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The Effect of User Perception and User Experience on Customer Loyalty in Digital Mobility Platforms: Implications for Management Education (A Study of Gojek Indonesia)

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ABSTRACT

The rapid development of application-based ride-hailing services has intensified market competition and encouraged service providers to better understand the factors influencing customer satisfaction and loyalty. This study aims to examine the effects of perceived price fairness, e-service quality, and wayfinding on customer loyalty, with customer satisfaction serving as a mediating variable among users of the Gojek application in Indonesia. Using a quantitative approach, data were collected through an online survey of 218 respondents selected via purposive sampling, and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 3. The results indicate that perceived price fairness, e-service quality, and wayfinding have positive and significant effects on customer satisfaction, while e-service quality and customer satisfaction have positive and significant effects on customer loyalty. Furthermore, the indirect effect analysis confirms that customer satisfaction significantly mediates the relationships between perceived price fairness, e-service quality, and wayfinding and customer loyalty. These findings highlight that customer loyalty in digital ride-hailing services is more strongly shaped through customer satisfaction resulting from users' comprehensive evaluations of price fairness, digital service quality, and application navigation, and provide important managerial and management education implications for understanding customer-oriented digital service management.

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INTRODUCTION

Over the last decade, the rapid expansion of application-based ride-hailing services has fundamentally transformed urban mobility and everyday life worldwide. Platforms such as Uber, Lyft, Grab, and Didi have reshaped how societies access transportation by offering efficiency, affordability, and digital

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convenience (Mitropoulos et al., 2021). The global ride-hailing market is projected to reach USD 534.41 billion by 2032, with a compound annual growth rate of 14.43%, supported by more than 2.5 billion users and 120 million daily ride requests, while the Asia–Pacific region accounts for over 60% of global demand (Markets & Data, 2024; MarketGrowthReports, 2025). This growth reflects broader societal shifts driven by urbanization, smartphone penetration, and increasing reliance on digital platforms for essential services (IMARC, 2025). Consequently, understanding how users perceive and experience digital mobility services has become socially important, as customer satisfaction and loyalty directly influence service continuity, accessibility, and long-term sustainability of urban transportation systems.

Despite their societal benefits, ride-hailing platforms also introduce new challenges for users and service providers. Intensifying competition and regulatory adjustments have increased operational pressures, often resulting in fare changes and fluctuating service quality. For users, these conditions raise concerns regarding price fairness, reliability, and overall service experience, particularly in price-sensitive urban communities. Policy-driven fare increases, such as adjustments in online motorcycle taxi tariffs, may reduce perceived value and weaken customer trust (B. Ameilya, 2022). Although promotions and incentives remain attractive, prior studies indicate that pricing and service reliability continue to shape user loyalty more strongly than short-term benefits (Farahdhiya, 2024). These issues highlight a broader social problem: when digital mobility services fail to meet users' expectations, dissatisfaction may limit adoption, reduce mobility equity, and undermine public confidence in technology-based transportation. Therefore, identifying the determinants of customer satisfaction and loyalty is essential not only for business performance but also for ensuring socially sustainable digital mobility services.

Within this global trend, Indonesia occupies a strategic position as one of Southeast Asia's largest ride-hailing markets. The national market value is expected to grow from USD 4.41 billion in 2025 to USD 6.26 billion by 2030, with a CAGR of 7.25% (Mordor Intelligence, 2025). This growth is supported by high internet penetration, reaching 229.4 million users or 80.66% of the population (Intan Rakhmayanti, 2025), and widespread smartphone usage. Gojek leads the Indonesian market, recording an average of 957,000 monthly downloads, surpassing competitors such as Maxim and inDrive (GoodStats, 2023), and remains the most preferred platform with a 54.4% user preference rate (Databoks, 2024). Its dominance is reinforced by an integrated ecosystem including GoRide, GoCar, GoFood, and GoPay, contributing USD 4.6 billion to national food delivery transactions in 2023 (Pierre Rainer, 2024). However, this leadership also increases pressure on Gojek to maintain digital service quality and superior user

experience amid rising competition.

