

Technology Adoption in Bluebird Tools for Customer Loyalty (Case Study: Blue Bird Taxi In Jabodetabek)

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ABSTRACT

Indonesia's transportation sector has undergone significant shifts since the 1990s, yet taxi services continue to play a vital role. Digital tools are now central to the industry, as demonstrated by Bluebird's adoption of the My Blue Bird app, which streamlines ride-hailing and payment. This research evaluates how service quality, brand image, and app performance jointly shape customer loyalty, with customer satisfaction acting as a mediating factor. A quantitative approach guided the collection of data through online surveys circulated via WhatsApp, Facebook, and Instagram; 251 users of the My Blue Bird app participated. SmartPLS software facilitated data analysis and hypothesis testing. Findings reveal that service quality, brand reputation, and app quality directly enhance customer satisfaction, which subsequently drives loyalty. The results emphasize the need for ongoing enhancements in service execution and mobile interfaces to cultivate durable customer allegiance.

Keywords: Service Quality, Brand Image, Mobile App Quality, Customer satisfaction, Customer loyalty.

1. INTRODUCTION

1.1 Background

Recent strides in digital technology are reshaping transportation, especially in cities. Mobile apps, AI, and real-time data have changed the way riders interact with providers, pushing up expectations for seamless, fast, and tailored experiences. To keep pace, firms must weave digital tools into their operations. In Indonesia, taxis have been the go-to road travel choice since the 1990s. PT Blue Bird, a long-time leader, has stayed atop the market by embracing tech evolution. When digital expectations rose, the company rolled out the My Blue Bird app, streamlining how riders book and pay for rides. Yet, even with these tools, keeping riders satisfied and loyal remains tough. Service consistency, the strength of the Blue Bird brand, and the app's performance all weigh heavily on how customers judge the company and whether they return. This research zeros in on how these factors affect loyalty, with satisfaction acting as the bridge, examining Blue Bird's digital service rollout.

All facets of life are continuously changing in this digital age, especially with the advent of the internet as a multifaceted contemporary technology. Numerous industries, including transportation, can benefit greatly from the internet. With well-known companies like Gojek, Grab, Uber, and Bluebird, online-based transportation services have expanded quickly in Indonesia. As one of the biggest and most established taxi services in Indonesia, Bluebird has a long history in the country's transportation system. Intelligent transportation systems (ITS) and the emergence of digital disruption have forced transportation firms to

innovate. The need for tech-based transportation services has been fueled by problems with urban mobility, demographic shifts, and rising customer demand for high-quality service. Bluebird implemented digital transformation initiatives in response to these trends, including integrating Internet of Things (IoT) technology into its fleet and launching the MyBluebird application. Consumer preferences are changing as a result of the company's continued intense competition from online ride-hailing pioneers like Gojek and Grab, who provide more flexible services and lower prices.

In contrast to this, Bluebird has proven resilient by recovering financially well after the pandemic. Bluebird's performance dramatically improved in 2022 with a revenue of IDR 3.59 trillion and a net profit of IDR 364 billion, surpassing even pre-pandemic figures, following a decline in fleet numbers and a revenue slump during the pandemic years. This expansion was facilitated by strategic initiatives such as service diversification (multi-product), enhanced accessibility (multi-channel), and multiple payment systems (multi-payment). Through its BlueCorps program, which emphasizes integrity and customer trust as core values, the company also placed a strong emphasis on sustainability and transparency. However, preserving service quality is still a major obstacle. Despite improving reservation efficiency, research indicates that the MyBluebird app continues to receive a variety of complaints, which negatively impacts the company's reputation. With customer satisfaction acting as a moderating variable, this study attempts to investigate how service quality, brand image, and mobile app quality affect customer loyalty in light of the growing significance of customer experience in determining brand loyalty.

