

**DETERMINANT OF CUSTOMER LOYALTY'S INFLUENCE:
A STUDY CASE OF BLUEBIRD TAXI****Afner Khrisna Hidayat¹, Filda Rahmiati²**¹President University, afner.hidayat@student.president.ac.id²President University, filda.rahmiati@president.ac.id

ABSTRACT

Transportation services have undergone many changes and improvements over time, particularly in the digital era, making it easier for users to obtain transportation services at any time and from any location. As a result, business actors in the transportation sector are competing to provide attractive transportation services and offers to meet the community's mobility needs, so that users are satisfied and loyal to their services. This study aims to evaluate the influence of Service Quality, Service Benefit, System Quality, and Price on Customer Loyalty of Blue Bird taxi as a prominent taxi provider in Indonesia. The methodology used in this study is the Quantitative method and the statistical analysis was performed using the software of SPSS (Statistical Package for Social Science) version 25.0. The research population for this study is the user of Blue Bird taxi in the last 5 years and has gained data from 154 respondents in total through a form questionnaire. The results of this study show that Service Quality and Service Benefits do not influence Customer Loyalty to Blue Bird taxi significantly. Meanwhile, the other variable of System Quality and Price has influenced the Customer Loyalty of Blue Bird taxi. Moreover, this study also shows that Service Quality, Service Benefit, System Quality, and Price have a simultaneous influence on Customer Loyalty to Bluebird.

Keywords: *Service Quality, Service Benefit, System Quality, Price, Customer Loyalty.*

1. Introduction

With the up-trending of traveling intention and mobility around the cities, many people are expecting the availability of reachable transport services. Various types of transportation options are now available to the community and can be used to get people to where they need to go. The level of the demographic diversity of social status in various Indonesian cities affects the quality and availability of transportation options. The density of the population has a considerable impact on transportation's ability to service the population (Aminah, 2018). People are increasingly preferring to take public transportation to alleviate automobile congestion and encourage more effective land use patterns (Litman, 2017). In both developed and developing countries, public transportation will be the one of best choices to alleviate traffic congestion if private vehicle users are inclined to go away and use public transportation that offers consolation (Nasution et al., 2020). In comparison to any other mode of public metropolitan land transportation, Taxis are one of the most popular modes of road transportation in society because of their convenience in the transportation business, particularly modern taxis with applications that compete with traditional taxis (Yovaldi et al., 2019).

In the current disruptive era, technological development is advancing at such a rapid pace that encourages the development of innovations and eventually replaces previous technology. The online transportation business is growing at a fast pace right now (Alifiaberizky, 2021). Nowadays, a traveler could reach the ride-hailing service provider with the simple touch of a smartphone to procure relatively separate transportation with multiple options. According to We Are Social & Hootsuite (2021), a social media & marketing expertise agency and social media

management dashboard platform on Global Digital Reports 2021, 65.3% of internet users in Indonesia used an online ride-hailing or taxi booking service in early 2021. In addition to having rapid growth in recent years, ride-hailing or taxi service providers are competing to provide the most convenient transportation hailing by offering a variety of application features as a digitally based service. Due to the digital advantages, the services are influencing how people get around cities (Nguyen-Phuoc et al., 2020).

Established in 1972, the Blue Bird Group is Indonesia's largest taxi operator, with a 43 percent market share in the country's taxi services sector. The company has spread its network to major cities across Indonesia. In 2011, the company was the first in Indonesia to provide a mobile reservation service through a Blackberry smartphone. However, after Blackberry exited the phone market, Blue Bird expanded the application's availability to Android and iOS software, rebranding it as My Blue Bird App in 2016. The app has risen to become one of the top four used transportation apps in Indonesia (Marco, 2017). The reason is that the app exhibits an accurate position tracking system, and driver rating, and featured a cashless service within the mobile application (Zhang et al., 2020). My Blue Bird App, like many other transportation apps, provided a familiar mobile transport application interface to book a taxi. Start with entering the pick-up and drop-off locations, then select from a variety of fleet options and price comparisons for each type of vehicle available. According to Blue Bird Group Annual Sustainability Report 2020, the number of regular taxi fleets has reach up to 18,094 units including; 16,963 Units of Regular Taxi (a decrease 3,670 units or minus 17.79%) and 1,131 Units of Executive Taxi (an increased 248 units or 28.09%) from 2019. However, from 2019 to 2020, the company's revenue dropped up to 54.20 %, or Rp.1.74 trillion due to the existence of Covid-19 Pandemic and the government restriction related to the virus outbreak.

