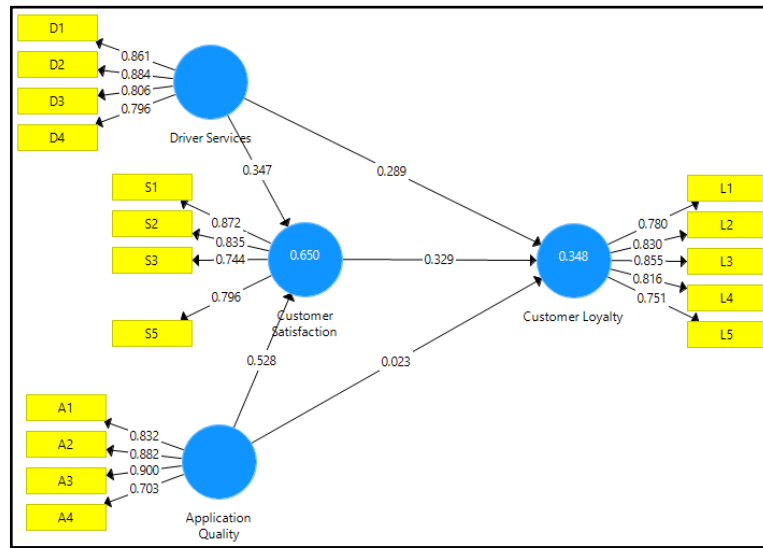


Figure 3. Outer Model

Table 3. Measurement Evaluation Model

Latent Variables	Indicators	Convergent Validity		Anal Consistency Reliability	
		Loadings	(AVE)	Composite Reliability	Cronbach Alpha
		> 0.70	> 0.50	> 0.70	> 0.70
Driver Services	D1	0.861	0.694	0.900	0.849
	D2	0.884			
	D3	0.806			
	D4	0.796			
Application Quality	A1	0.832	0.661	0.886	0.827
	A2	0.882			
	A3	0.900			
	A4	0.703			
Customer Satisfaction	S1	0.872	0.701	0.904	0.858
	S2	0.835			
	S3	0.744			
	S5	0.796			
Customer Loyalty	L1	0.780	0.652	0.903	0.866
	L2	0.830			
	L3	0.855			
	L4	0.816			
	L5	0.751			

Convergent validity is measured using outer loadings and AVE parameters. After dropping S4, the results show that all loading factors are > 0.7 and AVE > 0.6, it means that the data meets convergent validity.

When it comes to measuring internal consistency, Composite Reliability (CR) is superior to Cronbach's Alpha in SEM because CR does not assume equal weights for each indicator, while Cronbach's Alpha tends to underestimate construct reliability. Similar to Cronbach's Alpha, the standard value for composite reliability (CR) is  $>0.70$ , with values  $>0.80$  being highly desirable and recommended. The data satisfies Anal consistency reliability if Cronbach's alpha  $> 0.7$  and composite reliability  $> 0.7$ .

**Table 4. Fornell Larcker Criterion**

	Application Quality	Customer Satisfaction	Driver Services	Customer Loyalty
Application Quality	0.833			
Customer Satisfaction	0.765	0.813		
Driver Services	0.682	0.708	0.838	
Customer Loyalty	0.472	0.551	0.538	0.807

The loading factor value, Fornell Larcker from the square root AVE, and HTMT values all demonstrate discriminant validity. The discriminant validity value requirements have been met and are acceptable, as shown by table 4's square root AVE value of 0.813 for customer satisfaction, which is higher than the correlation value of 0.765 for customer satisfaction with application quality. Additionally, the root AVE on other latent variables is higher than the correlation with other constructs, demonstrating that the discriminant validity requirements in all models have been met.

**Inner Model  
R Square**

**Table 5. R Square**

	R Square	R Square Adjusted
Customer Satisfaction	0.650	0.644
Customer Loyalty	0.348	0.330

R square statistics explains the variance in the endogenous variable explained by the exogenous variables. R square values of 0.75, 0.50, 0.25 be respectively described as substansial / strong, moderate or weak. Conclude that endogenous of Customer Satisfaction performance variable is strong but Customer Loyalty variable performance have weak ability.

### Predictive Relevance (Q Square)

**Table 6. Q Square**

	CV Commuality	CV Redundancy
Application Quality	0.487	
Customer Satisfaction	0.429	0.414
Driver Services	0.491	
Customer Loyalty	0.467	0.204

Q square statistics explains the predictive relevance in the endogenous variable. Q square  $> 0.05$  means construct model's relevant, with 0.02 is small,  $\geq 0.15$  is medium and  $\geq 0.35$  is large. Result shows Q square values verified the model's predictive suited for the endogenous latent variables and include large.

### Effect Size (f Square)

**Table 7. f Square**

	Application Quality	Customer Satisfaction	Driver Services	Customer Loyalty
Application Quality		0.426		0.000
Customer Satisfaction				0.058
Driver Services		0.184		0.058
Customer Loyalty				

F square is effect size, indicates that the exogenous variable has a large influence on the endogenous variable. Criteria of F square value  $\geq 0.02$  is small,  $\geq 0.15$  is medium,  $\geq 0.35$  is large.

