

ANALYSIS OF FACTORS THAT INFLUENCE CUSTOMER SATISFACTION IN GRAB INDONESIA

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Abstract

This study aims to analyze the influence of Customer Experience, Service Quality, and Promotion on customer satisfaction through consumer trust among Grab Indonesia users. This research uses a quantitative approach with primary data collection through online questionnaires. Respondents were selected using purposive sampling, with a total of 105 respondents, 100 of whom used Grab Indonesia, while 5 did not. The entire population was used as the research sample. Data were analyzed using Structural Equation Modeling - Partial Least Square (SEM-PLS) with the aid of Smart PLS 4.0.9.3 software. The statistical analysis includes descriptive analysis, convergent and discriminant validity tests, reliability tests (Cronbach's alpha and composite reliability), variable relationship tests, and hypothesis testing. The results show that Customer Experience positively and significantly affects customer satisfaction through consumer trust in Grab Indonesia. Service Quality also has a significant positive effect, while Promotion does not significantly influence customer satisfaction through consumer trust in Grab Indonesia. It can be concluded that improving customer experience and service quality is crucial to enhancing customer satisfaction in Grab Indonesia. However, there is no significant evidence that increased purchasing decisions will lead to higher customer loyalty.

1. INTRODUCTION

In the rapidly evolving digital era, the online transportation industry has undergone significant transformation. Grab Indonesia, as one of the leading players in this sector, has dominated the market by offering various transportation and related services. In an increasingly competitive market, understanding the factors influencing customer satisfaction is essential for a company's success and growth. Opportunities for profit generation have emerged in the current digital economy era (R et al., 2015). Many businesses are leveraging digital opportunities to generate profit, just as Grab focuses on transportation services that help customers meet their daily needs digitally. With this opportunity, Grab is now available in eight Southeast Asian countries and has been recognized as a Decacorn.

Customer Experience, which encompasses customer interactions with the Grab application and services, is the primary focus of this study. These interactions include ease of use, customer service responsiveness, and ride quality. Service Quality, which reflects the level of service provided by Grab's driver partners, will also be analyzed in detail. Promotion is a key element of the company's marketing strategy, and its impact on user perception and satisfaction will be examined. Lastly, Consumer Trust, representing customers' trust in Grab Indonesia, is a focal point of this research. By integrating these factors, this study aims to provide better insights into how users in Indonesia respond to Grab's services. The findings are expected to offer valuable guidance for the company to enhance its marketing

strategies, service quality, and consumer trust. In the rapidly evolving online transportation industry, a deep understanding of these dynamics will be an invaluable asset for Grab Indonesia.

2. LITERATURE REVIEW

2.1 Theory Background

2.1.1. Customer Experience

According to Meyer and Schwager (2007), customer experience is the customer's response to a company, resulting from their direct or indirect interactions. Shaw and Ivens (2002) define customer experience as a blend of the company's physical actions and the emotional responses they generate. Consumer cognitive awareness enhances the value of goods and services (Chen & Lin, 2021).

2.1.2. Service Quality

Kotler and Keller (2009) describe quality as the overall features and characteristics of a product or service that depend on its ability to satisfy stated or implied needs. Service quality significantly influences customer satisfaction (Zeithaml et al., 2018).

2.1.3. Promotion

Tjiptono (2011) defines promotion as marketing activities aimed at spreading information, influencing, persuading, and reminding target markets about a company and its products to encourage acceptance, purchase, and loyalty. Similarly, Martin L. Bell (Aziz, 2019) describes promotion as any marketing activity intended to boost demand.

2.1.4. Consumer Trust

John C. Mowen dan Michael Minor (dalam Agustinus et al., 2018) define trust as all the knowledge a consumer holds and the conclusions they draw about an object, its attributes, and its benefits. Parastanti et al. (Adinata & Yasa, 2018) suggest that trust is built through seller honesty, data security, and payment guarantees. Morgan and Hunt (1994) conceptualize trust as a belief in the reliability and integrity of another party.