Previous studies have extensively examined customer loyalty in digital services through the lenses of price perception and service quality. Perceived price fairness is widely recognized as a critical determinant of satisfaction and loyalty in price-sensitive services (Alderighi et al., 2022). In the Indonesian context, research confirms that fair pricing combined with service quality significantly enhances customer loyalty in transportation services (Rafiansyah et al., 2025). Other studies emphasize the role of trust and service innovation in strengthening this relationship (Rahman et al., 2021; Yahya Ijudin, 2025). Alongside pricing, digital service quality has gained increasing scholarly attention. Drawing on the E-S-QUAL framework, Parasuraman et al. (2005) identify efficiency, system availability, fulfillment, and privacy as core dimensions of e-service quality. Empirical evidence consistently shows that application reliability, data security, and system responsiveness positively influence customer satisfaction and reuse intention across digital platforms (de Sá et al., 2025; Sun et al., 2024).

Beyond price and service quality, user experience related to application navigation has emerged as an important yet underexplored factor in ride-hailing research. Wayfinding, encompassing GPS accuracy, clarity of pickup points, and real-time navigation, significantly affects operational efficiency and user comfort (Fonseca et al., 2021; van Lierop et al., 2020). Technical aspects such as latency and matching accuracy further influence satisfaction in digital mobility platforms (Yu et al., 2025). Indonesian studies highlight persistent challenges in pickup point clarity, particularly in densely populated urban areas (ITDP Indonesia, 2021). Although many studies confirm the positive effects of e-service quality on satisfaction and loyalty, findings remain inconsistent. For instance, Haza Fatikah and Albanna (2022) report that e-service quality does not directly affect loyalty but operates through satisfaction as a mediating variable. These inconsistencies reveal a research gap regarding whether price fairness, e-service quality, and wayfinding influence loyalty directly or primarily through customer satisfaction, especially in Indonesia's ride-hailing context.

This study advances the existing literature by integrating perceived price fairness, e-service quality, and wayfinding into a single comprehensive model, with customer satisfaction positioned as a mediating mechanism influencing customer loyalty. Such an integrative approach remains limited in prior ride-hailing research, particularly in emerging markets like Indonesia. By employing a PLS-SEM approach, this study provides a robust quantitative assessment of both direct and indirect relationships among key user perception and user experience variables. Moreover, the research extends beyond conventional marketing analysis by highlighting the implications of digital mobility findings

for management education. Digital ride-hailing platforms such as Gojek offer real-world learning contexts for understanding customer-oriented digital service management, experiential value creation, and data-driven decision-making. Therefore, the study contributes to the state of the art by linking empirical consumer behavior insights with managerial learning and management education development.

Based on the above discussion, the central research problem of this study concerns how user perception and user experience shape customer loyalty in digital mobility platforms, and whether customer satisfaction serves as a critical mediating mechanism. This study argues that perceived price fairness, e-service quality, and wayfinding collectively form users' evaluative judgments, which are translated into loyalty primarily through satisfaction. In line with expectancy-disconfirmation and service quality theories, satisfaction is expected to strengthen loyalty even under external pressures such as fare increases (Kim & Moon, 2025; Hameed et al., 2024). By empirically testing these relationships in the context of Gojek Indonesia, this study contributes theoretically by clarifying inconsistent findings in prior research and practically by offering evidence-based insights for digital service management. Additionally, the findings provide valuable implications for management education by enriching learning materials related to digital service strategy, customer experience management, and platform-based business models.

RESEACH METHODS

This study employs a quantitative research design with a causal–associative approach, as it aims to examine cause-and-effect relationships among variables. Specifically, the study analyzes the effects of Perceived Price Fairness, E-Service Quality, and Wayfinding on Customer Loyalty, with Customer Satisfaction acting as a mediating variable (Sugiyono, 2016). A quantitative design is considered appropriate because it enables objective measurement of latent constructs and allows for statistical testing of hypothesized relationships. Furthermore, this design supports theory verification by empirically testing relationships derived from prior literature and service quality theories. The use of Structural Equation Modeling (SEM) facilitates simultaneous testing of multiple relationships and mediation effects, making it suitable for complex models involving user perception, user experience, and customer loyalty in digital mobility platforms.

