An Analysis on the Infleunce of Relational Benefits on Satisfaction, Commitment and Loyalty
(A Survey Done to Gojek Online Transportation Customers)

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Abstract

This research examined the influence of relational benefits on customer satisfaction, commitment, and loyalty. This research was conducted using a survey design, which samples were selected using a purposive sampling technique. The samples of this research were 357 Gojek Indonesia customers from 10 big cities in Indonesia. Structural Equation Model (SEM) based on Partial Least Square (PLS) was employed as the data analysis tool. The results of this research showed that relational benefits significantly influenced customer satisfaction, commitment and loyalty. Customer satisfaction and commitment were also confirmed to abridge the relationship between relational benefit and customer loyalty. Furthermore, customer satisfaction and commitment significantly influenced customers' loyalty.

Keywords: relational benefits, customer satisfaction, customer commitment, customer loyalty, online transportation

INTRODUCTION

Companies that used to focus on transactional activities are recommended to start focusing on relationship activities to get closer to customers. It allows companies to clearly identify the current needs of the customers, and the favorable relationship will also provide benefits for the customers [1]. To improve customer satisfaction, commitment and loyalty, companies are required to shift transactional paradigm into relationship paradigm. Consistent customer satisfaction will strengthen customer loyalty to the companies. The loyalty will ultimately support the competitiveness of a company in the market [2].

Within the concept of relationship marketing, besides customer satisfaction, customer commitment also plays a crucial role. Previous research showed that commitment is the core of successful professional relationship, and it has been regarded as an important element that determines the success of long-term business relationship [3]. Some research on relationship marketing showed that commitment enhances customer loyalty (eg: [4], [5], [6])

Relationship marketing is a strategy-oriented business philosophy that focuses on maintaining and improving the quality of relationship with customers instead of focusing on the attempts to attract new customers [7]. One of relationship marketing implementation is the implementation of relational benefits concept. According to [6], one of core principles of social exchange theory is that a relationship develops over time and it forms trust, loyalty and mutual commitment. In order to get to this point, every related party is expected to fulfill the "conditions" of certain exchange. The conditions form the "normative limit of certain situation adopted by the related parties" [8]. In line with the theory of social exchange, within relational benefit approach, two-related parties have to obtain benefits from the relationship in order to bring the relationship to a long-term one. The extension of this relationship can only occur when each party obtains the benefits from the relationship [9]. It is assumed that mutual benefit leads to long-term relationship that is continuous and stable [1]

In relation to relational benefits, the researcher was interested in the arise and competition between online transportation companies in Indonesia. The heated competition among online transportation companies urges companies to apply the most appropriate business strategy in order to stay competitive. A company's existence would be threatened and the company might not be able to compete the tight competition unless an appropriate strategy is applied.

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In this case, relational benefit is an appropriate strategy to implement which allows a company to maintain quality relationship (satisfaction, commitment and loyalty) with the customers. This strategy should be applied in order to stay competitive in the market and to maintain favorable long-term relationship with customers. It is believed that analysis on relational benefits will show the influence of relational benefits on customer satisfaction, commitment and loyalty among online transportation customers.

As a variable of this research, relational benefit was measured by several indicators including confidence benefits, social benefits, convenience benefits and safety benefits In this research, the influence of relational benefits on customer satisfaction, commitment and loyalty was examined.

Confidence benefits can be reflected as lower anxiety, stronger trust and belief to a service provider [10]. Confidence benefits refer to ones' perception upon the decreased anxiety and comfort related to the expectation upon certain service. Confidence benefits are regarded important in decreasing the level of anxiety related to certain service, improving the perceived trust toward a provider, reducing the perceived risk and improving the knowledge on the expected service [11] [12] [1].

Social benefits rather focuses on the relationship than on transactional outcome [13] [14]. Public service is a market in which products or service are exchanged through social interaction. The social interaction between customers and service providers often occurs personally and involves emotional dimension. When the interaction occurs regularly, it forms friendship, recognition and familiarity [11] [10].

Convenience benefits refer to the fact that a stable relationship provides efficient time, lees effort and less complexity for customers. As two parties recognize each other, interactions and transactions become less complex, easier and more effective [15]. Those benefits appear as a an expectation to express the belief in a friendly relationship with service provider, making "customer's life easier". This occurs as customers become more familiar with the regulations, procedures, and personnels of service providers, making transactions faster, easier and simpler. [16] mentioned two aspects underlying the conceptualization of comfort which has been explicitly and implicitly proposed in previous

research, especially customers' time, cost and effort.