2.1.5. Customer Satisfaction

Kotler & Armstrong (2018) describe customer satisfaction as the extent to which a product meets customer expectations. Higher satisfaction levels increase customer loyalty. Kotler and Keller (2009) define satisfaction as the feeling of pleasure or disappointment resulting from comparing perceived performance with expectations.

2.2. Liason Theory

According to Sri Iswati (2017), a hypothesis is a temporary explanation of variables in a study. Therefore, a hypothesis is a preliminary answer to the research problem that must be tested empirically.

2.2.1. The Effect of Customer Experience on Customer Satisfaction

Customer experience is a strategic approach to achieving customer satisfaction and loyalty through five dimensions developed by Schmitt (1999). Prior studies, including Mantala (2016) and Azhari et al. (2015), have found a significant relationship between customer experience and customer satisfaction.

2.2.2. The Effect of Service Quality on Customer Satisfaction

According to Tjiptono (2009), the value expected by customers is service quality. Previous studies have shown that service quality positively correlates with customer satisfaction (Ribbink et al., 2014; Al-Hawari & Ward, 2006; Kassim & Ismail, 2009; Kassim & Abdullah, 2010; Sheng & Liu, 2010; Ganguli & Roy, 2011; Al-Hawari, 2014). Customers will feel satisfied when they consistently experience high-quality products and services (Gounaris et al., 2010). These theories and studies indicate a strong relationship between service quality and customer satisfaction. Therefore, it can be concluded that service quality significantly influences customer satisfaction.

2.2.3. The Effect of Promotion on Customer Satisfaction

According to Kotler and Keller (2016:272), the dimensions of promotion consist of four components: promotional message, promotional media, promotional timing, and promotional outcomes. Diverse and attractive promotions capture customer attention and generate interest in a company's products or services. Once customers are drawn to a product or service, they are more likely to try it through promotional offers provided by the company to meet their needs.

2.2.4. The Effect of Customer Experience on Customer Satisfaction Through Consumer Trust

A study by Nasution et al. (2014) on customer experience found that each customer experience creates a unique set of perceptions when consuming a product or service. These experiences directly influence customer attitudes, particularly consumer trust in a specific product or service. Research by Suki (2011) found a correlation between customer satisfaction and consumer trust in vendors in the m-commerce (mobile commerce) industry. The study concluded that customer experience and trust significantly affect customer satisfaction, both directly and through consumer trust as an intervening variable.

2.2.5. The Effect of Service Quality on Customer Satisfaction Through Consumer Trust

Service quality is not only determined by direct interactions between customers and the company but also by the overall service experience (Suwarsito & Aliya, 2020). Good service makes customers feel comfortable and fosters loyalty (Nasution & Putri, 2021). Businesses can maintain long-term relationships with customers through consumer

trust. Customer perception is shaped by trust, which in turn influences customer loyalty (Bahrudin & Zuhro, 2016). By enhancing trust, customer satisfaction can be achieved (Bahrudin & Zuhro, 2016).

2.2.6. The Effect of Promotion on Customer Satisfaction Through Consumer Trust

When customers are satisfied with high-quality products at affordable prices, their overall satisfaction increases. Research by Basha, Mason, Shamsudin, Hussain, and Salem (2015), B. Kadir and Shamsudin (2019), Salem, Shawtari, Shamsudin, and Hussain (2016), and M. F. Shamsudin, Nurana, Aesya, and Nabi (2018) found that customer satisfaction in purchasing experiences positively affects consumer trust. According to M. F. Shamsudin et al. (2018) and Mohd Farid Shamsudin et al. (2015), satisfaction precedes trust, highlighting the role of satisfaction in fostering consumer confidence.

2.2.7. The Effect of Consumer Trust on Customer Satisfaction

According to Solihin (2020), consumer trust is formed by a customer's research on a product, its features, and the benefits it provides. Consumer trust is essential for business sustainability and long-term competitiveness. Customer satisfaction is more likely to occur when trust is strengthened. Additionally, satisfied customers are more likely to recommend or repurchase a company's products or services, which in turn can enhance company revenue (Amalia & Jalaluddin, 2021).