The research was conducted in Indonesia, focusing on users of the Gojek application, one of the leading digital mobility platforms in the country. Indonesia was selected as the research context due to its position as one of the largest ride-hailing markets in Southeast Asia, characterized by high internet and

smartphone penetration and rapid adoption of digital transportation services. Gojek was chosen as the unit of analysis because of its dominant market share, integrated service ecosystem, and significant role in shaping digital mobility behavior in Indonesia. Studying Gojek users provides a relevant and representative context for examining customer loyalty in application-based ride-hailing services, while also offering insights applicable to digital service management and management education in emerging markets.

Data were collected using a structured questionnaire developed based on established theories and prior empirical studies. Measurement indicators were adapted from previous research to ensure conceptual consistency and content validity (Bernarto et al., 2022; Chen, 2025; Fan et al., 2022; Hride et al., 2022; Parris & Guzmán, 2023; Tahir et al., 2024). The population of this study consists of all Gojek users in Indonesia who have used the application for at least six months. Respondents were selected using a non-probability purposive sampling technique with the following criteria: (1) aged over 17 years, (2) active Gojek users for a minimum of six months, (3) acting as decision-makers in using Gojek services, and (4) having sufficient knowledge and understanding of Gojek's application features. A total of 218 respondents were included in the analysis to ensure adequate statistical power and model stability (Hair et al., 2019). Data were collected online through Google Forms and distributed via social media platforms.

The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 3 software. The analysis followed two main stages: outer model evaluation and inner model evaluation. Outer model evaluation was conducted to assess measurement quality through indicator reliability (outer loadings ≥ 0.70), convergent validity using Average Variance Extracted (AVE ≥ 0.50), and internal consistency reliability using Composite Reliability and Cronbach's Alpha (≥ 0.70). Discriminant validity was assessed through cross-loading analysis, ensuring that each indicator loaded higher on its respective construct than on other constructs. Inner model evaluation was performed by examining R-square values to assess the explanatory power of exogenous variables on endogenous variables. Hypothesis testing involved analyzing direct and indirect effects using a bootstrapping procedure to determine the significance of relationships among variables.

To ensure the trustworthiness of the research findings, data validity and reliability were rigorously evaluated. Construct validity was established through convergent and discriminant validity tests, while reliability was confirmed through Composite Reliability and Cronbach's Alpha coefficients. The mediating role of Customer Satisfaction was assessed by examining the significance of

indirect effects, with a p-value threshold of less than 0.05 used to determine mediation significance. The research model was considered adequate when all measurement indicators met the required validity and reliability criteria and when all tested structural relationships demonstrated statistically significant results (Hair et al., 2019). This rigorous evaluation process ensures that the findings are reliable and suitable for drawing conclusions regarding customer loyalty in digital mobility platforms.

RESULTS AND DISCUSSION

Respondent characteristics: The majority of Gojek users in this study are dominated by the early productive age group, namely 17–21 years old, with a high school/vocational school/high school education background, and are students. Economically, most are unemployed and rely on monthly pocket money at the middle level, and reside in the Kalimantan region. This profile describes a user segment that is familiar with digital technology, sensitive to price, and highly dependent on the ease and reliability of the application in daily mobility activities.

In line with the respondents' demographic profile, consumption behavior patterns indicate the dominant use of Gojek as the primary *ride-hailing platform* . The majority of respondents (63%) used the Gojek app more frequently than other platforms, with GoFood being the most utilized service (31.6%). This finding demonstrates the high perceived functional value of Gojek's integrated service ecosystem, particularly GoFood, which facilitates daily mobility and consumption needs. This underscores the importance of perceived price fairness, digital service quality, and ease of app navigation in shaping Gojek user satisfaction and loyalty in Indonesia.

Table 1. Convergent Validity and Composite Reliability

Variables	Items		*Loading Factor*	*Cronbach's Alpha*	CR	AVE
Perceived Price Fairness	PPF1	The service I received from the Gojek application was worth the money I paid.	0.911	0.887	0.924	0.803
	PPF2	The price I paid for Gojek services was a good *buy.*	0.893			
	PPF3	I feel that I get benefits that are commensurate with the costs I incur when using Gojek services.	0.883			
E-Service Quality	ESQ1	The Gojek application is easy to understand so it is easy to use.	0.717	0.921	0.934	0.587

