The Influence of Promotion and Price Fairness Towards Customer Loyalty Mediates by Customer Satisfaction on GoJek

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Abstract: This study aims to analyze the effect of Promotion and Price Fairness on Customer Loyalty, both directly and indirectly, through Customer Satisfaction as a mediating variable. The research focuses on GoJek users in Jabodetabek area to understand how promotional activities and pricing policies shape customer loyalty in the ride-hailing industry. The study employs a quantitative approach with a survey method, collecting data from 220 respondents. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that Promotion and Price Fairness have a significant positive effect on Customer Satisfaction and Customer Loyalty. Furthermore, Customer Satisfaction serves as a key mediating variable that amplifies the impact of Promotion and Price Fairness on Customer Loyalty. The findings highlight the importance of effective promotional strategies and fair pricing policies in fostering customer satisfaction and loyalty in competitive digital service ecosystems like ride-hailing. The study concludes that enhancing Customer Satisfaction through these variables is critical for GoJek to strengthen customer retention and sustain a competitive advantage in the market.

Keyword: Promotion, Price Fairness, Customer Satisfaction, Customer Loyalty, GoJek

INTRODUCTION

Indonesia's ride-hailing sector is primarily led by two main competitors; GoJek and Grab. Both companies have engaged in fierce competition for market share, using a variety of services and promotional strategies to attract and retain their user base. The competition between GoJek and Grab is characterized by a variety of services that go beyond traditional ride-hailing. Both companies have diversified their offerings to include food delivery, logistics, digital payments, and various lifestyle services, creating a comprehensive ecosystem that enhances user engagement. For example, GoJek has successfully integrated its ride-hailing services with GoFood, a popular food delivery platform, while Grab has expanded its services to include GrabFood and GrabMart, catering to various consumer needs. This diversification not only attracts new users but also encourages existing customers to use multiple services within the same app, thus improving overall user retention. The rivalry between GoJek and

Grab exemplifies the competitive dynamics of Southeast Asia's ride-hailing and on-demand services market. Both companies are engaged in a strategic battle for market dominance, utilizing comprehensive marketing initiatives like targeted advertising, promotional discounts, loyalty programs, and local partnerships to enhance brand visibility and customer engagement. In addition to marketing, GoJek and Grab are expanding their service offerings beyond ride-hailing to include food delivery, digital payments, and logistics, aiming to create a one-stop solution for consumers and boost user retention. Market projections for 2024 indicate Grab will hold a 52% market share, while GoJek is expected to have 40%. An 8% overlap in user engagement suggests a small segment uses both services, reflecting strong customer loyalty. This loyalty stems from effective promotions, perceived fair pricing, and overall customer satisfaction, making users less likely to switch platforms.

Promotions are critical in shaping customer loyalty, especially in competitive sectors such as ride-hailing services. Research shows that successful promotional strategies, including discounts, vouchers, and referral initiatives, significantly increase customer retention and attract new users by reducing the perceived risk of adopting new services (Ali et al., 2022). Promotions and customer service both online and offline, have a positive impact on customer satisfaction. This increased level of satisfaction, in turn, plays an important role in increasing customer retention, as shown by the findings of Berlianto et al. (2020).

Research examining the interplay between price fairness and customer loyalty in the context of ride-hailing services reveals several critical factors that significantly impact loyalty. Studies conducted by Salsabila et al. (2023) and Sitinjak & Purba (2019) indicate that customers' perceptions of price fairness positively correlate with their overall satisfaction and loyalty. Furthermore, the presence of competitive pricing and the availability of easily accessible services have been identified as key drivers of customer loyalty in the online transportation sector, as noted by Saputri (2019). These approaches not only attract new users but also foster trust among existing customers, thereby promoting enduring relationships. By emphasizing affordability and convenience, ride-hailing companies can differentiate themselves in a saturated market, thereby ensuring sustained patronage and generating favorable word-of-mouth referrals.