1.2 Research Problem

The emergence of online taxi services has altered the transportation scene in Indonesia by providing commuters with an accessible, practical, and economical alternate way of transportation. For the online taxi sector in Indonesia to grow and flourish sustainably, a variety of opportunities and difficulties must be addressed as a result of this disruptive transformation. As one of Indonesia's first and most well-known taxi firms, Bluebird Taxi has encountered several difficulties lately due to the changing nature of the transportation industry and shifting consumer preferences.

1.3 Research Question

Taking into account the context of the aforementioned issues, the authors identify the following research issues.

1. Does service quality affect customer satisfaction on Blue Bird Taxi in JABODETABEK?
2. Does brand image affect customer satisfaction with Blue Bird Taxi in JABODETABEK?
3. Does mobile app quality affect customer satisfaction with Blue Bird Taxi in JABODETABEK?

4. Does customer satisfaction affect customer loyalty at Blue Bird Taxi in JABODETABEK?
5. Does the service quality variable mediated by customer satisfaction influence customer loyalty to Blue Bird Taxi in JABODETABEK?
6. Does the brand image variable mediated by customer satisfaction influence customer loyalty to Blue Bird Taxi in JABODETABEK?
7. Does the mobile app quality variable mediated by customer satisfaction influence customer loyalty to Blue Bird Taxi in JABODETABEK?

1.4 Research Purposes

The purpose of this study is to evaluate the particular difficulties that Bluebird Taxi has encountered and to suggest viable solutions for preserving its competitiveness and long-term viability in the Indonesian market. Additionally, the economic model of Bluebird Taxi is put to the test by changing consumer preferences. It is essential for Bluebird Taxi to comprehend and meet the changing needs of its target clients as the need for personalized and on-demand services rises. To stand out in the crowded market, this can entail integrating digital platforms, enhancing the client experience, and providing value-added services.

2. LITERATURE REVIEW

2.1 Review of Literature

2.1.1 Definition of Service Quality

Definition of ServiceService quality is the difference between what the customer expects and what the customer actually receives (Parasuraman et al., 1985). The SERVQUAL model details five main dimensions: tangibility, reliability, responsiveness, assurance and empathy (Parasuraman et al., 1988; Naik et al., 2010; Saghier, 2015) and has been extensively used across service domains.

2.1.2 Definition of Brand Image

A brand is a name, term, sign, symbol or design, or a combination of them (Kotler & Keller, 2008). Strong brand image increases recognition and perceived value and influences purchase intention, and in turn affects satisfaction (Hsieh et al., 2004).

2.1.3 Definition of Mobile App Quality

Value-added tools- Mobile applications are value-added tools that offer flexibility in time and space (Heinonen & Pura, 2008). Quality of app in terms of content accuracy, interaction design and responsiveness affects the satisfaction as well as loyalty intention of the users (Chae, 2019; Ayuwindi, 2019; Kuo et al., 2016).

2.1.4 Definition of Customer Satisfaction

Customer's satisfaction is basically the degree of congruency between what is actually delivered and the expectation that the consumer has made on the product or service (Bloemer & de Ruyter, 1998; Minta, 2018). It affects customer actions, and can be thought of as both a discrete and cumulative assessment (Anderson et al).

2.1.5 Definition of Customer Loyalty

Loyalty is the result of positive experiences plus the sense of not having expectations let down. It is made up of positive dispositions and repurchasing behaviors (Dick & Basu, 1994; Kishada & Wahab, 2015).

2.2 Hypotheses Development

2.2.1 Relationship between service quality and customer satisfaction

SERVQUAL greatly affects client satisfaction through forming the perception of service quality, performance and personnel. Wholesome appraisals result in satisfaction and loyalty. Research, such as Priyo, Mohamad & Adetunji (2019) indicate that there is a strong relationship between SERVQUAL and customer satisfaction, preference.

H1 (positive): *Service quality Has a positive relationship with customer satisfaction.*

2.2.2 Relationship between Brand Image and Customer Satisfaction

Setyoroni, Tirtayasa, and Khair (2023); have stated that brand image has a significant positive effect on customer satisfaction and mediates through preferences and beliefs. It is a tool to guide customers in finding products, estimating its quality, minimizing risk and improving the overall experience.