Variables		Items	*Loading Factor*	*Cronbach's Alpha*	CR	AVE
	ESQ2	The Gojek application processes orders quickly without long waiting times.	0.752			
	ESQ 3	Payment features and transaction history are easily accessible.	0.786			
	ESQ 4	The Gojek application can always be used at any time without frequently experiencing disruptions or errors.	0.715			
	ESQ 5	The Gojek application provides information on order status and estimated pickup times that are always accurate.	0.812			
	ESQ 6	The Gojek app allows me to rebook as soon as the trip is complete.	0.728			
	ESQ 7	My orders via the Gojek app are always successfully confirmed without any issues.	0.758			
	ESQ 8	Gojek provides sufficient number of drivers to fulfill my request.	0.744			
	ESQ 9	Gojek protects my personal information in the form of account data and my travel history well.	0.816			
	ESQ 10	My payment information through the financial services provided by Gojek is safe to use.	0.826			
Wayfinding	W1	I easily found the navigation service on the Gojek application.	0.837	0.901	0.924	0.670
	W2	The navigation service on the Gojek app is clear and helpful.	0.804			
	W3	Direction information from the Gojek app helps me know my exact route.	0.850			
	W4	I had no difficulty navigating the real-time position of the Gojek service I was using.	0.839			
	W5	My position is always accurate when using Gojek maps.	0.722			

Variables		Items	*Loading Factor*	*Cronbach's Alpha*	CR	AVE
	W6	The visual markers on the Gojek map make it easier for me to navigate my journey.	0.851			
Customer Satisfaction	CS1	My expectations for Gojek services were met.	0.880	0.914	0.939	0.795
	CS2	I am satisfied with all the services provided by Gojek.	0.914			
	CS3	I am satisfied with the price of the services offered by Gojek, consistent with the quality provided.	0.870			
	CS4	My feelings towards Gojek are very positive.	0.903			
Customer Loyalty	CL1	In the future, I will remain loyal to Gojek.	0.916	0.905	0.934	0.779
	CL2	I will use Gojek services again.	0.886			
	CL3	I would prefer to use Gojek over other online applications.	0.844			
	CL4	I would recommend Gojek to others.	0.884			

The results of the measurement model evaluation indicate that all constructs in this study meet the criteria for excellent validity and reliability. *Perceived Price Fairness* shows a loading factor of 0.883–0.911, with a Cronbach's Alpha of 0.887, *Composite Reliability* (CR) of 0.924, and Average Variance Extracted (AVE) of 0.803, which confirms the consistency of price fairness perceptions in shaping user satisfaction. *E-Service Quality* has a loading factor of 0.715–0.826, supported by a Cronbach's Alpha of 0.921, a CR of 0.934, and an AVE of 0.587, reflecting the reliability of Gojek's digital service quality. *Wayfinding* also meets the measurement criteria with a loading factor of 0.722–0.851, a Cronbach's Alpha of 0.901, a CR of 0.924, and an AVE of 0.670, indicating the role of ease of application navigation in user experience. Furthermore, *Customer Satisfaction* shows very strong reliability with Cronbach's Alpha of 0.914; CR of 0.939; AVE of 0.795, while *Customer Loyalty* has a loading factor of 0.844–0.916, Cronbach's Alpha of 0.905, CR of 0.934, and AVE of 0.779, reflecting the user's tendency to maintain use and recommend Gojek. Overall, these results confirm that the measurement model used is adequate to support the testing of structural relationships between variables in the context of Gojek user loyalty in Indonesia.

Table 2. Descriptive Statistics

	Mean	Standard Deviation	N
Perceived Price Fairness	4.1955	0.70008	218
E-Service Quality	3.5706	0.50304	218
Wayfinding	4.3074	0.63760	218
Customer Satisfaction	4.2603	0.67044	218
Customer Loyalty	4.1239	0.73163	218

Based on the descriptive statistics in Table 2, all variables show relatively high mean values, reflecting respondents' positive perceptions of Gojek services. *Wayfinding* has the highest mean value (4.3074), followed by *Customer Satisfaction* (4.2603) and *Perceived Price Fairness* (4.1955), indicating ease of navigation, satisfaction level, and perceived price fairness. *Customer Loyalty* is also in the high category with a mean value of 4.1239, while *E-Service Quality* has the lowest mean value (3.5706), although it is still considered quite good. The relatively moderate standard deviation values for all variables (0.50304–0.73163) indicate that respondents' perceptions tend to be consistent.