### Normed Fit Index

**Table 8. Normed Fit Index**

	Saturated Model	Estimated Model
SRMR	0.084	0.084
d_ ULS	1,091	1,091
d_ G	0.566	0.566
Chi-Square	359,880	359,880
NFI	0.741	0.741

A model is said to fit the observed data well if its SRMR value is less than 0.08; the lower the number, the closer it is to 0. The model tested has a good fit, has a low residual, and may be regarded as accurately representing the observed data, according to the SRMR score of 0.084.

### Hypotesis Testing

The original sample value (O) is used to determine the positive or negative influence between variables. P value negative/insignificant if  $\geq 0,05$ . T statistic significant if  $\geq 1,96$ . The table shows that almost all T statistics are get significant value, except H2 and H7. Negative p-value obtained by H2 and H7. If the result is positive but insignificant, so considered to have no influence.

**Table 8. Path Coefficient (Direct and Indirect Effect)**

Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O /STDEV)	p-values	Results
H1 Application Quality -> Customer Satisfaction	0.528 Positive	0.527	0.079	6,717	0.000 Significant	Accepted
H2 Application Quality -> Customer Loyalty	0.196 Positive	0.203	0.119	1,657	0.098 Insignificant	Rejected
H3 Customer Satisfaction -> Customer Loyalty	0.329 Positive	0.327	0.144	2,279	0.023 Significant	Accepted
H4 Driver Services -> Customer Satisfaction	0.347 Positive	0.353	0.094	3,689	0.000 Significant	Accepted
H5 Driver Services -> Customer Loyalty	0.404 Positive	0.403	0.110	3,656	0.000 Significant	Accepted
H6 Application Quality -> Customer Satisfaction -> Customer Loyalty	0.174 Positive	0.172	0.080	2,166	0.031 Significant	Accepted
H7 Driver Services -> Customer Satisfaction -> Customer Loyalty	0.114 Positive	0.114	0.061	1,885	0.060 Inignificant	Rejected

The results on table 8 shows that Application Quality has a significant positive effect on Customer Satisfaction, in accordance with previous researches (Lestari, Widodo, & Wahyuni, 2020) (Silva, Mangantar, & Tielung, 2022) (Sheu & Chang, 2022), means hypothesis 1 is accepted.

Application Quality has a positive but insignificant effect on Customer Loyalty. Result of this hypothesis test is in contrast to previous studies which have identified application quality as a factor influencing Customer Loyalty (Sutisna & Gaffar, 2020) (Bulut & Cetindas, 2024) (Sheu & Chang, 2022), however it's in accordance with (Hardati, 2021) that application quality has insignificant effect to Customer Loyalty. Hypothesis 2 is rejected because considered to have no effect.

Customer Satisfaction has a significant positive effect on Customer Loyalty, in accordance with previous researches (Hardati, 2021) (Hapsari, Wijaya, & Sari, 2021) (Ananda & Setiawan, 2024) (Sheu & Chang, 2022) (Andranurviza, Mulyati, & Munandar, 2022) (Haq, Handayanto, & Rumijati, 2022) (Dam & Dam, 2021), means hypothesis 3 is accepted.

Driver Services has a significant positive effect on Customer Satisfaction, in accordance with previous researches (Hardati, 2021) (Hapsari, Wijaya, & Sari, 2021) (Banggoi, Mendo, & Asi, 2023), means hypothesis 4 is accepted.

Driver Services has a significant positive effect on Customer Loyalty, in accordance with previous researches (Rachbini, Anggraeni, & Febrina, 2020) (Hapsari, Wijaya, & Sari, 2021) (Sutisna & Gaffar, 2020), means hypothesis 5 is accepted.

Based on study gaps about the impact of application service quality on loyalty through customer satisfaction in ride-hailing business services, result of this research prove that Application Quality has a significant positive effect on Customer Loyalty through Customer Satisfaction, means hypothesis 6 is accepted.

Driver Services has a positive but insignificant effect on Customer Loyalty through Customer Satisfaction. Result of this hypothesis test in this research is in contrast to previous studies which have identified Driver Services has a positive but insignificant effect on Customer Loyalty through Customer Satisfaction. Hypothesis 7 is rejected because considered to have no effect.

## **5. CONCLUSION**

After conducting this research, it was concluded that Application Quality has a significant positive effect on Customer Satisfaction, but has insignificant positive impact on Customer Loyalty. Driver Services has significant positive effect both on Customer Satisfaction and on Customer Loyalty. Customer Satisfaction has significant positive effect on Customer Loyalty. Driver Services has a positive but insignificant effect on Customer Loyalty through Customer Satisfaction. Application Quality has a significant positive effect on Customer Loyalty through Customer Satisfaction.

This research conducted sampling of Gojek respondents throughout Indonesia, however first limitation in this research is that the questionnaire could not be distributed optimally to all regions of Indonesia that have Gojek services, recommendation for further research, could distribute the questionnaire extends to all areas where the Gojek application service is available, so that the results are more optimal. The next limitation is related to the research focus on application quality. In this research, application quality is only related to the user interface, ease of use and services obtained from the Gojek application. There is a recommendation opportunity for more in-depth research regarding data security and privacy services experienced by customers on the Gojek application, this can be explained in more depth in future research.

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