H2: *Brand image has a positive impact on customer satisfaction.*

2.2.3 Relationship between mobile App quality and customer satisfaction

Online taxi applications are value-added mobile services in which the connection, content, and interaction quality determine the information quality (Chae, 2019). The quality of content is timely and accurate, and the quality of interaction is a design and usability (Ayuvinda, 2019). Key aspects include just-in-time estimates on routes and availability of transport buses (Argues, 2019). Rapid response time and FAQ support are a must. Satisfaction happens when service meets expectation, where loyalty is resulted from repeat usage and or recommendation (Justitia, Semiati & Ayuvinda, 2019).

H3: *Mobile application quality has a positive influence on satisfaction.*

2.2.4 Relationship between customer satisfaction and customer loyalty

H4: *The greater the customer satisfaction, the higher the propensity for the customer loyalty.*

The hypotheses are based on the review of literature and some empirical studies that suggest significant relationships among the variables (Priyo et al., 2019; Setyoroni et al., 2023; Justitia et al., 2019).

2.3 Theoretical Framework

The model suggests that service quality, brand image and mobile app quality influence customer satisfaction, which, in turn, leads to customer loyalty. Mediator is the satisfaction.

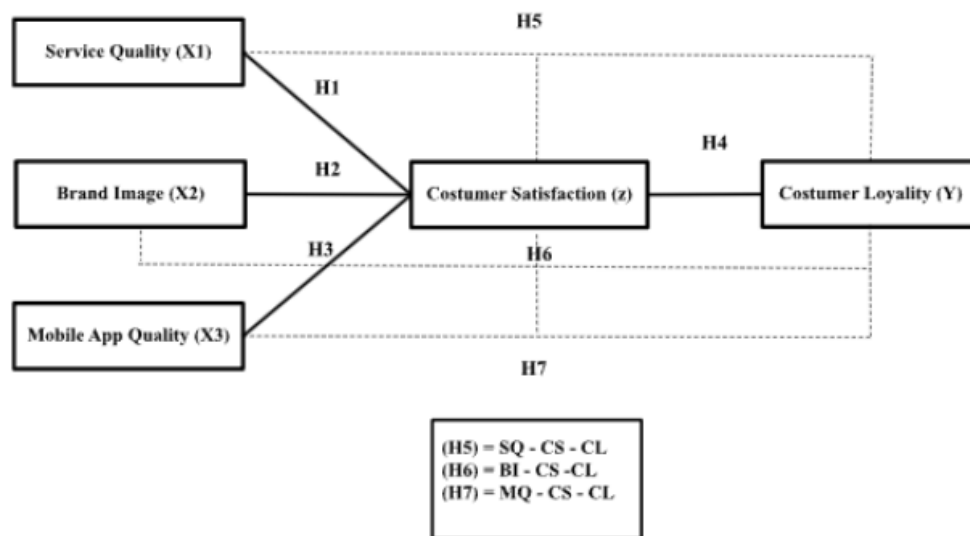


FIGURE I.1 THEORETICAL FRAMEWORK
Source: constructed by Researcher (2025)

