

Exploring emotional factors behind brand loyalty among taxi users in Jakarta

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How to Cite This Article: Nurfitriandra, U, & Boer, R.F. (2025). Exploring emotional factors behind brand loyalty among taxi users in Jakarta. *Jurnal Studi Komunikasi*, 9(2). doi: 10.25139/jsk.v9i2.10062
Received: 10-04-2025, Revision: 14-05-2025, Acceptance: 30-05-2025, Published: 31-07-2025

Abstract This study explored how Bluebird, a leading legacy taxi brand in Indonesia, sustains customer loyalty amidst the rise of digital ride-hailing services. Facing digital disruption, Bluebird's strategy of blending tradition with innovation provides valuable insights into how established brands can adapt to a rapidly evolving market. Using a combination of statistical modelling and path analysis grounded in Elihu Katz's Uses and Gratifications Theory, the study distributed structured questionnaires to 251 purposively selected respondents specifically individuals who has used Bluebird taxi services at least three times in the past three months in Jakarta to capture constructs such as sensory and affective experience, emotional attachment, brand satisfaction, and brand love. Statistical modelling via SmartPLS 3.0 and path analysis revealed that while brand experience significantly influences brand loyalty, brand satisfaction does not have a direct effect. Instead, emotional attachment and brand love mediate this relationship, with brand love emerging as the strongest predictor of loyalty particularly measured through the indicator of sustain commitment, where respondents showed a strong sense of belonging to the brand. These findings highlight that in a highly competitive urban mobility market, functional satisfaction is no longer sufficient; emotional connection is key. Practical strategies such as loyalty programs, emotionally driven marketing, and brand storytelling are recommended to enhance customer retention.

Keywords: brand experience; brand satisfaction; brand love; brand loyalty; emotional brand attachment.

INTRODUCTION

The emergence of ride-hailing apps has significantly disrupted the taxi industry, compelling traditional taxi services to transform their business models to remain competitive (Lefcoe et al., 2024). This shift has compelled traditional taxi companies to adapt and innovate to maintain their market share in an increasingly competitive landscape (Widita et al., 2024). These services not only fulfil transportation needs but also address gaps in the existing public transit infrastructure, particularly in areas where quality transit options are lacking.

In this evolving context, mass transportation continues to play a vital role in reducing urban congestion, lowering emissions, and enhancing mobility especially in densely populated cities (Estrada, et al., 2020). The existence of transportation is nothing more than supporting daily human activities (Iqbal et al., 2020). A transportation system with a high occupancy rate provides an efficient means for human mobility from one location to another, whether on land, sea or air, especially in densely populated city centres (Taylor & Fink, 2013 in Atombo, et al., 2021).

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As global markets become increasingly integrated, consumer expectations for convenience, efficiency, and digital accessibility are raising across all sectors including urban transportation (Saaedi, 2022). This global shift is prompting a wave of innovation as transportation providers seek to offer smarter, more connected services. In Major urban centres, modern lifestyles demand mobility solutions that are not only reliable but also aligned with evolving technological trends. Consequently, taxi services are being redefined, not just as a mode of transportation, but as part of an integrated, experience-driven mobility ecosystem that emphasises comfort, accessibility, and user satisfaction (Wan, Ghazzai, and Massoud 2020).

Brand loyalty is the core value of every brand, with loyal customers continuing to use a brand (Meier, 2019). According to research, consumer loyalty refers to the likelihood that a consumer will engage in various future purchasing behaviours such as repeat purchases, social bonding, and referring to others (Bowen & Shoemaker, 1998 in Taylor et al., 2020). Furthermore, Techawachirakul (2020) explains that brand loyalty is currently a critical element in strategic management, as organizations have placed a high value on the development and management of brand loyalty. Consumers with high brand loyalty are more likely to express positive feelings toward a company and are willing to pay higher prices (Boulding et al., 1993; Bowen & Shoemaker, 1998 in Palomba, 2021). Ultimately, the strongest affirmation of brand loyalty occurs when customers become engaged or are willing to invest their time, energy, money, or other resources into the brand beyond mere consumption (Keller & Swaminathan, 2020).

Top Brand Award 2020 has provided prestigious comprehensive data; it becomes abundantly clear that Bluebird has established itself as an unrivalled leader in the taxi industry. With an impressive brand index gain of 60.80% (Top Brand Award, 2020).

The transportation sector is currently characterised by high competitiveness, mainly due to technological disruption which spurs competition among business players. This competition encourages entrepreneurs, especially those operating in the transportation services sector, to improve the performance of user companies and strive to achieve excellence in order to meet customer demands effectively.

Since 2014, Bluebird, one of the largest conventional taxi companies in Indonesia, has collaborated with Gojek, the dominant online transportation service platform in the country. This collaboration is based on the alignment of the vision and mission of both companies in providing safe, comfortable and affordable transportation services for the Indonesian people. The synergy between Bluebird's long experience in the land transportation industry and the technological innovation brought by Gojek creates strong chemistry to face dynamic changes in the transportation industry.

