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# The Influence Of Electronic Word Of Mouth (E-Wom), Brand Image, And Service Quality On Customer Loyalty Through Customer Satisfaction In Maxim Online Transportation Services In Jabodetabek

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***Abstract***

*This study aims to analyze the influence of electronic word of mouth (E-WOM), brand image, and service quality on customer loyalty, with customer satisfaction as an intervening variable in the context of the Maxim online transportation service. The research method employed is a quantitative approach using Structural Equation Modeling (SEM) analysis with the JASP application version 0.19.3. The research sample was obtained using purposive sampling, involving 100 respondents who are users of Maxim services in the Greater Jakarta area (Jabodetabek). Data were collected through questionnaires distributed both online and offline, with criteria that respondents must have used Maxim's services more than twice in the last three months and be over 18 years old. The results of the study show that E-WOM does not have a significant effect on customer satisfaction or loyalty, either directly or through customer satisfaction as a mediating variable. In contrast, brand image and service quality have a positive and significant effect on customer satisfaction. Additionally, customer satisfaction has been proven to have a positive and significant impact on customer loyalty and mediates the relationship between brand image and service quality with customer loyalty. However, service quality does not have a direct significant effect on customer loyalty, indicating that customers tend to be more loyal due to their satisfaction level rather than service quality alone. These findings suggest that to improve customer loyalty, Maxim needs to focus on enhancing brand image and service quality, as well as strengthening strategies to increase customer satisfaction. Although E-WOM is often regarded as an important factor in digital marketing, it does not directly contribute to customer loyalty in the context of online transportation services.*

*Keywords: Brand Image, E-WOM, Customer Satisfaction, Service Quality, Customer Loyalty, Maxim, Online Transportation.*

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## 1. Introduction

Transportation plays a crucial role in supporting daily life in this modern era. The presence of transportation facilities not only simplifies tasks but also serves as a primary means to fulfill everyday needs. People today are highly dependent on transportation systems, driven by the desire to optimize travel time to enhance efficiency and productivity. With efficient transportation, inter-country connectivity, and integrated systems, communication has become easier and faster. The availability of internet networks has also become a driving force, significantly contributing to convenience and speed.

In today's era, information technology has developed rapidly over the past few decades and has transformed the way people live and work—for example, through smartphones and the internet. The advancement of information technology has made it easier for people to carry out daily activities, increase productivity, and open up new opportunities.

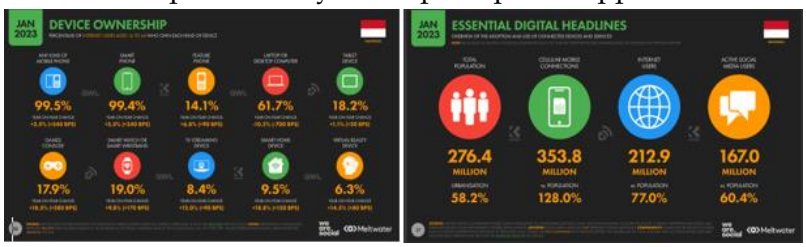


**Figure 1.** Number of Smartphone Users and Internet Development in Indonesia
**Source**: WeAreSocial

Based on the data in Figure 1, the number of smartphone users in Indonesia is 99.4%, an increase of 3.5% from the previous year. Meanwhile, the number of internet users in Indonesia has reached 212.9 million, or 77.0% of the country's population. Along with the rapid development of digital technology in this era of globalization, there has been a significant impact on various business sectors. This advancement compels businesses to engage with technology. Every company is competing to create innovations to meet the wants and needs of consumers in carrying out their activities. One example of this phenomenon is the growth of startups in the service sector, particularly in transportation services. Today, online transportation services are easily accessible to anyone using a smartphone. With just an internet connection, anyone can access online transportation apps and place an order instantly. In Indonesia, the growth of online transportation services has accelerated rapidly from year to year.