3. RESEARCH METHODOLOGY

3.1. Types of Research

This study uses a quantitative method with primary data collected through online questionnaires and interviews. This approach is used to measure e-commerce factors such as Customer Experience, Service Quality, and Promotion concerning Customer Satisfaction through Consumer Trust. Quantitative research explains and describes phenomena using numerical values derived from observations (Taherdoost, 2022).

3.2. Population dan Sample

The research targets Grab Indonesia users in Jakarta, Bogor, Depok, Tangerang, and Bekasi (JABODETABEK) and outside JABODETABEK. According to Sugiyono (2013), a population is a generalization area consisting of objects or subjects with certain qualities and characteristics defined by researchers for study and conclusions.

3.3. Design Study

This study follows a quantitative approach with a survey method. According to Harmoko (Fenny, 2023), a quantitative approach tests theories based on data, analyzed statistically to determine relationships between variables.

3.4. Data Analysis

After designing the research instrument, the next step was to distribute the questionnaire online via social media. Data was analyzed using SEM-PLS with SmartPLS 4.0. The analysis includes measurement models (outer models) and structural models (inner models).

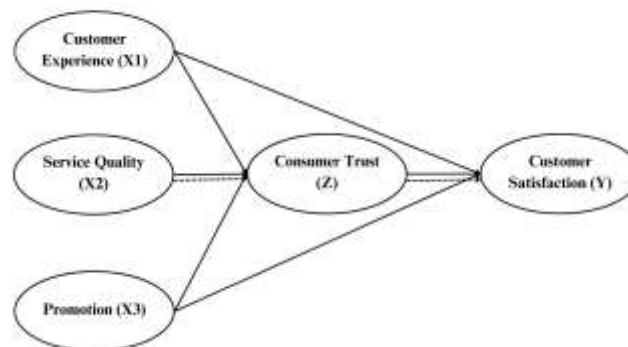


Figure 3.1. Research Model

The research model illustrates the relationships between customer experience, service quality, promotion, consumer trust, and customer satisfaction. The hypotheses tested in this study are as follows:

1. H1: Customer Experience (X1) has a significant effect on Customer Satisfaction (Y).
2. H2: Service Quality (X2) has a significant effect on Customer Satisfaction (Y).
3. H3: Promotion (X3) has a significant effect on Customer Satisfaction (Y).
4. H4: Customer Experience (X1) has a significant effect on Customer Satisfaction (Y) through Consumer Trust (Z).
5. H5: Service Quality (X2) has a significant effect on Customer Satisfaction (Y) through Consumer Trust (Z).
6. H6: Promotion (X3) has a significant effect on Customer Satisfaction (Y) through Consumer Trust (Z).
7. H7: Consumer Trust (Z) has a significant effect on Customer Satisfaction (Y)

4. RESULT AND DISCUSSION

4.1. Result

4.1.1. Measurement Model

Outer Loading Factor

All research statements must have a statistically significant outer loading value at this testing stage. If the correlation with the construct exceeds 0.70, it is considered a highly reflective level (Hair et al., 2021).

Tabel 4.1. Outer Loadings

	Customer Experience	Service Quality	Promotion	Consumer Trust	Customer Satisfaction
X1.1	0.845				
X1.2	0.834				
X1.3	0.775				
X1.4	0.793				
X1.5	0.754				
X2.1		0.773			
X2.2		0.777			
X2.3		0.806			
X2.4		0.88			
X2.5		0.841			
X3.1			0.736		
X3.2			0.835		
X3.3			0.858		
X3.4			0.731		
Y1				0.717	
Y2				0.836	
Y3				0.845	
Y4				0.869	
Y5				0.813	
Z1					0.805
Z2					0.898
Z3					0.843
Z4					0.837
Z5					0.852

Source: Primary Data Processing by the Author (2025)

Based on the calculations shown in Table 4.6 regarding the outer loading results, one indicator has been eliminated, namely X3.5. Any indicator with a value below 0.70 is removed and not used in further calculations. In the outer model analysis, the relationships between variables are determined by assessing reliability values. The results of the outer model data processing by the researcher are presented below. Out of a total of 25 indicators in this study, one indicator was eliminated due to non-compliance with outer loading requirements, leaving 24 indicators. The eliminated indicator is X3.5: "Grab Indonesia's promotions are often too complicated or difficult to use when booking services." After removing indicators that did not meet the outer loading threshold, the final path diagram, which will be used throughout the remainder of the study, is presented in Figure 4.6 below.