Safety benefit is defined as the secure feeling that a customer feels from the long-term relationship with a service provider [5]. This benefit was first proposed in a pilot research conducted by [5]. Safety benefits refer to the secure feeling upon the possibility of crimes that might occur out of the social exchange. This research depicted safety benefits as customers' secure feeling about the service provider, emphasizing on the customers' psychological state related to their anxiety upon crimes such as threats, danger and loss.

Consistently providing satisfaction for customers will enhance their loyalty toward a company. This loyalty supports the competitiveness of a company in business competition [2]. Several research showed that relational benefits significantly influence customer satisfaction [4] [6] [17] [18]. Based on the review of those research, the hypothesis of this research was proposed as follows :

H1: Relational benefits significantly influence the satisfaction of Gojek customers.

Besides customer satisfaction, customer commitment also plays an important role in enhancing customer loyalty. A number of research showed that commitment is the core of any successful professional cooperation and long-term relationship [3]. Some research also confirmed that relational benefits have a significant influence on customer commitment [5] [6] [4]. Regarding those empirical research finding, the second research hypothesis was proposed as follows:

H2: Relational benefits significantly influence the commitment of Gojek customers.

Through the benefits, customers will maintain their loyalty for certain service provider. Some research also showed that relational benefits significantly influence customer loyalty [1] [5] [18] [19] [20] [21]. Therefore, the third hypothesis of this research was proposed as follows:

H3: Relational benefits significantly influence the loyalty of Gojek customers.

Commitment is the reflection of satisfaction. The higher the satisfaction, the stronger the commitment of customers toward certain relationship. The willingness to stay in a relationship only occurs when the related parties find satisfaction [6]. Several research also showed that customer satisfaction influences customer commitment [1] [6] [22] [23] [24] [25]. Regarding

to this view, the fourth hypothesis was proposed as follows.

H4: Customer satisfaction significantly influences the commitment of Gojek customers.

If a company is able to run its marketing relationship program effectively, this program will be able to provide relational benefits to the customers [18]. Customers will find the service satisfactory and grow loyalty to the provider. The loyalty covers several behaviors including preference, like, and positive expectation in the future [26]. Results of previous research showed that customer satisfaction significantly influences customer loyalty [1] [4] [6] [18] [20]. Based on this view, the fifth hypothesis was proposed as follows:

H5: Customer satisfaction significantly influences the loyalty of Gojek customers.

Commitment functions as the dependent variable in several relationship marketing models that describe buyer-seller relations and channeling behavior [27]. Commitment is a good indicator of long-term relationships [22] [28]. Commitment is a long-term orientated relationship that includes the desire to maintain the relationship. Among enterprises that run in tight market competition, company's ability to create long-lasting relationships with customers determines the success of the company. Some research results showed that commitment has a significant influence on customer loyalty [4] [5] [6].

Furthermore, research conducted by [26] showed that commitment has a significant influence on customer loyalty, and it can be assumed as the mediator of customer loyalty. Whereas [29] showed a different insight in which commitment does not significantly influence loyalty. Based on the results of those empirical research, the sixth hypothesis was proposed as follows:

**H6: Customer commitment significantly influences the loyalty of Gojek customers.**

Gojek online transportation company was chosen as the object of research regarding the fact that Gojek is the first start-up company engaged in online transportation with the number one growth in Indonesia and it has an extensive network of operations throughout Indonesia. The research was conducted in 10 major cities in Indonesia. The researchers assumed that people from 10 selected cities were aware of Gojek services.

Regarding to those facts, research questions were proposed as follows:

1. Does relational benefit significantly influence the satisfaction of Gojek customers?
2. Does relational benefit significantly influence the commitment of Gojek customers?
3. Does relational benefit significantly influence the loyalty of Gojek customers?
4. Does customer satisfaction significantly influence the commitment of Gojek customers?
5. Does customer satisfaction significantly influence the loyalty of Gojek customers?
6. Does customer commitment significantly influence the loyalty of Gojek customers?