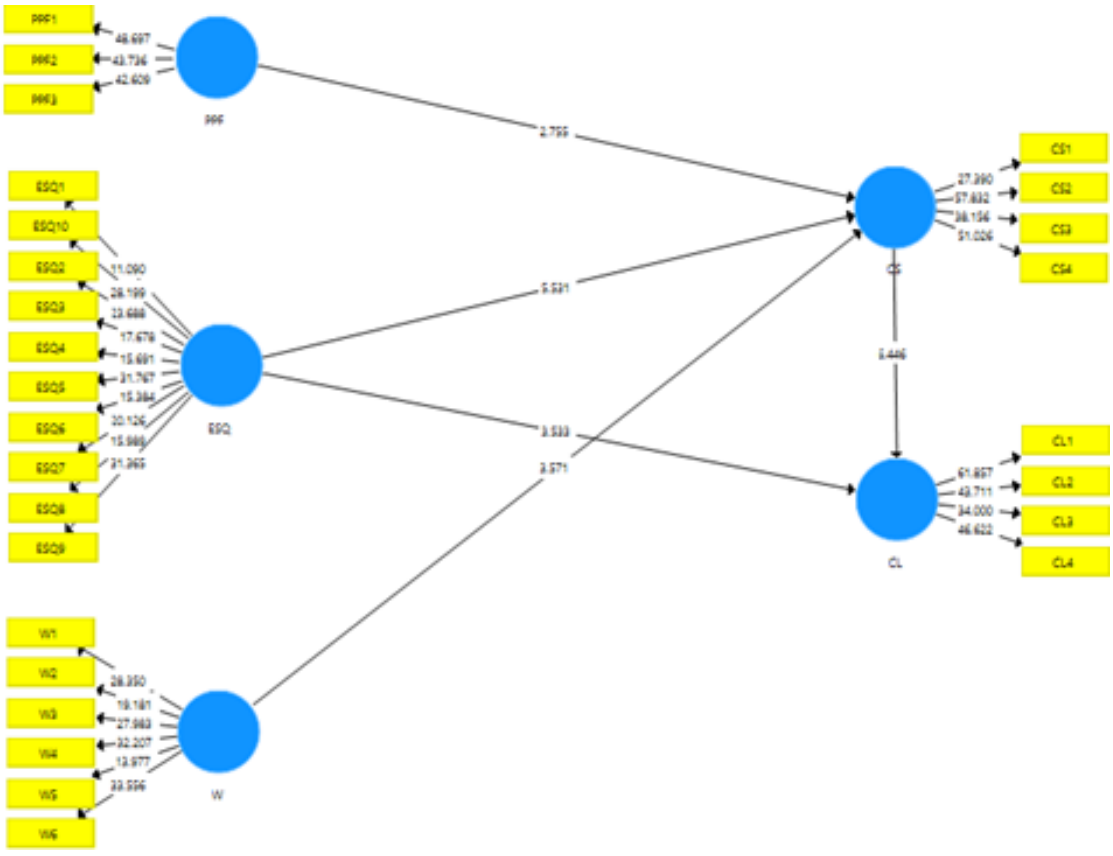

Figure 1. PLS-SEM Algorithm

Table 3. Discriminant Validity – Cross Loadings

Indicator	PPF	ESQ	W	CS	CL
PPF1	**0.911**	0.698	0.624	0.691	0.679
PPF2	**0.893**	0.664	0.604	0.663	0.666
PPF3	**0.883**	0.718	0.698	0.667	0.661
ESQ1	0.540	**0.717**	0.625	0.593	0.480
ESQ2	0.624	**0.752**	0.633	0.628	0.636
ESQ3	0.635	**0.786**	0.688	0.642	0.590
ESQ4	0.534	**0.715**	0.568	0.576	0.574
ESQ5	0.574	**0.812**	0.689	0.695	0.652
ESQ6	0.558	**0.728**	0.609	0.569	0.530
ESQ7	0.559	**0.758**	0.597	0.644	0.543
ESQ8	0.513	**0.744**	0.650	0.645	0.510
ESQ9	0.646	**0.816**	0.673	0.727	0.690
ESQ10	0.719	**0.826**	0.709	0.695	0.715
W1	0.662	0.766	**0.837**	0.708	0.629
W2	0.587	0.704	**0.804**	0.653	0.585
W3	0.593	0.733	**0.850**	0.663	0.571
W4	0.525	0.652	**0.839**	0.666	0.547
W5	0.536	0.589	**0.722**	0.610	0.562
W6	0.605	0.682	**0.851**	0.686	0.692
CS1	0.673	0.745	0.715	**0.880**	0.685
CS2	0.672	0.773	0.758	**0.914**	0.735
CS3	0.666	0.697	0.669	**0.870**	0.756
CS4	0.671	0.780	0.755	**0.903**	0.744
CL1	0.671	0.680	0.655	0.750	**0.916**
CL2	0.687	0.715	0.673	0.745	**0.886**
CL3	0.560	0.582	0.539	0.648	**0.844**
CL4	0.705	0.759	0.701	0.740	**0.884**

The results of discriminant validity testing based on cross loading and Fornell–Larcker criteria show that all indicators have the highest loading values on the constructs they measure, namely *Perceived Price Fairness* (PPF1–PPF3) with a value of 0.883–0.911, *E-Service Quality* (ESQ1–ESQ10) of 0.715–0.826, *Wayfinding* (W1–W6) of 0.722–0.851, *Customer Satisfaction* (CS1–CS4) of 0.870–0.914, and *Customer Loyalty* (CL1–CL4) of 0.844–0.916. In addition, the square root value of AVE for each construct is higher than its correlation with other constructs, so that each construct is able to explain the variance of its indicators dominantly and represents different concepts without overlapping. Thus, this research model has met discriminant validity adequately.

Table 4. Discriminant Validity - Fornell Lacker

	PPF	ESQ	W	CS	CL
Perceived Price Fairness	0.896				
E-Service Quality	0.774	0.766			