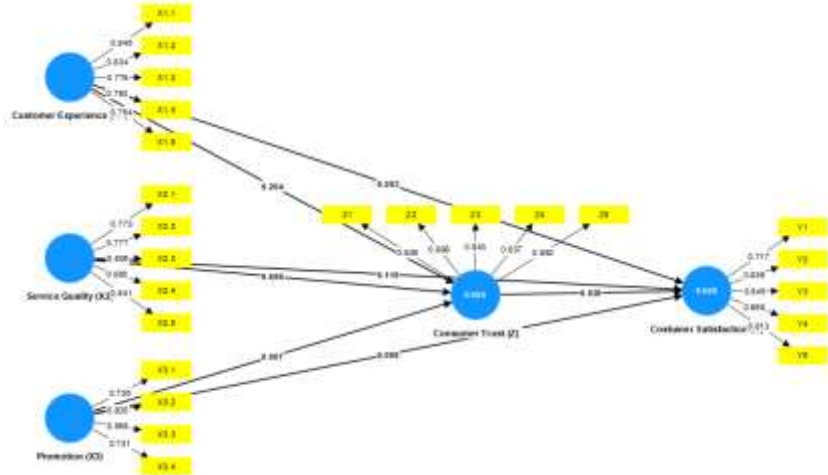


Figure 4.1. SmartPLS Output Results

Reliability and Validity Testing

The Average Variance Extracted (AVE) value must be greater than 0.5 (Hair et al., 2021), or if the AVE value for each construct is higher than the correlation between constructs in the model. In early-stage research on measurement scale development, the AVE value should be greater than 0.5.

Tabel 4.2 Construt Realibility and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1	0.86	0.864	0.899	0.641
X2	0.874	0.878	0.909	0.667
X3	0.8	0.81	0.87	0.628
Y	0.875	0.878	0.91	0.669
Z	0.902	0.906	0.927	0.718

Source: Primary Data Processing by the Author (2025)

The results shown in Table 4.2 indicate that the dataset demonstrates strong reliability and validity. A variable is considered reliable if the Cronbach's Alpha and Composite Reliability values exceed 0.70, and all values in the dataset surpass this threshold. For validity testing, the Average Variance Extracted (AVE) must be greater than 0.5, and the data confirms that all variables have AVE values above 0.5, indicating good construct validity.

Discriminant Validity Testing

Discriminant validity is achieved when two instruments measure different constructs, and their scores do not correlate (Hartono, 2008 in Jogiyanto, 2011).

Tabel 4.3 Discriminant Validity Values

	Customer Experience	Service Quality	Promotion	Costumer Experience	Consumer Trust
X1					
X2	0.798				
X3	0.74	0.737			
Y	0.782	0.832	0.647		
Z	0.747	0.899	0.623	0.898	

Source: Primary Data Processing by the Author (2025)

Table 4.3 displays the discriminant validity values for all variables. A construct is valid if its AVE value is above 0.5 and its square root is greater than the correlations with other constructs. The results confirm that all latent variables meet the discriminant validity criteria, as each construct's AVE square root is higher than its correlation with other variables. This indicates that all latent variables in the study have good discriminant validity, as shown by the comparison of AVE square root values in Table 4.3, where each value is higher than the correlations between other variables.

4.1.2. Structural Model Testing

To assess the structural model, the R-square value for each endogenous variable is analyzed as a measure of predictive strength. Changes in R-square values help determine the substantive impact of latent endogenous variables. R-square values of 0.75, 0.50, and 0.25 indicate strong, moderate, and weak models, respectively (Sarstedt et al., 2017).