MATERIAL AND METHOD

This research examined the relationship between relational benefit and customer satisfaction, commitment and loyalty. Regarding to the background, questions, literature review and the results of previous research, the research model used here is presented in **Figure 1**. Indicators and items involved in this research can be seen in **Table 1 and 2**.
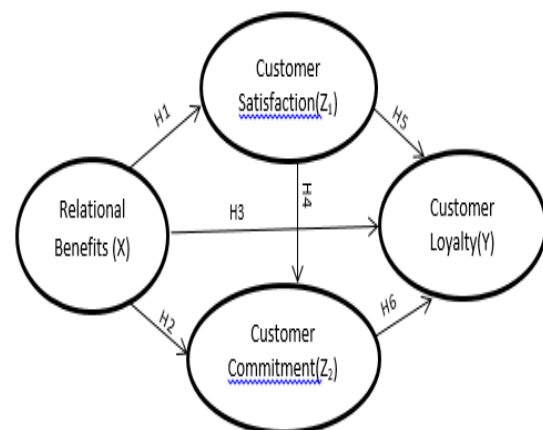
Figure 1. Research model
Sources: processed primary data (2018)

This research is a causal research that was conducted using a quantitative approach. There were 500 Gojek customers from 10 major cities in Indonesia who participated as the respondents. Samples were selected using a purposive random sampling based on these following criteria: 1) respondents had been using Gojek services for at least the past 6 months, 2) Respondents aged between 17-60 years old and 3) respondents permanently lived in 10 major cities in Indonesia (Medan, Palembang, Jakarta, Bandung, Semarang, Yogyakarta, Surabaya, Malang, Denpasar, and Makassar). The obtained data were then analyzed using a Structural Equation Modelling (SEM) tool in the form of Partial Least Square (PLS). The data collection was

done using IBM SPSS 20.00, Microsoft Excel 2012 and SMARTPLS version 2.0 M# programs.

Table 1. Indicators and researched items of variable X_1

INDICATORS	ITEMS	SOURCES
Confidence benefits (X_1)	I believe there is less risk that the service will go wrong ($X_{1.1}$)	Shuai et al., (2017)
	I feel I can trust the service provider ($X_{1.2}$)	
	I have more confidence the service will be performed correctly ($X_{1.3}$)	
	I have less anxiety when I buy the service ($X_{1.4}$)	
	I know what to expect when I go in ($X_{1.5}$)	
Social benefits (X_2)	I am recognized by certain employees ($X_{2.1}$)	Shuai et al., (2017)
	Familiar with the employees who perform the service ($X_{2.2}$)	
	Developed a friendship with the service provider ($X_{2.3}$)	
	They know my name ($X_{2.4}$)	
	Enjoy certain social aspects of the relationship ($X_{2.5}$)	
Convenience benefits (X_3)	Helps me get through with bureaucratic processes ($X_{3.1}$)	Dimitriadis (2010)
	My transactions/service are faster ($X_{3.2}$)	
	My transactions are simpler ($X_{3.3}$)	
Safety benefits (X_4)	Feel safe while served by the service provider ($X_{4.1}$)	Shuai et al., (2017)
	Don't worry about crime issues about the service provider ($X_{4.2}$)	
	Chose service provider due to security issue ($X_{4.3}$)	

Sources: processed primary data (2018)

Data Collection

E-questionnaire in the form of using googleform was digitally distributed via e-mail, social media, sms, etc. Data collection was done by broadcasting the e-questionnaire to 500 Gojek customers. Out of 500, 420 e-questionnaires were filled out and returned, yet only 357 were considered valid. The results of descriptive statistical analysis are shown in the form of distribution of respondents based on the demographic aspects including age, sex and type of work in **Table 3**.

Table 2. Indicators of variable Z_1, Z_2, Y_1

CONSTRUCT	INDICATOR	SOURCE
Customer Satisfaction ($Z1$)	Always meets my expectations ($Z_{1.1}$)	Prayoga et al., (2015) & Koritos et al., (2014)
	Experience after getting service ($Z_{1.2}$)	
	Good treatment from the service provider ($Z_{1.3}$)	
	The right decision ($Z_{1.4}$)	
	The overall quality of the services ($Z_{1.5}$)	
Customer Commitment (Z_2)	Long term relationship ($Z_{2.1}$)	Shuai et al., (2017)
	Intend to maintain relationship ($Z_{2.2}$)	
	Maximum effort to maintain relationship ($Z_{2.3}$)	
Customer Loyalty (Y)	More business with the service provider in the future (Y_1)	Prayoga et al., (2015)
	First choice to buy similar services (Y_2)	
	Will not switch to other service provider (Y_3)	
	Recommend the service provider (Y_4)	