2.4 Previous Research

NO	Tittle	Method	Variable	Result
1	Determinant Factors of Customers Switching Behavior to Customer Satisfaction and Loyalty in Online Transportation Users in Bandung	Quantitative	Independent variable : Price, Promotion, E-service Quality Mediating variable : Costumer Satisfaction Dependent variable : Costumer Loyalty	This study was found out that service quality has a high impact on customer satisfaction. But this factor does not enable yet to increase customer loyalty. Meanwhile, the pricing strategy has a high impact on loyalty.
2	Analysis of Mediation Effect Of Consumer Satisfaction On The Effect Of Service Quality, Price and Consumer Trust On Consumer Loyalty	Quantitative	Independent variable : Service Quality, Price, Costumer trust Dependent variable : Costumer satisfaction ,Costumer loyalty	Service quality has a positive and not significant influence on consumer loyalty. Then, price and consumer trust have a positive and significant influence on
3	An Analysis of Customer Satisfaction and Loyalty of Online Transportation System in Pekanbaru,Indonesia	Quantitative	Independent variable : Costumer Trust, Costumer experience Mediating variable : Costumer satisfaction Dependent variable : Costumer Loyalty	Customer Trust has a positive and significant effect mediated by Customer Satisfaction on Customer This means that if customers' perceptions of Customer Trust by achieving
4	Service Quality, Customer Satisfaction and Loyalty: A Test of Mediation	Quantitative	Independent variable : Service Quality Mediating variable : Costumer Satisfaction Dependent variable : Costumer Loyalty	This research show that in all fivefold dimensions of service quality and also in total, customers' expectations are beyond their
5	THE EFFECT OF SERVICE PRICE AND QUALITY ON CUSTOMER SATISFACTION ONLINE	Quantitative	Independent variable : Price,Service Quality Dependent variable : Costumer Satisfaction	The results of the research that have been carried out can be seen that the price variable has a significant effect on the dependent
6	The Factors Affecting Customer Satisfaction and Customer Loyalty A Study of Local Taxi Companies in Ho Chi Minh City, Vietnam	Quantitative	Independent variable : Reliability,Responsifnes, Comfort, price Mediating Variable : Costumer satisfaction Dependent variable : Costumer Loyalty	Based on the research's empirical findings, interpretations and recommendations were made. In order to examine the relationships and their strength between each independent
7	The Effect of Trust and Service Quality to Customer Value Moderated by the Perceived Ease of Use (Case Study Bluebird Taxi in Indonesia)	Quantitative	Independent variable : Trust , Service Quality Mediating variable : Perceived ease of used Dependent variable : Costumer Value	Customer value is significantly influenced by trust and service quality. As a result, policies to uphold trust, such as honesty, virtue, and competence of Blue Bird Transportation Service drivers, as well as quality of service, such as ride comfort, driver courtesy, safety in the vehicle, and driver empathy for the service user, must be taken into account in order to increase customer value.
8	MODELLING PASSENGER LOYALTY TOWARDS APP-BASED MOTORCYCLE TAXI	Quantitative	Independent variable : Mobile App Quality,Service Quality Mediating variable : Perceived Value Dependent variable : Passenger Loyalty	This study show how crucially vital mobile app quality is in determining how well an AMT service is provided.This study offers an opportunity for AMT company managers to increase both their service quality and the
9	The Correlation between Customer Satisfaction and Service Quality in Jordanian Uber & Careem	Quantitative	Independent variable : Service Quality Dependent variable : Costumer Satisfaction	This study show increase the study's accuracy and utilize new criteria to enhance the evaluation of customer satisfaction in Jordan's transportation industry, data
10	Effects of Taxi-Booking Apps of E-Service Quality on Use Intention in China	Quantitative	Independent variable : Taxi Booking Service Quality Mediating Variable : Perceived value , Satisfaction Dependent variable : Intention of continued use	While reading through prior studies, building theoretical models, and designing and analyzing questionnaires in an effort to achieve innovative and precise results, this research still has some limitations because of the constraints on objective conditions like human and material resources.

2.5 Research Gap

Previous researchers have highlighted the impact of service quality, brand image, and mobile app usability on customer satisfaction and loyalty. However, such studies also tend to consider separate relationships, rather than integrated models.

NoStudy TitleKey Findings 1 Switching Behavior in Online TransportationService quality is associated with satisfaction; price influences loyalty 2 Satisfaction as MediatorTrust and price affect loyalty; satisfaction mediates trust–loyalty 3 Online Transportation in PekanbaruTrust and experience were found to affect loyalty, mediated by satisfaction SERVQUAL in BankingGap between expectation and perception 5 GrabBike StudyPrice and service quality have a significant impact on satisfaction6Taxi Firms in VietnamReliability and comfort influence loyalty through satisfaction 7 Bluebird Case StudyTrust and quality are related to perceived value 8AMT App LoyaltyApp quality has significant effects on user satisfaction and loyalty 9 Uber & Careem (Jordan)E-service quality was found to be related to satisfaction 10 Taxi Apps in ChinaE-service quality is related to continued use via satisfaction

However, mobile app quality and brand image were investigated separately and little to no research has studied the inclusion of mobile app quality and brand image into the service quality in an integrated model. This study addresses that gap by analyzing their combined effect on satisfaction and loyalty, with satisfaction as a mediator.