Customer satisfaction is defined as the degree to which consumers feel content with a product or service after assessing its actual performance against their prior expectations (Prasilowati et al., 2021). It can be understood as a holistic appraisal of a product or service's effectiveness and quality (MaminianinaAimee, 2019). Numerous studies indicate that customer satisfaction is a critical factor in fostering customer loyalty (Abadi et al., 2020). Indrajaya (2019) on his research, highlights that customer satisfaction serves as a vital metric for gauging customer loyalty. When customers are pleased with their experiences, they are more inclined to return, engage in repeat purchases, and advocate for the brand. Such positive interactions foster trust and emotional bonds, which enhance loyalty over time. Kotler et al. (2020) emphasize that the foundation of profitability is rooted in cultivating customer satisfaction through diligent attention and service. Satisfied customers are more likely to maintain their allegiance to the brand, resulting in sustained patronage and repeat transactions. Schiffman and Wisenblit (2019) argue that the alignment of a product or service's quality with customer expectations is crucial in shaping customer satisfaction.

Research indicates that customer satisfaction is a more significant factor in fostering loyalty among dedicated riders than among those who opt for casual riding (Prihartono et al., 2023). For businesses, cultivating customer loyalty is essential for achieving success; thus, it is imperative for companies to focus on comprehending consumer preferences and enhancing the perceived value of their products or services. By doing so, organizations can motivate customers to consistently select their offerings over those of competitors, thereby fostering enduring purchasing relationships (Haryandika & Santra, 2021). Customers who exhibit

loyalty not only continue to utilize a brand but also show a profound commitment to it. This commitment signifies a more profound emotional bond and loyalty that transcends mere transactional exchanges, suggesting that the customer holds the brand in high regard and is inclined to maintain their allegiance over time (Mothersbaugh et al., 2020). The presence of loyal customers is crucial for a company's prosperity, as they play a vital role in sustaining market share and achieving long-term financial viability, as emphasized by Nguyen et al. (2021).

Examining the effects of various components, including promotional strategies, pricing structures, and levels of customer satisfaction, on consumer loyalty will provide significant understanding of how these platforms can better cater to the requirements of their users. This study will concentrate on assessing the role of these elements in shaping customer loyalty, with a particular emphasis on the case of GoJek

METHOD

This study employs a quantitative research approach, characterized by systematic, planned, and well-structured specifications from the outset through to the development of the research design. Quantitative research, as defined by Sugiyono (2018), is grounded in positivist philosophy and is employed to investigate specific populations or samples. This method involves the collection of data through various research instruments, with subsequent analysis conducted using quantitative or statistical techniques, primarily aimed at testing predefined hypotheses. The research approach adopted in this study focuses on causal relationships, which seek to establish the influence between variables. The focus was on users of online transportation services, particularly Gojek users, residing in the Jabodetabek area.

In this research, the author collected primary data directly from participants using a questionnaire, ensuring accurate representation of their perspectives. The survey was designed to elicit detailed responses, allowing for a diverse range of viewpoints. Google Forms was utilized to streamline the data collection process, making it easier to reach a wider audience and organize responses efficiently. Overall, the combination of a structured questionnaire and digital tools enhanced the study, enabling meaningful conclusions based on participants' genuine insights.

RESULTS AND DISCUSSION

This test aims to analyze the correlation between various measurement indicators and alternative constructs. By examining these relationships, we seek to uncover patterns that enhance our understanding of the studied phenomena.

Table 1. Validity Indicator Table (Outer loadings) and Convergent Validity (AVE)

Variable	Items	Loading (>0.70)	AVE(>0,5)
X1 Promotion (PRO)	X1.1	0.847	0.714
	X1.2	0.838	
	X1.3	0.827	
	X1.4	0.851	
	X1.5	0.862	
X2 Price Fairness (PF)	X2.1	0.850	0.721
	X2.2	0.851	
	X2.3	0.841	
	X2.4	0.858	
	X2.5	0.847	
Z Customer Satisfaction (CS)	Z.1	0.849	0.699
	Z.2	0.849	

	Z.3	0.842	
	Z.4	0.832	
	Z.5	0.807	
Y Customer Loyalty (CL)	Y1.1	0.833	0.699
	Y1.2	0.836	
	Y1.3	0.848	
	Y1.4	0.821	
	Y1.5	0.844	