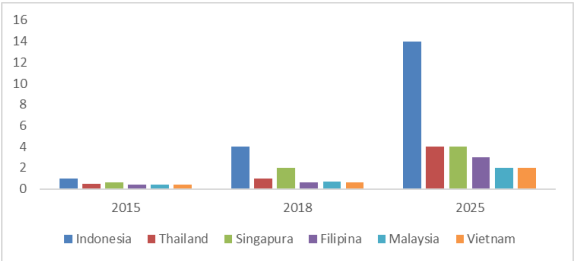


**Figure 1.2** Market Share of Online Transportation in Southeast Asia
**Source**: Databoks

In Figure 2, research conducted by Google and Temasek provides information on online transportation services in six Southeast Asian countries, showing that the development of online transportation services has grown steadily over the years. Indonesia holds the largest market share in the region, surpassing other Southeast Asian countries, confirming its position as the biggest market for online transportation in Southeast Asia. Currently, several online transportation service providers operate in Indonesia, including Gojek, Grab, Maxim, and InDriver.

One of the emerging online transportation services is Maxim. Maxim is an online transportation provider originating from Russia, established in 2003. In Indonesia, Maxim began its operations in 2018 under the management of PT Teknologi Perdana Indonesia. To date, Maxim has expanded its reach to various cities across Indonesia, including the Greater Jakarta area (Jabodetabek). Essentially, Maxim's online transportation services emerged in response to public demand for safe, comfortable, economical, and punctual transportation alternatives. Maxim's services include online motorcycle taxis, online car taxis, food delivery, parcel delivery, cargo services, and cleaning services.

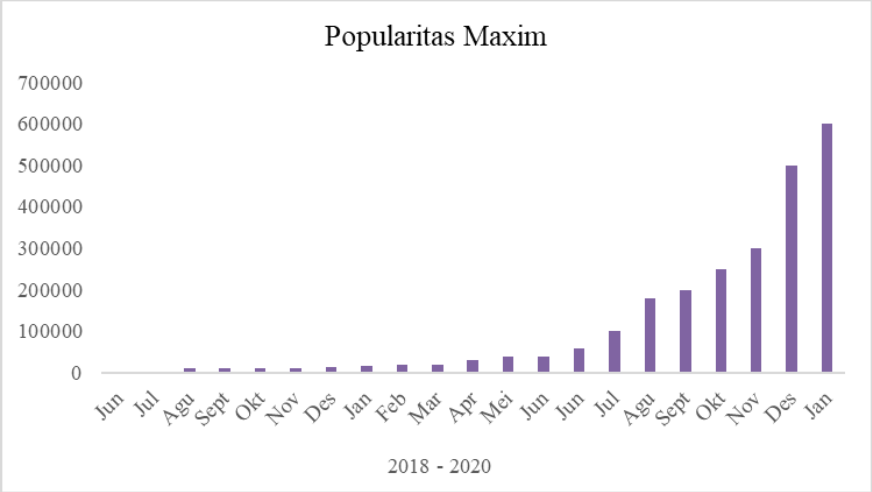


**Figure 3.** Maxim User Rate in Indonesia as of January 2020
**Source**: taximaxim.com

Based on the chart in Figure 3, the popularity of Maxim in Indonesia began to rise at the end of 2018, as evidenced by 10,000 users downloading the Maxim online transportation app. By the end of 2019, the number of users who downloaded the Maxim app had reached 500,000, and increased to 600,000 by early 2020. The number of Maxim users has grown 31-fold each year, with an average monthly growth rate of 160%.

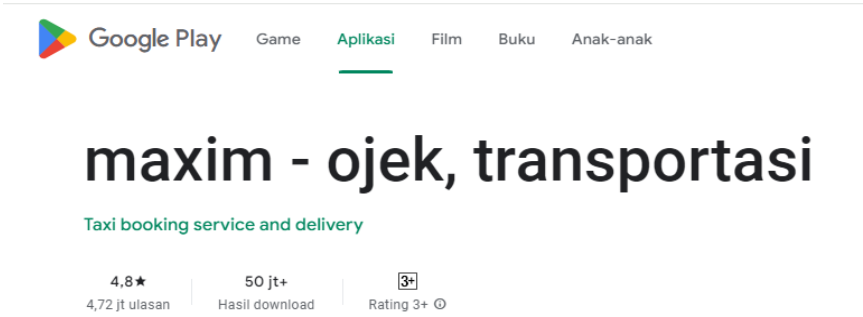


**Figure 4.** Number of Maxim App Downloads
**Source**: Play Store, processed data (2024)

According to the Play Store, as of February 2024, the Maxim application has been downloaded over 50 million times and has received reviews from more than 4 million users. One of the main reasons Maxim is favored by consumers is its affordable pricing, which is generally lower than that of its competitors. However, despite the yearly increase in Maxim's online transportation service users and its competitive pricing, the number of Maxim users is still relatively low compared to its competitors, Gojek and Grab.