In recent years, the up-trending number of rides-hailing service users has given the providers a chance to constantly improve the service quality to keep up with the customers' satisfaction and loyalty to gain the reuse intention. Having said that, the outstanding car ride-hailing service provider in Indonesia such as Blue Bird, Gojek (GoCar), and Grab (GrabCar), are competing to provide better value and benefits for customers. According to Assegaff & Pranoto (2020), these considerations also include service quality, application system quality, the image of the corporate, and service benefit. All of these offerings cater to the needs and preferences of the consumers. Service quality is the ability to give better service beyond customer expectations which mainly regarding the reliability and responsiveness of the company. System quality indicates the user-friendly interface of the mobile app. Image of the corporate implemented as branding and reputation of the company which differentiates them from competitors. The service benefit is tied to a marketing effort that offers rewards, thereby encouraging loyal shopping behavior, which can benefit society (Magatef & Tomalieh, 2015).

Service quality is regarded as imperative since it prompts higher consumer loyalty, benefit, cost savings, client loyalty, and maintenance (Joudeh & Dandis, 2018). Service quality, on the other hand, refers to a customer's evaluation of service performance according to the dimensions of the service and the service attributes associated with companions (Ahrholdt et al., 2017). The ride-hailing taxi service booking platform provides several benefits to consumers via an App, including an easy ride request based on the sort of vehicle (typically based on seat configuration) they require, as well as a price arrangement based on the service selected. The advent of online app-based taxi services with good system quality has altered user behavior regarding transportation services. As a result, the demand for ride-hailing services has risen dramatically in recent years (Balachandran & Hamzah, 2017). Furthermore, the price has other implications for customer satisfaction and loyalty. Every customer has a varied price acceptance range, and various customers have varying judgments of what price is still acceptable within their ranges (Al-Mamun et al., 2014; Assegaff & Pranoto, 2020).

Because of its importance in terms of organizational growth, profit, and survival, customer loyalty has gotten a lot of attention from practitioners and academics (Shahid et al., 2019). In the literature on transportation, the service quality of public transportation networks has received considerable attention as a predictor of passenger satisfaction and loyalty (Sumaedi et al., 2012). However, a study from Mubarok (2019) states that customer loyalty is unaffected by customer satisfaction in taxi services.

Taxi service App based such as GrabCar and GoCar (competitors) have spoiled their customers by offering numerous discounts and appealing promotions which influence the price divergence between Blue Bird taxi services (Anwar, 2017). Given that the price is calculated using a fare meter, many taxi users prefer the lower prices offered by Grab and Gojek over the Blue Bird taxi prices. Although Blue Bird offers a fixed price, the

prices offered are generally higher than those of its competitors. This phenomenon prompts users of conventional taxi services to move to network-based transportation services (Paronda et al., 2016). Both the Gojek and Grab apps have over 100 million downloads, indicating a substantial amount of people are interested in using the order app when particularly in comparison to the My Blue Bird app which only has 1 million downloads.

Based on a survey held by the Indonesian Consumer Foundation (YLKI-Yayasan Lembaga Konsumen Indonesia) in 2017, Gojek, as a Blue Bird competitor has received the highest consumer rating of 72.6%, followed by Grab at 66.9%, Uber at 51%, and My Bluebird at 4.4% (Anjungroso, 2017). Interestingly, although Uber has not been widely recognized as an online transportation service provider in Indonesia, it was chosen by 51 percent of respondents, meanwhile, only 4.4% of the majority chose My Bluebird. This is most likely due to the Bluebird image which although having a good reputation in the transportation industry, it has an "expensive" image attached to it, making it less appealing to users of public transportation (Anwar, 2017).

Based on the explanation provided above, this study will examine the influence of Blue Bird taxi customer loyalty. This study is expected to demonstrate that Blue Bird taxi's loyal customers are influenced by service quality, service benefit, system quality, and price.

2. Literature Review

2.1 Customer Loyalty

Customer loyalty is defined as the customer's intent to repurchase and recommend the company's products or services to others (Hapsari et al., 2017). As a result, purchase repetition is a determinant factor in determining customer loyalty and represents the sustainability of the business (Leninkumar, 2017; Soh et al., 2015). Customer loyalty can also be measured by a customer's willingness to say positive things about a product or service and recommend it to others (Keshavarz et al., 2016). Moreover, According to Hadi, Aslam, and Gulzar (2019), there are a set of customer loyalty indicators which are:

1. Repeat buying
2. Retention
3. Frame of reference

2.2 Service Quality

Service quality is a service provided by internal and external providers to customers; it includes all types of facilities and infrastructure provided, equipment, and hospitality provided by service providers, as well as service products provided (Sumardi & Fernandes, 2018). From the perspective of service providers, service quality is an effort to provide exceptional service to meet a customer's desires or expectations. (Huda & Hartati, 2021). Research held by Narteh (2018) found that the discrepancy between client expectations, service provider performance, and actual service evaluations obtained determines service quality. Since service is intangible, the dimension of service quality is important in the service industry. It is not the case in the goods industry, where product quality can be assessed before purchase. For taxi or ride-hailing providers, service quality can be recognized as a measurement of how well a service meets the customers' expectations and desires, specifically a hospitality behavior given by the driver which represents the company's service reputation (Mubarok, 2019). According to Zeithaml, Bitner, and Gremler (2018), Service quality may be measured along five dimensions that correspond to how customers arrange information about service quality in their minds. The dimensions are as follows:

1. Reliability
2. Responsiveness
3. Assurance
4. Empathy
5. Tangibles

2.3 Service Benefit

Service benefit refers to information about the benefits that customers will receive if they use a specific product or service (Assegaff & Pranoto, 2020). The accessibility to the service, On-demand service availability, and

Service Usefulness become an indicator of Service Benefits from the customers' perspective. In addition to the benefits provided to customers, the economic benefits that passengers may receive from ride-hailing or taxi service providers should be considered to understand customer loyalty (Nguyen-Phuoc et al., 2020). In the service industry, particularly in ride-hailing services, users have limited access to any benefit or experience before the journey begins because the benefits will be felt only after the customer uses the service (Assegaff & Pranoto, 2020).

2.4 System Quality

System Quality is defined as the capacity of a system to process information within an information system while it indicates the operational efficiency of information system functions and is primarily concerned with whether or not the system has an error (Kim et al., 2019). In addition, system quality has become a determinant influence on consumer satisfaction and loyalty as the system itself is the display place that stands to practice the services, especially for transportation services (Assegaff & Pranoto, 2020). Meanwhile, According to Phuong & Trang (2018), system quality is regarded as the view of customers about obtaining and displaying information about the operation of a mobile commerce application. Furthermore, they mentioned that there are Four dimensions to evaluate system quality, which are:

1. Ease of Use
2. Navigation
3. Interactivity
4. Accessibility

2.5 Price

Kotler & Armstrong (2012) describe that price is the amount of money referred to a product and a service provided. Price became an important factor in predicting customer behavior before, during, and after using a product or service (Jeaheng et al., 2020). Moreover, Pitaloka & Widyawati (2015) defines consumers may be influenced by price when deciding whether or not to purchase a product or service. The price also affects the customer's determination with their range which makes affects customer loyalty (Assegaff & Pranoto, 2020). Kotler & Armstrong (2017) examine four dimensions that characterize the prices which are:

1. Price Affordability
2. Compatibility of price with product or service quality
3. Price compatibility with benefits
4. Price according to ability or purchasing power

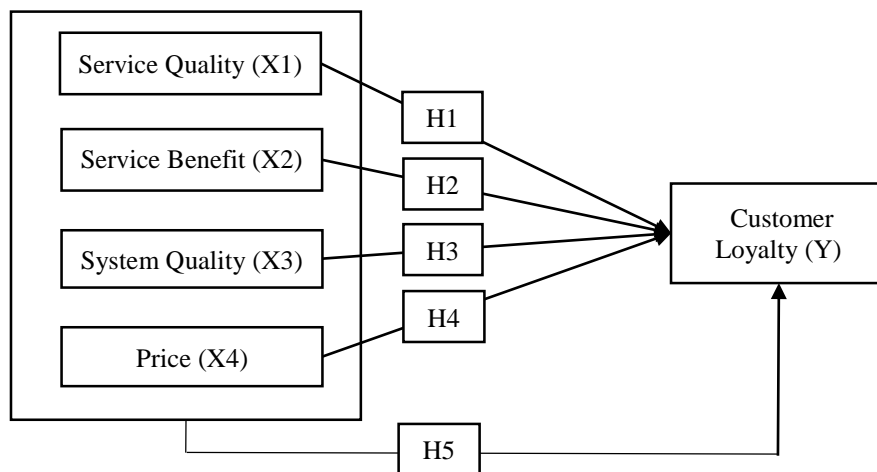


Figure 1. Research Framework

Source: Assegaff & Pranoto (2020), Nguyen-Phuoc et al (2020), INapitupulu & ILukiyana (2017), IMubarok (2019).

This study contains an independent and dependent variable. Service Quality, Service Benefit, System Quality, and Price serve as independent variables, linking to Customer Loyalty which serves as a dependent variable. Based on the preceding discussion, it is hypothesized:

H1: Service Quality has a significant influence on customer loyalty to Blue Bird Taxi.