Source: SmartPLS Processing (2024)

The results show that all construct loading values exceed the 0.70 threshold, indicating strong correlations between items and their respective constructs, which supports measurement reliability. Additionally, the Average Variance Extracted (AVE) for each variable is above 0.50, confirming the constructs' validity by demonstrating that they account for more than half of the variance in their indicators. These findings indicate that the constructs are well-defined and measured accurately, allowing researchers to confidently proceed with further analyses, such as structural equation modeling or regression analysis, ensuring meaningful results.

Table 2. Construct Reliability (Cronbach's Alpha and Composite Reliability)

Variable	Cronbach's alpha	Composite reliability (rho_c)	Information
PRO	0.900	0.926	reliable
PF	0.903	0.928	reliable
CS	0.892	0.921	reliable
CL	0.893	0.921	reliable

Source: SmartPLS Processing (2024)

Reliability of a construct is assessed through composite reliability and Cronbach's alpha. A construct is considered reliable when its composite reliability exceeds 0.70 and its Cronbach's alpha is also above 0.70 (Hair et al., 2022). All variables exhibit Cronbach's Alpha values exceeding 0.70, signifying a strong internal consistency. Furthermore, the Composite Reliability values for each variable also surpass 0.70, reinforcing the constructs' reliability. The outcomes from the Construct Reliability assessments, which encompass both Cronbach's Alpha and Composite Reliability, fulfill the established criteria. In addition, the Outer Loading and Average Variance Extracted (AVE) values align with the validity benchmarks. These results affirm that the research model meets the essential reliability and validity requirements, making it appropriate for subsequent testing.

Table 3. R-Square (R^2) Test Results

Variable	R-square	R-square adjusted
CS	0.587	0.582
CL	0.615	0.608

Source: SmartPLS Processing (2024)

From the table above, the data presented indicates that the model's predictive accuracy for CS is 0.587, signifying that PRO and PF together elucidate 58.7% of the variance in CS, leaving 41.3% attributable to external factors not considered in this research.

In a similar vein, the model's predictive accuracy for CL stands at 0.615, reflecting a moderate accuracy level. This implies that PRO, PF, and CS collectively explain 61.5% of the variance in CL, while the remaining 38.5% is influenced by variables outside the parameters of this study.

Table 4. Direct Influence Analysis

Hypothesis	Variable	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Infromation
H1	PRO -> CL	0.302	4.109	0.000	Accepted
H2	PF -> CL	0.262	4.265	0.000	Accepted
H3	CS -> CL	0.251	3.325	0.001	Accepted
H4	PRO -> CS	0.356	5.057	0.000	Accepted
H5	PF -> Z CS	0.458	6.126	0.000	Accepted

Source: SmartPLS 4.1 Processing (2024)

The results from the table above can be explained as follows:

H1: The relationship between PRO and CL

Based on the hypothesis testing results, the Original Sample (O) value for the PRO variable is 0.302, with a P-value of 0.000, which is less than the significance level of 0.05. This indicates that the effect of PRO on CL is **significant and positive**. Therefore, the hypothesis H1 is accepted, and the null hypothesis (H0) is rejected. These findings demonstrate that effective promotional strategies significantly enhance loyalty in online transportation services like GoJek. These findings emphasize the importance of effective promotional strategies for enhancing customer loyalty, particularly for companies like GoJek. Well-executed promotions can attract and retain customers, suggesting that businesses should prioritize targeted promotional campaigns. Supporting this, Nguyen et al. (2021) found that promotions, such as discounts and loyalty rewards, significantly increase the perceived value of ride-hailing services, attracting new customers and retaining existing ones. Additionally, Rahman and Azhar (2022) demonstrated that promotional campaigns can address customer price sensitivity, enhancing satisfaction and loyalty. Thus, businesses should focus on the broader benefits of promotions beyond immediate financial gains.

H2: The relationship between PF and CL

Based on the hypothesis testing results, the Original Sample (O) value for the PF variable is 0.262, with a P-value of 0.000, which is less than the significance threshold of 0.05.