Tabel 4.4 R-Square Values

	R-square	R-square adjusted
Y	0.688	0.675
Z	0.665	0.654

Source: Primary Data Processing by the Author (2025)

Table 4.4 indicates that Customer Satisfaction (Y) is influenced by 69% of the examined variables, while 31% is influenced by other factors. Similarly, Consumer Trust (Z) is influenced by 67% of the examined variables, with 33% being affected by other external factors.

Direct Effect Analysis

The strength of relationships between constructs increases as path coefficients approach +1. Conversely, relationships are negative when coefficients approach -1 (Sarstedt et al., 2017).

Tabel 4.5 Path Coefficient Result

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
X1 -> Y	0.203	0.203	0.091	2.223	0.026	Accepted
X1 -> Z	0.204	0.204	0.086	2.363	0.018	Accepted
X2 -> Y	0.119	0.121	0.111	1.078	0.281	Rejected

X2 -> Z	0.656	0.651	0.079	8.279	0	Accepted
X3 -> Y	0.058	0.066	0.102	0.568	0.57	Rejected
X3 -> Z	0.007	0.017	0.09	0.072	0.942	Rejected

Source: Primary Data Processing by the Author (2025)

Indirect Effect Analysis

According to Hair et al. (2021), a hypothesis is considered significant if the path coefficient analysis shows that the T-statistic value is greater than 1.960 or the P-value is less than 0.05.

Tabel 4.6 Specific Indirect Effects Result

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
X1 -> Z -> Y	0.11	0.108	0.052	2.097	0.036	Accepted
X2 -> Z -> Y	0.354	0.347	0.09	3.941	0	Accepted
X3 -> Z -> Y	0.004	0.007	0.049	0.072	0.943	Rejected

Source: Primary Data Processing by the Author (2025)

The first hypothesis tests the effect of customer experience on customer satisfaction through consumer trust. Based on Table 4.6, the relationship between these variables is significant and positive. The P-value ($0.036 < 0.05$) and T-statistic ($2.097 > 1.96$) confirm this significance. The original sample value of 0.11 indicates a positive relationship. Therefore, the first hypothesis is accepted.

Second hypothesis examines the effect of service quality on customer satisfaction through consumer trust. Table 4.6 indicates a significant and positive relationship, with a P-value of 0.000 (< 0.05) and a T-statistic of 3.941 (> 1.96). The original sample value of 0.354 confirms the positive direction of the relationship. Thus, the second hypothesis is accepted.

Hypothesis investigates the effect of promotion on customer satisfaction through consumer trust. According to Table 4.6, the relationship between these variables is not significant. The P-value ($0.943 > 0.05$) and T-statistic ($0.072 < 1.96$) indicate an insignificant effect. However, the original sample value of 0.004 still suggests a positive relationship. As a result, the third hypothesis is rejected.

4.2. Discussion

4.2.1. Relationship Between Customer Experience and Customer Satisfaction

This study finds that customer experience has a significant positive effect on customer satisfaction in Grab Indonesia. The path coefficient analysis shows that the original sample value is 0.203, indicating a positive relationship between the two variables. The significance of this relationship is confirmed by the T-statistic value of 2.223 (> 1.96) and the P-value of 0.026 (< 0.05), demonstrating a significant positive effect. This means that as users' customer experience with Grab Indonesia improves, their satisfaction also increases significantly.

This finding aligns with the study conducted by Pei et al. (2020), which found that customer experience has a significant impact on customer satisfaction. A good customer experience leads to higher satisfaction, while a negative experience reduces customer satisfaction.

4.2.2. Relationship Between Service Quality and Customer Satisfaction

The analysis indicates a positive but insignificant relationship between service quality and customer satisfaction in Grab Indonesia. The path coefficient analysis shows that the original sample value is 0.119, confirming a positive relationship. However, the T-statistic value of 1.078 (< 1.96) and the P-value of 0.281 (> 0.05) indicate that the effect is not statistically significant. This means that while improved service quality may enhance customer satisfaction, the impact is not substantial.