3. RESULTS AND DISCUSSIONS

This part shows the results of a research study on the effects of service quality, brand image, quality of mobile applications, and customer satisfaction on loyalty among Bluebird taxi customers in the Jabodetabek area. The data was analyzed using Structural Equation Modeling (SEM) with SmartPLS 3.2.9 software, processing answers from 251 valid respondents.

3.1 Respondent Profil Result

Using Google Forms, we gathered primary data from 322 participants, out of which 251 participants were qualified based on specific screening criteria regarding their familiarity with Bluebird taxi services and the MyBluebird app. The demographic data of the participants is outlined as follows: Out of the total sample, females accounted for 59.4% (149) while males were 40.6% (102) of the sample. Age: Majority were 18–23 years (45%, 113), followed by 23-28 years (37.8%, 95), 28-33 years (12.7%, 32), and greater than 34 years (4.4%, 11). Profession: Majority were employees (40.2%, 111) and students/college (39%, 98), followed by entrepreneurs (10.8%, 27) and others (10%, 25). Monthly Spending on Transportation: The majority of respondents (43.4%, 109) spent between IDR 500,000-1,000,000. This was followed by IDR 0-500,000 (25.1%, 63 respondents), IDR 1,000,001-3,000,000 (23.5%, 59 respondents), and >IDR 3,000,000 (8%, 20 respondents). Residing Area:Most respondents came from DKI Jakarta (41.8%, 105 respondents) followed by: Bandung (13.9%, 35 respondents), Tangerang (13.6%, 34 respondents), Bekasi (10.4%, 26 respondents), Depok (8%, 20 respondents), and Bogor (4.4%, 11 respondents). Finally, this study was conducted in the Jabodetabek region as it captured 92.1% (231 respondents).

3.2 Descriptive Analysis

Descriptive analysis was used to indicate 300 respondents' impressions of research elements such as digital influencer, fear of missing out, service quality, brand image, mobile app quality, customer satisfaction and customer loyalty.

Table 1 provides the descriptive statistics for the following constructs: Service Quality (SQ), Brand Image (BI), Mobile App Quality (MAQ), Customer Satisfaction (CS), and Customer Loyalty (CL). All constructs had means for all items in a range from 4.511 (CS5) to 5.151 (SQ1), with medians around 5.000 and standard deviations between 0.955 (SQ1) and 1.350 (CL3) capturing moderate variability in responses.

Table 1. Descriptive Analysis Result

Construct	Mean Range	Median	Standard Deviation Range
SQ (Service Quality)	4.869 – 5.151	5.000	0.955 – 1.050
BI (Brand Image)	4.727 – 4.878	5.000	0.964 – 1.095
MAQ (Mobile App Quality)	4.778 – 5.006	5.000	0.983 – 1.035
CS (Customer Satisfaction)	4.511 – 4.858	5.000	1.065 – 1.267
CL (Customer Loyalty)	4.719 – 4.980	5.000	1.142 – 1.350

Source : SmartPLS-Processed Data, 2025

3.3 Measurement Model Analysis

With regards to the measurement model, focus was given to its reliability, convergence and discrimination validity to assess the adequacy of the measurement model's constructs.