Wayfinding	0.716	0.842	0.818		
Customer Satisfaction	0.752	0.84	0.813	0.892	
Customer Loyalty	0.746	0.779	0.732	0.819	0.883

The results of the discriminant validity test using the Fornell – Larcker criteria indicate that most constructs have met the discriminant validity criteria, where the √ AVE value for the *Perceived Price Fairness* (0.896), *Wayfinding* (0.818), *Customer Satisfaction* (0.892), and *Customer Loyalty* (0.883) constructs is higher than the correlation between other constructs. However, for the *E-Service Quality construct* , the √ AVE value of 0.766 is lower than its correlation with *Wayfinding* (0.842) and *Customer Satisfaction* (0.840), which indicates an overlap between constructs. Nevertheless, overall the model is still acceptable, considering the strong conceptual linkages between digital service quality, ease of navigation, and customer satisfaction in the context of application-based services.

Table 5. R Square

	R-Square	*R-Square Adjusted*
Customer Satisfaction	0.760	0.757
Customer Loyalty	0.699	0.696

The results of the R-square test in Table 5 show that the *Customer Satisfaction variable* has an R^2 value of 0.760, which is included in the strong category, so that *Perceived Price Fairness* , *E-Service Quality* , and *Wayfinding* are simultaneously able to explain 76.0% of the variation in Gojek user satisfaction, while the remaining 24.0% is influenced by other factors outside the research model. Furthermore, the *Customer Loyalty variable* has an R^2 value of 0.699, which is in the moderate to strong category, indicating that customer satisfaction together with the predictor variables in the model is able to explain 69.9% of the variation in user loyalty, while the remaining 30.1% is influenced by other factors not examined. The closeness of the adjusted R-square value to the R-square value in both constructs confirms that the structural model has a good level of accuracy and adequate explanatory power in explaining the formation of Gojek user satisfaction and loyalty in Indonesia.