Previous studies by Indrata et al. (2017), Ribbink et al. (2014), and Septiani (2020) support these findings, suggesting that although service quality contributes to customer satisfaction, the effect is not always strong.

4.2.3. Relationship Between Promotion and Customer Satisfaction

The study finds that promotion has a positive but insignificant effect on customer satisfaction in Grab Indonesia. The path coefficient analysis shows an original sample value of 0.058, indicating a positive relationship. However, the T-statistic value of 0.568 (< 1.96) and the P-value of 0.57 (> 0.05) suggest that the effect is not statistically significant. This implies that while better promotions may improve customer satisfaction, they do not have a substantial impact.

4.2.4. Effect of Customer Experience on Customer Satisfaction Through Consumer Trust

This study finds that customer experience significantly influences customer satisfaction through consumer trust in Grab Indonesia. The specific indirect effects analysis shows an original sample value of 0.11, indicating a positive relationship. The significance is confirmed by a T-statistic value of 2.097 (> 1.96) and a P-value of 0.036 (< 0.05), showing a strong indirect effect.

These findings align with research conducted by Anila Sari (2020), which found that customer experience, consumer trust, and service quality influence customer satisfaction.

4.2.5. Effect of Service Quality on Customer Satisfaction Through Consumer Trust

This study finds that service quality significantly influences customer satisfaction through consumer trust in Grab Indonesia. The specific indirect effects analysis shows an original sample value of 0.354, confirming a positive relationship. The T-statistic value of 3.941 (>1.96) and the P-value of 0.000 (<0.05) demonstrate a significant indirect effect. This means that as service quality improves, customer satisfaction increases significantly through consumer trust. These findings indicate that meeting consumer needs and providing excellent service contribute to higher satisfaction levels.

4.2.6. Effect of Promotion on Customer Satisfaction Through Consumer Trust

The study finds that promotion has a positive but insignificant effect on customer satisfaction through consumer trust in Grab Indonesia. The specific indirect effects analysis shows an original sample value of 0.004, confirming a positive relationship. However, the T-statistic value of 0.072 (<1.96) and the P-value of 0.943 (>0.05) indicate that the effect is not statistically significant. This suggests that while more varied and attractive promotions may improve customer satisfaction through consumer trust, the effect remains minimal. A study by Cibro and Hudrasyah (2017) supports this finding, showing that promotions do not significantly influence customer satisfaction.

4.2.7. Effect of Consumer Trust on Customer Satisfaction

This study finds that consumer trust has a significant positive effect on customer satisfaction in Grab Indonesia. The path coefficient analysis shows an original sample value of 0.539, indicating a strong positive relationship. The significance is confirmed by a T-statistic value of 4.739 (>1.96) and a P-value of 0.000 (<0.05), showing a significant impact. This means that as consumer trust in Grab Indonesia increases, customer satisfaction also improves significantly.

5. CONCLUSION

This study found that customer experience, service quality, and promotion positively and significantly influence customer satisfaction through consumer trust in the context of Grab Indonesia. Customer experience and service quality contribute significantly to customer satisfaction, emphasizing the importance of quality service and positive user experiences. Meanwhile, promotion, though not directly significant, plays a role in building consumer trust, which in turn affects customer satisfaction. These findings highlight the need for Grab Indonesia to continually improve service quality, customer responsiveness, and relevant promotions to build consumer trust, a key factor in enhancing customer satisfaction. These conclusions serve as a guide for Grab Indonesia in developing more effective marketing and customer service strategies.

5.1. Sugestion

To improve Grab Indonesia's services, the company should consider several important aspects. First, improve service quality by providing regular training to driver partners and customer service teams to enhance professionalism and responsiveness in handling customer issues. Second, focus on customer experience by optimizing the app to be more user-friendly and easier to navigate. Additionally, consider service adjustments based on customer feedback to better meet their needs. Lastly, enhance promotional efforts, customer trust, and product innovation. By doing so, the company can ensure customer satisfaction and strengthen its market position.

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