3.3.1. Convergent Validity

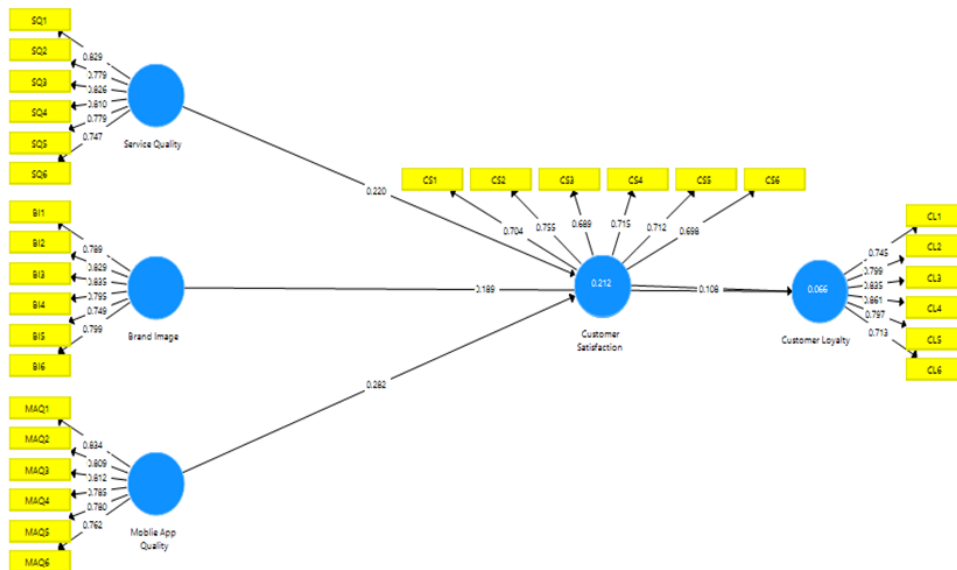
All item outer loadings met the minimum of 0.70 as proposed by Hair et al. (2019) with CS3 scoring 0.689 and CL4 0.861 (Table 2). All constructs maintained their AVE above the threshold of 0.50 with the lowest being Customer Satisfaction at 0.508 and the highest being Brand Image at 0.640 thus confirming convergent validity (Table 3).

Table 2. Outer Loadings

Construct	Item Range	Outer Loading Range
SQ (Service Quality)	SQ1 – SQ6	0.747 – 0.829
BI (Brand Image)	BI1 – BI6	0.749 – 0.835
MAQ (Mobile App Quality)	MAQ1 – MAQ6	0.762 – 0.834
CS (Customer Satisfaction)	CS1 – CS6	0.689 – 0.755
CL (Customer Loyalty)	CL1 – CL6	0.713 – 0.861

Source : SmartPLS-Processed Data, 2025

Figure 4.1 Outer Model Analysis



Source: Data Processed by Researcher, SmartPLS 3.2.9 (2025)

Table 3. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Brand image	0.640

Costumer Loyalty	0.629
Costumer Satisfaction	0.508
Mobile App Quality	0.636
Service Quality	0.633

Source : SmartPLS-Processed Data, 2025

The results of the outer loading and AVE tests reveal that convergent validity study and conditions are met to advance to the next phase. The construct must be at least 0.50, or explain at least 50% of the variation in the indicators that make up the construct, in order for the AVE to be considered acceptable (Hair et al., 2021).

3.3.2. Discriminant validity

Cross extraction factor analysis, Fornell-Larcker criterion, and HTMT ratio were used to validate discriminant validity. As shown in the cross-loadings, each item was loading strongly on its respective construct relative to other constructs. The Fornell-Larcker criterion showed that the square root of each construct's AVE was greater than the correlations with other constructs as shown in Table 4. HTMT ratios lie between 0.154 and 0.848 and were well under the 0.85 – 0.90 cutoff, supporting discriminant validity (Hair et al., 2019).

Table 4. Fornell-Larcker Criterion

	Brand image	Costumer Loyalty	Costumer Satisfaction	Mobile App Quality	Service Quality
Brand image	0.800				
Costumer Loyalty	0.237	0.793			
Costumer Satisfaction	0.453	0.193	0.713		
Mobile App Quality	0.751	0.177	0.430	0.797	
Service Quality	0.741	0.141	0.410	0.673	0.769

Source: Data Processed by Researcher, SmartPLS 3.2.9 (2025)

3.3.3 Reliability

Based on data shown in Table 5, Cronbach's Alpha scores showed high consistency with a minimum of 0.807 for Customer Satisfaction and reaching 0.887 for Brand Image and Mobile App Quality. In addition, Composite Reliability also showed high consistency with a score of 0.861 for Customer Satisfaction and 0.914 for Brand Image. All these results surpass the minimum thresholds of 0.60 and 0.70 signifying strong reliability.