This indicates that PF has a **significant and positive effect** on CL. Therefore, H2 is accepted, and the null hypothesis (H0) is rejected. This finding demonstrates that when customers perceive pricing as fair, it significantly contributes to their loyalty to online transportation services like GoJek. This outcome aligns with the research conducted by Nguyen-Phuoc et al. (2020), who highlighted price fairness as a crucial factor influencing customer loyalty in ride-hailing services. Customers tend to exhibit greater loyalty when they view prices as fair, transparent, and offering good value. In a similar vein, Salsabila et al. (2023) found that the perception of price fairness bolsters customer satisfaction, which subsequently promotes loyalty to digital service platforms. Furthermore, Kim et al. (2021) emphasized that price fairness is essential for building trust and sustaining long-term relationships, particularly in competitive sectors such as ride-hailing.

H3: The relationship between CS and CL

The hypothesis testing results show that the Original Sample (O) value for the CS variable is 0.251, with a P-value of 0.001, which is less than the significance level of 0.05. This indicates that CS has a **significant and positive effect** on CL. As a result, H3 is accepted, and the null hypothesis (H0) is rejected. This finding confirms that higher the CS significantly contributes to increased CL in online transportation services like GoJek. This outcome aligns with the research conducted by Nguyen et al. (2020), which established that customer satisfaction serves as a significant predictor of loyalty within ride-hailing services. Satisfied customers, who appreciate the quality of service, convenience, and overall experience, are more inclined to persist in using the platform. In a similar vein, Jin and Chen (2021) underscored the positive impact of customer satisfaction on repeat usage and advocacy behaviors, thereby strengthening loyalty. Furthermore, Yum and Yoo (2023) corroborated these findings by emphasizing the essential role of satisfaction in promoting sustained engagement.

H4: The relationship between PRO and CS

The results of the hypothesis testing show that the Original Sample (O) value for the PRO variable is 0.356, with a P-value of 0.000, which is less than the significance threshold of 0.05. This indicates a **significant positive effect** of PRO on CS. Therefore, H4 is accepted, and the null hypothesis (H0) is rejected. This finding suggests that promotional activities have a meaningful impact on improving satisfactions in the context of GoJek. This finding is consistent with previous studies highlighting the importance of promotions in enhancing customer satisfaction. Prasetyo et al. (2021) argue that promotional incentives such as discounts, loyalty programs, and exclusive offers contribute to customer satisfaction by adding value to the service experience. Similarly, Ali et al. (2022) found that promotional strategies not only attract new customers but also increase satisfaction among existing users by offering perceived benefits. Additionally, Yum and Yoo (2023) support this viewpoint, suggesting that promotional activities can improve overall service satisfaction by creating a sense of fairness and value, which ultimately enhances the user experience.

H5: The relationship between PF and CS

Based on the hypothesis testing results, the Original Sample (O) value for PF is 0.458, with a P-value of 0.000, which is less than the significance threshold of 0.05. This indicates a **significant positive effect** of PF on CS. Therefore, H5 is accepted, and the null hypothesis (H0) is rejected. This finding demonstrates that customers' perceptions of PF significantly influence their overall CS with GoJek's services. Numerous studies have underscored the significance of PF in influencing CS. Salsabila et al. (2023) assert that when customers view the price they pay as equitable in relation to the quality and advantages of the service provided,

their level of satisfaction tends to rise. This finding is corroborated by Nguyen-Phuoc et al. (2020), who demonstrated that price fairness has a direct impact on customer satisfaction; customers who believe they are receiving substantial value are more inclined to be satisfied with the service and exhibit loyalty to the platform. Furthermore, Rangel et al. (2021) highlighted that perceived pricing fairness, characterized by transparency and consistency, enhances satisfaction by ensuring that customer expectations are met by actual pricing practices.