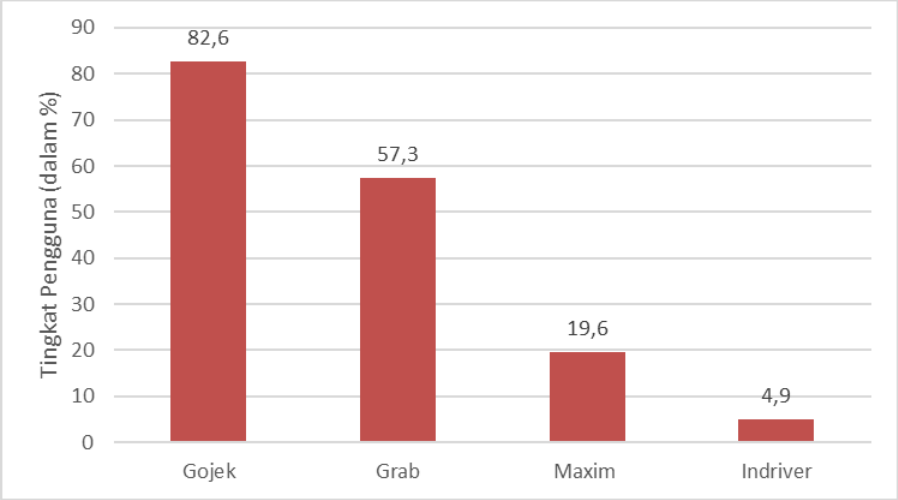


**Figure 5.** Online Transportation Service Usage Rate (August–September 2022)
**Source**: Databoks

Based on survey data conducted by the Institute for Development of Economics and Finance (INDEF) in August–September 2022, Gojek was the most preferred online transportation service among consumers in Indonesia, reaching the highest percentage at 82.6%. Meanwhile, Grab ranked second with a usage rate of 57.3%, and Maxim had the lowest usage rate among online transportation providers, with a percentage of 19.6%.

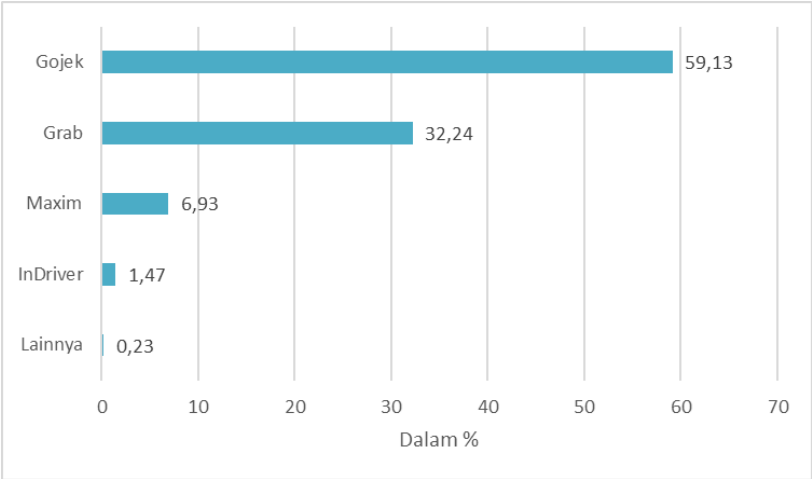


**Figure 6.** Online Transportation Apps Used by the Public in Greater Jakarta (as of September 2022)
**Source**: Databoks

In the Greater Jakarta area (Jabodetabek), data from the Research and Development Agency (Balitbang) of the Ministry of Transportation (Kemenhub) shows that 59.13% of the population uses Gojek's online transportation services. In addition, 32.24% use Grab, 6.93% use Maxim, 1.47% use InDriver, and other services account for only 0.23%. This indicates that even though the number of Maxim users in Indonesia increased at the end of 2019, it does not guarantee that consumers will remain loyal to Maxim's services. While price may be the main

attraction, other factors such as service quality, brand image, and the influence of customer reviews (e-WOM) play crucial roles in determining customer satisfaction and loyalty. Customer satisfaction is highly dependent on the quality of service provided and the level of safety they experience. Successfully managing these factors is critical to achieving customer satisfaction. Once satisfaction is achieved, it is expected that customer loyalty toward Maxim's services will increase. Therefore, research on Maxim's online transportation services becomes an interesting and relevant topic for this study.