Table 5. Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	Composite Reliability
Brand image	0.887	0.914
Costumer Loyalty	0.882	0.910
Costumer Satisfaction	0.807	0.861
Mobile App Quality	0.887	0.913
Service Quality	0.884	0.912

Source: Data Processed by Researcher, SmartPLS 3.2.9 (2025)

3.4. Structural Model Analysis

Hypothesis testing with bootstrapping as well as model fit evaluation were used to analyze the structural model using R-square values.

3.4.1. R-Square and Model Fit

Table 6 indicates the model explains 21.2% of the variance in Customer Satisfaction while 6.6% of the variance in Customer Loyalty. In Table 7, the Standardized Root Mean Square Residual (SRMR) of 0.066 for the estimated model proves good model fit as it is below the 0.08 threshold.

Table 6. R-Square

	R Square	R Square Adjusted
Costumer Loyalty	0.066	0.060
Costumer satisfaction	0.212	0.207

Source: Data Processed by Researcher, SmartPLS 3.2.9 (2025)

Tabel 7. Model Fit (SRMR)

	Saturated Model	Estimated Model
SRMR	0.064	0.066
d_ULS	1.913	2.021
d_G	0.646	0.650
Chi-Square	1314.207	1320.862
NFI	0.794	0.793

Source: Data Processed by Researcher, SmartPLS 3.2.9 (2025)

3.4.2 Hypothesis Testing

Table 8. Hypothesis Testing Result

Hypothesis	Path	Original Sample (O)	T-Statistic	P-Value	Result
H1	SQ → CS	262	3.325	0.000	Significant
H2	BI → CS	-374	3.868	0.000	Significant
H3	MAQ → CS	332	3.998	0.000	Significant
H4	CS → CL	214	3.921	0.000	Significant
H5	SQ → CS → CL	56	2.615	0.003	Significant
H6	BI → CS → CL	-80	2.742	0.002	Significant

H7	MAQ → CS → CL	71	2.947	0.005	Significant
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Source: Data Processed by Researcher, SmartPLS 3.2.9 (2025)

H1: Customer Satisfaction Relies on Service Quality ($\beta = 0.262$, $t = 3.325$, $p < 0.001$): Service quality has an unquestionable notable impact on customer satisfaction as supported by Pasharibu et al. (2018). High service quality increases, especially to courteous service, results in increased customer satisfaction.

H2: Customer Satisfaction afflicted by Brand Image ($\beta = -0.374$, $t = 3.868$, $p < 0.001$): Brand image has a negative impact on customer satisfaction which is a contrarian finding to existing literature. It is suggestive that a stronger brand image increases expectations that are not fully satisfied.

H3: Customer Satisfaction Driven by Mobile App Quality ($\beta = 0.332$, $t = 3.998$, $p < 0.001$): As Purwawati et al. (2023) identified, mobile app quality has a distinct and noteworthy effect on customer satisfaction. A user-friendly and reliable MyBluebird app produces positive user experiences.

H4: Customer Loyalty follows Customer Satisfaction ($\beta = 0.214$, $t = 3.921$, $p < 0.001$): Customer loyalty follows the strong satisfaction yield which Harjadi (2021) supports. Customers satisfied are more inclined to reuse Bluebird services.

H5: The Role of Customer Satisfaction on Service Quality and Loyalty Relationship ($\beta = 0.056$, $t = 2.615$, $p = 0.003$): Refers to Raihanah (2018), customer satisfaction does mediate the positive effect of loyalty.