Table 5. Analysis of Mediation Influence

Hypothesis	Variable	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
H6	PRO -> CS -> CL	0.089	2.708	0.007	Accepted
H7	PF ->s CS -> CL	0.115	2.842	0.004	Accepted

Source: SmartPLS 4.1 Processing (2024)

Based on the table above, the examination of the indirect influence hypothesis presented can be explained as follows:

H6: The relationship between PRO and CL mediated by CS

The relationship demonstrates an Original Sample (O) value of 0.089 and a P-value of 0.007, which is below the 0.05 threshold. This finding suggests a significant positive indirect influence of PRO on CL mediated by CS. As a result, H7 is supported while H0 is dismissed, thereby affirming the **positive and significant** mediating role of CS in the connection between PRO and CL. This finding is consistent with the research by Nguyen et al. (2021), which suggests that promotional strategies in ride-hailing services not only directly boost customer loyalty but also enhance customer satisfaction. Supporting this idea, Ali et al. (2022) contend that when customers perceive promotions as beneficial, their overall experience improves, leading to greater satisfaction and increased loyalty. Prasetyo et al. (2021) demonstrate that customer satisfaction acts as a mediating factor in the connection between promotions and loyalty, indicating that customers who feel satisfied from positive promotional experiences are more likely to show loyalty and continue using the service.

H7: The relationship between PF and CL mediated by CS

The relationship exhibits an Original Sample (O) value of 0.115 and a P-value of 0.004, both of which are below the 0.05 threshold. This finding indicates a **significant positive** indirect effect of PF on CL mediated by CS. Consequently, H8 is supported while H0 is dismissed, highlighting the critical mediating role of CS in the interplay between PF and CL. The findings align with earlier research examining the relationship between PF, CS, and CL within the ride-hailing industry. Phuong and Trang (2020) demonstrated that perceptions of price fairness have a significant effect on customer satisfaction, which subsequently enhances customer loyalty. Likewise, Vu et al. (2024) indicated that customers who view ride-hailing prices as fair are more likely to experience increased satisfaction and a greater intent to continue utilizing the service. Additionally, Zietsman et al. (2019) emphasized that equitable pricing fosters trust, minimizes customer grievances, and cultivates enduring relationships, which are essential for customer retention in the competitive ride-hailing market.

CONCLUSION

The findings underscore the critical role that strategically crafted promotional initiatives play in shaping customer loyalty and satisfaction. The research reveals that various promotional

tactics, including discounts and special offers, are pivotal in enhancing customer retention and promoting repeat engagement. This is illustrated by the strong correlation observed between promotion and both satisfaction and loyalty. The data suggests that customers who regularly take advantage of promotional offerings tend to express higher levels of satisfaction with the service, which in turn cultivates a deeper sense of loyalty towards GoJek. These insights indicate that well-executed promotional strategies not only boost usage frequency but also help maintain a favorable perception of the platform, as evidenced by the loyalty metrics.

The pivotal influence of price fairness on both satisfaction and also loyalty is evident that consumers exhibit heightened sensitivity towards pricing strategies that are perceived as transparent and equitable, as indicated by the strong positive correlation between price fairness and customer satisfaction. Implementing fair pricing strategies fosters an environment of trust and dependability, which is essential for maintaining long-term customer relationships. Additionally, the role of satisfaction as a mediator in the connection between price fairness and loyalty emphasizes its significance in shaping consumer behavior. When pricing is perceived as fair and is consistent with customer expectations and the quality of service provided, not only elevates satisfaction levels but also reinforces loyalty.

The role of customer satisfaction as a mediator highlights its crucial importance in connecting key factors like promotion and price fairness to customer loyalty. Contented customers exhibit a greater propensity to persist in utilizing GoJek's offerings, and they are also more willing to advocate for the platform among their peers. This behavior significantly contributes to bolstering GoJek's competitive edge in the market. This research provides a comprehensive analysis of how these interconnected elements influence consumer behavior in the ride-hailing industry.

The findings indicate that GoJek should prioritize effective promotional strategies and transparent pricing practices to cultivate customer satisfaction and loyalty. By strategically focusing on these areas, GoJek can improve user retention and strengthen its competitive position in Indonesia's rapidly changing ride-hailing market.

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