In the digital era, customer reviews have become one of the key factors influencing consumer decision-making. Electronic word of mouth (e-WOM), a modern form of traditional word-of-mouth advertising, enables customers to share their experiences on online platforms, which can affect other consumers' perceptions and trust toward a specific service. At Maxim, e-WOM serves as one of the indicators of customer perception, both through positive and negative reviews, as seen from user opinions on social media.

The increasing number of Maxim users has led to a rise in electronic word of mouth (e-WOM) generated by its customers. These reviews reflect customer perceptions of Maxim's services. Customer feedback may include both positive and negative responses, which is inevitable given the diversity of consumer perspectives.

## 2. Research Method

The type of research used in this study is quantitative research with a survey approach, utilizing primary data obtained directly from respondents, namely users of Maxim online transportation services in the Jabodetabek area. The study employs an online questionnaire using Google Forms, which is distributed online, as well as offline channels where the questionnaire is directly distributed by the researcher to ensure the research is conducted more effectively and efficiently.

This study involves all users of Maxim online transportation services in the Jabodetabek area. The research employs purposive sampling as the sampling technique. Purposive sampling is a method of selecting samples based on specific characteristics or criteria determined by the researcher to meet the research objectives. The following criteria are used in selecting research samples: (1) The research subjects are users of Maxim online transportation services, (2) The users reside in the Jabodetabek area, (3) The subjects have used Maxim online transportation services at least twice in the past three months, and (4) The minimum age of the research subjects is 18 years.

Table 1. Operational Definition of Variables

| Variable | Operational Definition | Indicators | Measurement Scale |
|---|---|---|---|
| Electronic Word of Mouth (eWOM) | Information or opinions shared online by consumers regarding a product or service received by other consumers. | 1. Trust in online reviews<br>2. Influence of online reviews on purchasing decisions<br>3. Frequency of sharing experiences online | Likert Scale (1-5) |
| Brand Image | Perceptions and images formed in consumers' minds regarding the quality, reputation, and value offered by a brand. | 1. Attribute association<br>2. Benefit association<br>3. Attitude or overall evaluation association | Likert Scale (1-5) |

| | | | |
|---|---|---|---|
| Service Quality | Assessment of service aspects provided by a company, including responsiveness, responsibility, and reliability. | 1. Reliability<br>2. Responsiveness<br>3. Assurance<br>4. Empathy<br>5. Tangible evidence | Likert Scale (1-5) |
| Customer Loyalty | The level of customer commitment and repeated purchasing behavior towards a brand or company. | 1. Repeat purchase frequency<br>2. Willingness to recommend the brand to others (Referral)<br>3. Intention to continue purchasing from the same brand (Retention) | Likert Scale (1-5) |
| Customer Satisfaction | The extent to which a product or service received meets or exceeds customer expectations. | 1. Expectation conformity<br>2. Interest in repurchasing<br>3. Willingness to recommend | Likert Scale (1-5) |

Data analysis in this study is conducted using the JASP statistical software, employing the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method. This technique is chosen due to its advantages in testing relationships between latent variables, especially in studies with limited samples and non-normally distributed data. PLS-SEM is also capable of estimating complex models and accommodates mediation and moderation variables more flexibly than other statistical analysis methods. JASP supports model analysis involving mediation and moderation variables and offers ease of use compared to other software.

## 3. Results and Discussion

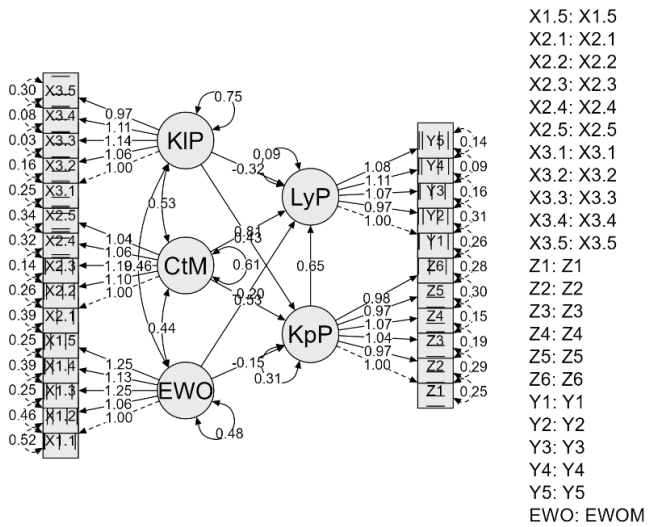


Figure 8. Estimated Parameter Results of the Path Diagram
Source: *output* JASP, 2025