Sources: processed primary data (2018)

Table 3. Respondents demographic characteristics

Demographic characteristics	Frequency (f)	Percentage (%)
Gender		
Male	253	75%
Female	104	25%
Age		
17 to 26 years old	311	87%
27 to 36 years old	30	8.5%
37 to 46 years old	5	1.5%
47 to 56 years old	11	3%
Type of work		
Not yet employed/unemployed	32	9%
Private Sector Workers	117	33%
Housewife	16	4%
Student	110	31%
Civil Servants/Government Institution	45	13%
Businessman	28	8%
Others	9	2%

Sources: processed primary data (2018)

RESULTS AND DISCUSSIONS

Table 4 presents the results of construct reliability and construct validity obtained using square root of average variance extracted which compared

the root value of AVE with the correlation between constructs. If the AVE root value is higher than the correlation value between constructs, discriminant validity is considered good. In addition, AVE values greater than 0.5 are highly recommended.

Table 4. Construct reliability and validity

Variable	AVE	Composite Reliability	Cronbach's Alpha
X	0.6127	0.8619	0.7862
Z1	0.7456	0.9361	0.9144
Z2	0.7784	0.9133	0.8586
Y	0.6068	0.8597	0.782

Sources: processed primary data (2018)

The AVE values of those four constructs are greater than 0.5, implying that the model has good discriminant validity. In addition to construct validity test, the construct reliability test was also measured by the criteria test, namely composite reliability and Cronbach alpha from the indicator block that measured the construct. Constructs are declared reliable if the composite reliability value and Cronbach alpha are greater than 0.70. Therefore, the construct of this research has good reliability..

Table 5. R-Square

Dependent Variable	R Square
Z1	0.5651
Z2	0.3792
Y	0.4766

Sources: processed primary data (2018)

In PLS model, the overall goodness of fit is reflected in Q^2 value (predictive relevance). Higher Q^2 indicates better fitness between the model and the data. Based on **Table 5**, Q^2 value was measured as follows.

$$Q^2 = 1 - (1 - R^2)(1 - R^2)(1 - R^2)$$
$$Q^2 = 1 - (1 - 0.5651) \times (1 - 0.3792) \times (1 - 0.4766)$$
$$= 0.8586$$

The Q^2 value is 0.8586, indicating that 85.85% of researrch data can be explained by the structural model, while the rest are explained by other factors that were not discussed in this research. Based on the result obtained in thiss research, the structural model proposed in this research has adequate goodness of fit.

Table 6. Path coefficient

Variable	Original Sample	Standard Deviation	T Statistics
X -> Z1	0.7518	0.0242	31.0845
X -> Z2	0.3371	0.0584	5.7674
X -> Y	0.3209	0.058	5.5321
Z1 -> Z2	0.1933	0.0626	3.0896
Z1 -> Y	0.236	0.0741	3.1845
Z2 -> Y	0.366	0.0535	6.8453

Sources: processed primary data (2018)

Table 6 presents the fundamental principles in answering the questions related to the influences among variables obtained from the test using regression analysis to test the research hypotheses, The significance of the estimated parameters provides valuable insights on the relationship among research variables. In PLS, statistic test was administered to test every relationship hypothesized in the research using simulation.

In this research, bootstrapping was done to the samples. The use of bootstrap was also intended to minimize the abnormalities in the research. The result of bootstrapping PLS analysis is presented as follows :

As seen in **Table 6**, the structural equations are obtained as follows:

$$Z1 = 0.7518\,X$$
$$Z2 = 0.3371\,X + 0.3209\,Z_1$$
$$Y = 0.1933\,X + 0.236\,Z_1 + 0.366\,Z_2$$

H1: Relational benefit significantly influences the satisfaction of Gojek customers.
The relationship between Relational benefits (X) and Customer Satisfaction (Z1) shows the path coefficient value of 0.7518 with a t count value of 31.0845. Those values are greater than t table (1.960). It implies that Relational benefit has a positive and significant influence on Customer Satisfaction. This result supports the first hypothesis stating that Relational benefit has a significant influence on Customer Satisfaction. Therefore, **Hypothesis 1 is accepted**.