H2: Service Benefit has a significant influence on customer loyalty to Blue Bird Taxi.

H3: System Quality has a significant influence on customer loyalty of Blue Bird Taxi.

H4: Price has a significant influence on customer loyalty to Blue Bird Taxi.

H5: Service Quality, Service Benefit, System Quality, and Price has a significant influence on the Customer Loyalty of Blue Bird Taxi simultaneously.

3. Research Method

3.1 Sampling methods and data collection

The study's sample population was drawn using a purposive sampling technique from people who had used Blue Bird taxis in the previous five years. Due to inactive users, 18 responses out of 172 questionnaire respondents were excluded. According to the demographic of 154 respondents, females outnumbered males (56%) between the ages of 17 and 25 (59%). Furthermore, 44% of respondents in this study are students, with employees (38%) coming in second. The majority of respondents had incomes ranging from Rp.2.000.000 to Rp.5.000.000 (35%).

3.2 Construct measurement

The construct measurement in this study was created to evaluate model variables. Service Quality, adapted from Zeithaml, Bitner, and Gremler (2018), is one of the scales with five items. Furthermore, Assegaff and Pranoto (2020) provide three items used to calculate the Service Benefit. Four items from Phuong and Trang (2018) are used to assess System Quality. Kotler & Armstrong (2017) four items were used to calculate prices. Lastly, Hadi, Aslam, and Gulzar (2019) provide three sets of indicators of customer loyalty.

3.3 Data analysis

This study employed data analysis using IBM SPSS 25.0 version for windows to interpret and analyze the data. The researcher will describe the object of the study in descriptive analysis based on their demographics such as gender, age, occupation, and monthly income in addition to charting the variations of respondents' responses to research variable indicator questions.

The researchers have done some pre-test to procure a result from the validity and reliability test. A validity test is done to ensure that the questionnaire used to collect data is valid questionnaire. The parameter of the validity will be followed based on the *r* table (0.361). To determine whether the correlation is significant or not, if the significant value is below 0.05, then the instrument is Valid. Otherwise, if the significant value is above 0.05, then the instrument is considered Invalid. The Pearson Correlation test will be used in this study, and each item will be tested for its relationship with the total score of the variable in question. Moreover, the Reliability test is a method for assessing questionnaires as a predictor of a variable. A questionnaire is said to be reliable if a person consistently or steadily responds to a statement (Ghozali, 2016). The Cronbach Alpha (α) statistical test is used to assess reliability with the SPSS (Statistical Package for the Social Sciences) application. Unsatisfactory internal consistency is described as a Cronbach's alpha coefficient of 0.6 or less (Malhotra, 2010).

The normality test is done by comparing the normal probability plot to the cumulative distribution, and the residual data is compared with the diagonal line; if the residual data distribution is normal, the actual data will follow the diagonal line. The heteroscedasticity test is intended to investigate a regression model with unequal variance from the residuals. The multicollinearity test is used to determine whether there is a relationship between independent variables or between each other. The independent variables are orthogonal if it's uncorrelated. Orthogonal variables are independent variables the correlation value is zero (Ghozali, 2016). That test is done as part of the Classical assumption test.

4. Results and Discussion

4.1 Hypothesis Test Result

Multiple regression analysis was used in this study to test the hypothesis. The purpose of regression analysis is to determine whether there is an effect on Blue Bird Taxi customer loyalty. A partial test (T-test), and a simultaneous test (F-test) are employed to interpret the linking variable.

Table 1. Multiple Regression Result

Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1 (constant)	-2.098	2.173		-.965	.336
Service Quality (X1)	.124	.093	.094	1.341	.182
Service Benefit (X2)	.102	.100	.076	1.018	.310
System Quality (X3)	.352	.107	.248	3.302	.001
Price (X4)	.512	.077	.463	6.667	.000

Dependent Variable: Loyalty

Source: SPSS 25.0; Developed by Researcher (2022)

4.2 T-Test

The T-test is used to determine whether the independent variable has any influence on the dependent variable. Based on table X, the hypothesis results are:

Service Quality towards Customer Loyalty

Service Quality has a significant level of 0.182 which is above 0.05. Therefore, this authenticates that there is no significant influence of Service Quality towards Customer Loyalty of Blue Bird taxi.

Service Benefit towards Customer Loyalty

Service Benefit has a significant level of 0.310 which is above 0.05. Therefore, this authenticates that there is no significant influence of Service Benefits towards Customer Loyalty of Blue Bird taxi.