**The Influence of Electronic Word of Mouth on Customer Satisfaction**

The research findings indicate that Electronic Word of Mouth (E-WOM) does not significantly affect customer satisfaction with the Maxim online transportation service. With a coefficient value of -0.148 and a p-value of 0.498 (>0.05), it can be concluded that an increase in E-WOM does not necessarily lead to higher customer satisfaction. This study aligns with the research by Itasari et al. (2020), which found that E-WOM does not have a significant influence on customer satisfaction. While E-WOM may affect purchasing decisions, it does not always have a direct impact on customer satisfaction. These findings suggest that although information obtained through E-WOM can shape customer perceptions, other factors may play a more dominant role in determining customer satisfaction with Maxim's services, such as service quality, pricing, or personal experiences with the application.

**The Influence of Brand Image on Customer Satisfaction**

The research findings show that brand image has a positive and significant influence on customer satisfaction with Maxim. With a coefficient value of 0.532 and a p-value of 0.001 (<0.05), this means that the better the brand image of Maxim, the higher the level of customer satisfaction with the provided services. These findings are consistent with the research by Claresta & Sitinjak (2022) and Steven (2020), which state that brand image influences customer satisfaction. A strong brand image can create positive perceptions of service quality, increase customer trust, and strengthen emotional connections with the brand, ultimately leading to higher customer satisfaction. In the context of online transportation services like Maxim, building and maintaining a positive brand image is a crucial strategy for increasing customer satisfaction and enhancing competitiveness in the industry. Customers with a positive perception of the brand tend to feel more satisfied as their expectations align with or even exceed the service they receive. Therefore, Maxim must sustain and strengthen its brand image through effective branding strategies, such as improving its reputation, delivering consistent services, and maintaining good communication with customers.

**The Influence of Electronic Word of Mouth on Customer Loyalty**

The research findings indicate that Electronic Word of Mouth (E-WOM) does not significantly influence customer loyalty to Maxim. With a coefficient value of -0.293 and a p-value of 0.208 (>0.05), it can be concluded that an increase in E-WOM does not directly impact customer loyalty. These findings contrast with the research by Sitorus & Adhiyani (2023), which found that E-WOM positively influences purchasing decisions for Maxim's online transportation services. However, they align with the findings of Al-Fadillah & Rachbini (2024), who discovered that E-WOM has a positive but insignificant effect on user loyalty in e-commerce applications, with a coefficient of 0.204 and a p-value >0.05. Their research suggests that while E-WOM can influence customer perceptions, its impact on loyalty remains limited and is not strong enough to be a primary determining factor. These findings indicate that although E-WOM can shape customers' initial perceptions of a service, other factors are likely more dominant in building customer loyalty, such as direct experience with the service, service quality, customer satisfaction, and pricing and promotional factors.

**The Influence of Brand Image on Customer Loyalty**

The research findings indicate that brand image has a positive and significant influence on customer loyalty to Maxim. With a coefficient value of 1.155 and a p-value of 0.001 (<0.05), this means that the better Maxim's brand image, the higher the customer loyalty to this service.

These findings show that customers tend to continue using and recommending Maxim's services when they have a positive perception of the brand. This result aligns with the study by Algifari & Hasbi (2021), which found that a strong brand image contributes to customer loyalty formation. In Maxim's context, a strong brand image can help retain customers amid intense competition with similar services like Gojek and Grab. If Maxim can build a strong brand image through service improvements, effective marketing strategies, and clear communication with customers, customer loyalty will increase. However, while brand image plays an essential role in forming customer loyalty, other factors such as customer satisfaction, competitive pricing, and user experience must also be considered to maintain long-term customer loyalty.