H2: Relational benefit significantly influences the commitment of Gojek customers.
The relationship between Relational benefit (X) and Customer Commitment (Z2) shows a path coefficient value of 0.3371 with a t value of

5.7674. Those values are greater than t table (1.960). It can be implied from the result that Relational benefit has a positive and significant influence on Customer Commitment. This result goes in accordance with the second hypothesis which states that Relational benefit significantly influences Customer Commitment. Therefore, **Hypothesis 2 is accepted.**

H3: Relational benefit significantly influences the loyalty of Gojek customers.

Result of the first hypothesis testing indicates that the relationship between Relational benefit (X) to Customer Loyalty (Y) shows a path coefficient value of 0.3209 with a t value of 5.5321. Those values are greater than t table (1.960). It shows that Relational benefit has a positive and significant influence on Customer Loyalty, supporting the third hypothesis which states that Relational benefit significantly influences Customer Loyalty. Therefore, **Hypothesis 3 is accepted**.

H4: Customer satisfaction significantly influences the commitment of Gojek customers.

The relationship between Customer Satisfaction variable (Z1) and Customer Commitment (Z2) shows a path coefficient value of 0.1933 with a t value of 3.0896. Those values are greater than t table (1.960). This result indicates that Customer Satisfaction has a positive and significant influence on Customer Commitment. This result supports the fourth hypothesis stating that Customer Satisfaction has a positive and significant influence on Customer Commitment. Therefore, **Hypothesis 4 is accepted**.

H5: Customer satisfaction significantly influences the loyalty of Gojek customers.

The relationship between Customer Satisfaction variable (Z1) and Customer Loyalty (Y) shows a path coefficient value of 0.236 with a t value of 3.1845. Those values are greater than t table (1.960). This result confirms that Customer Satisfaction has a positive and significant influence on Customer Loyalty, supporting the fourth hypothesis which states that Customer Satisfaction has a positive and significant influence on Customer Loyalty. Therefore, **Hypothesis 5 is accepted.**

H6: Customer commitment significantly influences the loyalty of Gojek customers.

The relationship between Customer Commitment variable (Z2) and Customer Loyalty (Y) shows a path coefficient value of 0.366 with a t value of 6.8453 which values are greater than t table (1,960). This result confirms that Customer Commitment has a positive and significant

influence on Customer Loyalty supporting the sixth hypothesis. Therefore, **Hypothesis 6 is accepted.**

Based on the result of data analysis using sobel measurement, partial influences were obtained as follows:
1. The relationship between Relational benefit (X1) and Customer Loyalty (Y1) through Customer Satisfaction (Z1) shows an indirect path coefficient of 0.177 with a t value of 3.167. Those values are greater than t table (1.960). This result confirms that Customer Satisfaction has a significant influence in mediating the influence of Relational benefit on Customer Loyalty.
2. Relational benefit (X1) influences Customer Loyalty (Y1) through Customer Commitment (Z2) shows with an indirect path coefficient of 0.123 and t value of 4.384. Those values are greater than t table (1.960). Therefore, Customer Commitment has a significant influence in mediating the influence of Relational benefit on Customer Loyalty.

CONCLUSION

The findings of this research on the influence of relational benefit on the satisfaction, commitment, and loyalty of Gojek customers support the results of previous research. This research shows that the relational benefit program run by Gojek has succeeded in gaining satisfaction, commitment, customer loyalty. This finding becomes important because satisfaction, commitment, and customer loyalty are the keys to a company, especially a company engaged in the field of online transportation to maintain the competitiveness in business competition. With the involvement of relational benefit in strategic approach, it is expected that online transportation companies retain their customers by providing more benefits from the services. This action will also support the potential of attracting new customers while the company keeps the existing customer loyal.

In carrying out proper strategies related to relational benefit, it is necessary for Gojek to focus on several aspects. All of indicators of relational benefit show a good range of values, except for social benefit that obtains a moderate value range. Regarding to this result, Gojek should consider and enhance its efforts in establishing favorable relationship with customers through social benefits. This relationship can be achieved if customers perceive the relationship beyond than just transactional, but it involves social

relationships. Future researchers are suggested to investigate the influence of relationship marketing, especially relational benefit which has not yet been widely implemented in Indonesia, especially in the context of sharing economy (eg tourism). Research on this matter are still necessary to conduct as many companies in sharing economy should be examined by using a special relationship marketing strategy approach, particularly relational benefits.

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