System Quality towards Customer Loyalty

System Quality has a significant level of 0.001 which is below 0.05. Therefore, this authenticates that there is a significant influence of System Quality on the Customer Loyalty of Blue Bird taxi.

Price towards Customer Loyalty

The price has a significant level of 0.000 which is below 0.05. Therefore, this authenticates that there is a significant influence of Price towards Customer Loyalty of Blue Bird taxis.

4.3 F-Test

The F count is 44.144, with a significant level of 0.000, according to the Analysis of Variance results. As a result, all of the independent variables (Service Quality, Service Benefit, System Quality, and Price) have a simultaneous influence on Blue Bird taxi customer loyalty.

Table 2. F-Test Result

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	1824.106	4	456.026	44.144	.000b
Residual	1539.245	149	10.331		
Total	3363.351	153			

Dependent Variable: LOY (Y)

Predictors: (Constant), P (X4), SQ (X1), SB (X2), SYQ (X3)

Source: SPSS 25.0; Developed by Researcher (2022)

4.4 Discussions

The first Hypothesis (H1) Service Quality has a significant influence on Customer Loyalty of Blue Bird taxi is rejected as the significance value is above 0.05 (0.182). This result is consistent with the findings from Napitupulu & Lukiyana (2017) which state that Service Quality does not have a significant influence on customer loyalty to Blue Bird Taxi service.

The second Hypothesis (H2) Service Benefit has a significant influence on Customer Loyalty of Blue Bird taxi is rejected as the significance value is above 0.05 (0.310). This result is not in line with the statement from Assegaff & Pranoto (2020) which state that Service Benefit has a significant influence on customer loyalty, particularly in ride-hailing service. The accessibility of the Blue Bird taxi service appears to be undermined by the brand's trustworthiness, as many people believe that getting a Blue Bird taxi will not be difficult because the fleets are widespread in several areas, so there are no big issues.

The third Hypothesis (H3) is accepted, meaning that there is a significant influence of System Quality on Customer Loyalty of Blue Bird taxi. This result is in line with the statement from Assegaff & Pranoto (2020) which state that System Quality has a significant influence on customer loyalty to ride-hailing services.

The fourth Hypothesis (H4) is accepted, meaning that there is a significant influence of Price on Customer Loyalty to Blue Bird taxis. This conclusion is identical to Assegaff and Pranoto (2020) findings who found that price has a significant influence on customer loyalty.

The fifth Hypothesis (H5) is also accepted, meaning that Service Quality, Service Benefit, System Quality, and Price have a simultaneous influence on Customer Loyalty to Blue Bird taxi. It is the same result as Assegaff & Pranoto (2020) who stated that besides corporate image and customer satisfaction, service quality, service benefit, system quality, and price have a simultaneous influence on customer loyalty.

5. Conclusion and Implications

According to the findings, Service Quality and Service Benefits have no significant influence on Customer Loyalty. As a result, if the goal is to gain a loyal customer who will repurchase in the future, the emphasis should be on the quality of the service. The Blue Bird taxi service's trustworthiness appears to be undermining its accessibility, as many people believe that because fleets are widespread in several areas, there will be no major issues. Furthermore, the results found that System Quality and Price have a significant influence on Customer Loyalty to Blue Bird taxis. A study by Nguyen-Phuoc et al (2020) describes that the quality of a public commercial system from a transportation service provider greatly impacts passenger behavior toward the services. This statement refers to the My Blue Bird application's user interface, which has a user-friendly interface and useful features for smartphone users. For the price, it may occur because customers have their price acceptability range for the desired service. Furthermore, a Blue Bird taxi customer is more concerned with enjoying the service than with the price.

Another finding of the last hypothesis, based on the analysis, is that Service Quality, Service Benefit, System Quality, and Price have a simultaneous influence on Blue Bird Customer Loyalty. It is the same result as Assegaff and Pranoto (2020), who stated that, in addition to corporate image and customer satisfaction, service quality, service benefit, system quality, and price all have a simultaneous influence on customer loyalty.

This study implies that to gain customer loyalty, it is suggested that the company improve several aspects of service quality, such as Blue Bird drivers are expected to not be overly selective in accepting an application order so that users do not feel frustrated in obtaining the Blue Bird taxi due to several factors such as the undesired method of payment, pick-up and drop-off point.

For future research, it is suggested that it would also be meaningful for future research to include additional factors related to the customer's perspective of Blue Bird Group company such as brand image, company reputation, customer's purchase intention, etc. Moreover, the Service benefit of taxi providers, especially Blue Bird was rarely explored. Thus, it requires further investigation.

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