**The Influence of Service Quality on Customer Loyalty**

The research findings indicate that service quality does not significantly influence customer loyalty to Maxim. With a coefficient value of -0.044 and a p-value of 0.691 (>0.05), this suggests that even though service quality improves, it does not directly contribute to increased customer loyalty to Maxim. These findings align with the research by Hidayat (2021), which found that service quality does not significantly affect customer loyalty in the transportation service industry. The study explains that while service quality can shape customer perceptions, loyalty is more influenced by other factors such as direct experience, pricing, and overall service satisfaction. Oliver's (1999) Customer Loyalty Theory explains that customer loyalty consists of four stages: cognitive, affective, conative, and behavioral loyalty. Service quality may play a role in building loyalty at the initial stages (cognitive and affective), but for customers to reach behavioral loyalty, they need consistent experiences and external factors that reinforce their decision to continue using a service. In this case, factors such as competitive pricing, promotions, and overall customer satisfaction may be more dominant in shaping Maxim's customer loyalty than service quality alone.

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

The research findings indicate that customer satisfaction has a positive and significant influence on customer loyalty to Maxim. With a coefficient value of 0.648 and a p-value of 0.001 (<0.05), this suggests that the higher the level of customer satisfaction with Maxim's service, the more likely they are to remain loyal and continue using the service. These findings align with studies by Algifari & Hasbi (2021) and Safitri & Hayati (2022), which found that customer satisfaction plays a crucial role in forming customer loyalty in various service sectors, including online transportation. The research emphasizes that a positive experience using a service increases the emotional attachment customers have to the brand, making them more likely to remain loyal and less inclined to switch to competitors.

**The Influence of E-WOM on Customer Loyalty through Customer Satisfaction**

The research findings indicate that Electronic Word of Mouth (E-WOM) does not have a mediating effect through customer satisfaction on customer loyalty. With a coefficient value of -0.096 (negative) and a p-value of 0.498 (>0.05), it can be concluded that E-WOM is not strong enough to enhance customer satisfaction, which ultimately impacts customer loyalty.

In Maxim's case, customers may rely more on their personal experiences rather than online reviews when determining their satisfaction and loyalty. The Expectation-Confirmation Theory by Oliver (1980) suggests that customers tend to feel satisfied and loyal when the services they receive meet or exceed expectations formed from initial information, including

E-WOM. However, if online reviews are not credible or do not align with customers' real experiences, their impact on satisfaction and loyalty will be minimal. Therefore, Maxim needs to focus on improving service quality and implementing more effective marketing strategies to build customer loyalty, rather than relying solely on E-WOM.

## 4. Conclusion

Electronic Word of Mouth (E-WOM) does not have a significant effect on customer satisfaction in Maxim's online transportation services. Brand image has a positive and significant effect on customer satisfaction in Maxim's online transportation services. Service quality has a positive and significant effect on customer satisfaction in Maxim's online transportation services. Electronic Word of Mouth (E-WOM) also does not have a significant effect on customer loyalty in Maxim's online transportation services. Brand image has a positive and significant effect on customer loyalty in Maxim's online transportation services. Service quality does not have a significant effect on customer loyalty in Maxim's online transportation services. Customer satisfaction has a positive and significant effect on customer loyalty in Maxim's online transportation services. Customer satisfaction does not mediate the relationship between E-WOM and customer loyalty in Maxim's online transportation services. Customer satisfaction mediates the relationship between brand image and customer loyalty in Maxim's online transportation services. Customer satisfaction mediates the relationship between service quality and customer loyalty in Maxim's online transportation services.

Maxim should enhance its brand image as a key strategy to build customer loyalty. This can be achieved through stronger branding, effective communication, and improving customers' positive perceptions of Maxim's services. The company is also encouraged to focus on improving service quality to maximize customer satisfaction, which will ultimately impact user loyalty. Aspects such as service speed, travel comfort, and driver professionalism should be continuously improved.

This study is expected to serve as a reference for further research on factors influencing customer loyalty in the online transportation industry, particularly in the context of increasing competition and the ever-evolving digital technology. Future studies can consider adding other variables that may play a significant role, such as pricing, promotions, user experience, or emotional factors in building customer loyalty. To achieve more generalized findings, future research is advised to expand the sample coverage by involving customers from various cities or countries with different characteristics.

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