H6: Brand Image → Customer Satisfaction → Customer Loyalty ($\beta = -0.080$, $t = 2.742$, $p = 0.002$): The negative impact of brand image on loyalty is mediated by customer satisfaction, indicating that brand image influences loyalty through the gap of dissatisfaction or unfulfilled expectations (Jhanghiz, 2020).

H7: Mobile App Quality → Customer Satisfaction → Customer Loyalty ($\beta = 0.071$, $t = 2.947$, $p = 0.005$): Customer satisfaction acts as a mediator between mobile app quality and loyalty, as documented by Zhou et al. (2020).

3.5 Discussion

The research establishes that Bluebird taxi users in Jabodetabek are most influenced by service quality, mobile app quality, customer satisfaction, and customer loyalty. Both service quality (H1) and mobile app quality (H3) have a positive impact on customer satisfaction which propels loyalty (H4, H5, H7). These findings reinforce the business imperative to provide dependable, high standard services and a mobile application that is easy

to use to improve customer satisfaction and retention. It is interesting to note that the negative effect of brand image on customer satisfaction (H2, H6) poses that Bluebird's strong brand might be giving them hyper expectations which are not being fulfilled consistently, either because services are not delivered as promised or the brand's mobile application has problems. This conflicts with previous research (Yuan et al., 2020) and should be studied deeper. The mediation effects (H5, H6, H7) indicate that customer satisfaction stands out as an important factor when service quality, brand image, and mobile app services combine to drive loyalty. From a practical standpoint, Bluebird needs to focus on improving reliability of services, functionalities of the app, swift service response times, secure transaction capabilities, and managing customer perceptions aligned to expectations. Attending service launches personally by top executives, for instance, the CEO, as proposed by Jhanghiz (2020), could improve brand image and customer confidence.

These findings show that tech engineers in the online transportation sector need to focus on application development which is intuitive, faster, reliable and also supports the customer experience consistently. The users also need to make sure of the integration between offline service quality and digital service quality. Service reliability, functionality, and responsiveness are crucial for gaining customer trust in a technology-driven world. Practitioners must focus on delivering seamless experiences through dependable performance, intuitive interfaces, and attentive support staff. Transactions should also be conducted safely and securely. To further solidify their brand promise, companies could synchronize corporate messaging with on-the-ground execution. Witnessing product debuts firsthand, top leadership may genuinely express commitment while gathering priceless user insights, as advocated by Jhanghiz (2020). Such proximity could strengthen integrity and loyalty over the long haul.

4. CONCLUSION

With customer satisfaction acting as a mediating variable, the aim of this study is to examine the effects of service quality, brand image, and mobile app quality on customer loyalty. This study advances our knowledge of the elements that influence consumer loyalty in digital transportation services by filling in theoretical gaps left by earlier research. Data from 251 respondents was gathered using a quantitative research methodology, and SmartPLS was used for analysis. The results show that customer satisfaction and loyalty are significantly impacted by service quality, and that brand image has a positive impact on these two factors as well. In a similar vein, customer loyalty and satisfaction are positively impacted by mobile app quality. Customer loyalty is also strongly and significantly correlated with customer satisfaction, which is bolstered by service quality, brand image, and mobile app quality. Customer satisfaction plays a critical role in promoting long-term loyalty in the digital transportation industry, as the mediation analysis demonstrates that service quality, brand image, and mobile app quality all have a significant indirect impact on customer loyalty when mediated by customer satisfaction.

This study strengthens and emphasizes the customer satisfaction and loyalty theory in the context of digital transformation service. By putting customer satisfaction as a mediation

variable, the study affirms the multidimensionality of service quality in a digital context and highlights the evolving role of brand image. This result also fulfills the gap of previous research by showing that the three independent variables not only impacted directly but also indirectly to the customer satisfaction, which has become the main mover of long-term loyalty. Therefore, investments in **app functionality**, **service responsiveness**, and **consistent brand experiences** are critical. Firms should also monitor customer feedback closely to align service delivery with the brand promise, thereby reducing expectation gaps and strengthening long-term loyalty.

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