Table 6. Hypotheses Testing (Direct Effect)

Path	*Original Sample (O)*	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T-Statistics (|O/STDEV|)*	*P Values*	*Result*
PPF -> CS	0.203	0.207	0.075	2,716	0.007	Accepted
ESQ -> CS	0.415	0.416	0.076	5,431	0.000	Accepted
ESQ -> CL	0.309	0.313	0.087	3,545	0.000	Accepted
W -> CS	0.318	0.312	0.089	3,574	0.000	Accepted
CS -> CL	0.559	0.556	0.086	6,463	0.000	Accepted

The results of the direct effect test on the research model show that all relationships between variables are positive and significant at a significance level of 5%, where the hypothesis acceptance criteria are set at a p-value <0.05. *Perceived Price Fairness* has a significant effect on *Customer Satisfaction* (β = 0.203; T-statistic = 2.716; p-value = 0.007), as well as *E-Service Quality* and *Wayfinding* , each of which has a positive and significant effect on *Customer Satisfaction* with a coefficient value of β = 0.415 (T-statistic = 5.431; p-value = 0.000) and β = 0.318 (T-statistic = 3.574; p-value = 0.000). In addition, *E-Service Quality* also has a significant effect on *Customer Loyalty* (β = 0.309; T-statistic = 3.545; p-value = 0.000). Furthermore, *Customer Satisfaction* has a positive and significant influence on *Customer Loyalty* with a coefficient of β = 0.559 (T-statistic = 6.463; p-value = 0.000). This finding indicates that perceived price fairness, e-service quality, and ease of navigation play an important role in increasing customer satisfaction, which in turn impacts customer loyalty.

In addition to the direct effect, this study also tested the indirect effect to assess the role of mediating variables in explaining the relationship between the independent and dependent variables. The results of the indirect effect test are presented in the following table.

Table: 7 Hypotheses Testing (Indirect Effect)

Path	*Original Sample (O)*	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T-Statistics (|O/STDEV|)*	*P Values*	*Result*
PPF -> CS -> CL	0.113	0.117	0.050	2,271	0.023	Accepted
ESQ -> CS -> CL	0.232	0.230	0.051	4,535	0.000	Accepted
W -> CS -> CL	0.178	0.173	0.055	3,204	0.001	Accepted

The results of the indirect effect test show that *Customer Satisfaction* is proven to significantly mediate the influence of *Perceived Price Fairness* , *E-Service Quality* , and *Wayfinding* on *Customer Loyalty* . This is indicated by the mediation coefficient values of 0.113 on the PPF → CS → CL path (T-statistic = 2.271; p-value = 0.023), 0.232 on the ESQ → CS → CL path (T-statistic = 4.535; p-value = 0.000), and 0.178 on the W → CS → CL path (T-statistic = 3.204; p-value = 0.001), all of which meet the significance criteria at the 5% level (p-value < 0.05). Thus, *Customer Satisfaction* acts as an effective mediating variable in bridging the influence of the three exogenous variables on *Customer Loyalty* , so that all indirect influence hypotheses in this research model are declared accepted

CONCLUSION

This study highlights that Perceived Price Fairness, E-Service Quality, and Wayfinding are key determinants in shaping Customer Satisfaction among Gojek ride-hailing users in Indonesia, with all three variables demonstrating positive and significant effects. The findings underline that customer satisfaction emerges from users' holistic evaluations of price fairness, digital service performance, and ease of application navigation, rather than from isolated technical features. Furthermore, Customer Satisfaction is confirmed as a significant predictor of Customer Loyalty, indicating that loyalty in digital mobility platforms is primarily constructed through affective and experiential evaluations. The mediation analysis reinforces this insight by showing that customer satisfaction serves as the central mechanism through which service attributes influence loyalty formation. From a theoretical perspective, this study strengthens the customer satisfaction–loyalty relationship by integrating cognitive and experiential factors into a unified model. The study contributes to management education by offering empirical evidence that can be used as real-world learning material for digital service management and customer experience strategy.

Despite its contributions, this study has several limitations that provide directions for future research. First, the use of a cross-sectional survey limits the ability to capture changes in user perceptions and loyalty over time; future studies may adopt longitudinal designs to examine dynamic behavioral shifts. Second, the study focuses exclusively on Gojek users in Indonesia, which may constrain the generalizability of the findings to other platforms or national contexts; comparative studies across different ride-hailing services or countries are therefore recommended. Third, future research could extend the model by incorporating additional variables such as trust, perceived risk, or technological readiness to enrich understanding of loyalty formation. Addressing these limitations would enhance the robustness of future studies and deepen insights into customer behavior within digital mobility ecosystems.

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