Instead of competing directly as a competitor, Bluebird chose an innovative strategy by collaborating with Gojek to expand its business. This move allows Bluebird to remain relevant and competitive by adopting digital technology, expanding market reach and improving operational efficiency. In the midst of the onslaught of online taxi services that are increasingly popular, this strategy has proven effective in helping Bluebird maintain its position in the market.

This collaboration also provides direct benefits for consumers by offering more integrated and varied transportation services. Consumers can enjoy the convenience of ordering a Bluebird taxi via the Gojek application, utilizing advanced technology for trip tracking, as well as more practical digital payment options. Through this research, we will explore the impact of this collaboration on Bluebird's business sustainability and how this strategy helps the company face the challenges of the digital era.

In the pioneering taxi market in Indonesia, Bluebird has not only succeeded in going through this transformation but has also developed into a strong and widely recognized brand in the community. Experience greatly influences consumer consumption behaviour today (Hwang & Lee, 2018). Brand marketers consistently promote new approaches to creating extraordinary brand experiences, which strengthen profitable brand relationships with consumers (Gilmore & Pine, 2007; Kim & Han, 2020 in Hwang et al., 2021).

This phenomenon reflects a paradigm shift in marketing, where it is no longer just the product or service that is the focus, but the experience offered to consumers is also very important. Bluebird, with its strategy, has shown how to implement the concept well. A great brand experience is not just about the technology or service provided, but also about human interaction. Training and development of Bluebird employees in terms of customer service and friendliness also plays a big role in creating a positive experience for consumers.

Browse consumer feedback on the *platform X*, it is evident that the Bluebird taxi service stands out for its extraordinary commitment to passenger safety and comfort. Bluebird's reputation among users is built on unwavering dedication to maintaining the highest operational standards. This is especially seen in its services which are available around the clock, always providing a sense of security to passengers at all times. Users consistently praise Bluebird for prioritizing user well-being, creating an environment where customers feel completely safe and comfortable throughout the user journey. This focus on safety not only highlights Bluebird's operational excellence but also shows the user's dedication to ensuring a safe travel experience for every customer, making users the first choice in the taxi service industry.

Brakus et al. (2009) define brand experience as a consumer's subjective response, this includes sensations, feelings, cognition, and behavioural responses elicited by brand-related stimuli such as design and identity, packaging, communication, and environment which have been proposed as underlying dimensions of brand experience.

Kotler and Keller (2015) provide a general definition that satisfaction is a person's feelings of pleasure or disappointment resulting from what the user expects and what the user gets in terms of achieving the desired goals or needs. Satisfaction with consumption of a brand forms the idea of a positive attitude towards the brand which can lead to brand loyalty (Nam et al., 2011). Brand loyalty is defined as a favourable attitude towards consistent purchases of a particular brand (Wilkie, 1994 in Siwale et al., 2023).

As time goes by, Denny & Leinberger (2020) stated that loyalty programs have become more sophisticated. According to various studies, the path to long-term loyalty requires more than just rational considerations such as price, promotions and points alone, but loyalty consists of three components, namely rational elements, brand value and emotional. Emotional aspects such as brand emotional attraction and brand love can be seen from the highest level of satisfaction realized by the constant interactions that consumers provide with the brand (Carroll & Ahuvia, 2006).

In the realm of academic discourse, literature has extensively explored the complex relationship between brand experience, brand satisfaction, and brand loyalty across various industries. However, a relatively uncharted territory in this context is the taxi services sector. Despite the growing interest in consumer brand relationships, limited research has examined the links between brand experience, satisfaction, and loyalty in the taxi industry, particularly regarding emotional dimensions. To address this gap, this study introduces two key mediating variables: emotional brand attachment and brand love, to uncover the psychological mechanism that drive brand loyalty among taxi passengers.

However, different on consumer-brand relationships has shown that emotional constructs such as emotional brand attachment and brand love can play a mediating role in the relationship between satisfaction and loyalty (Loureiro & Kaufmann, 2012; Drennan et al, 2015; Roy et al., 2013; Sarkar, 2011; Unal & Aydin, 2013 in Ghorbanzadeh & Rahehagh, 2021). This research effort stands out by focusing on the underexplored experiences of taxi passengers. This research explores the nuanced interconnections and cause-and-effect relationships that define the influence of experiences on aspects of brand satisfaction and brand loyalty. In addition, this research expands the intellectual reach by including emotional brand attachment and brand love as instrumental mediators into the research framework. These mediators serve as the key that unlocks the complex mechanisms that shape brand loyalty in the context of taxi services.

METHODOLOGY

Based on the problem discussed in the previous chapter, this study adopted a quantitative research approach, which is appropriate for examining relationships between measurable variables and testing hypotheses derived from theory. Quantitative methods enable the collection of standardised data from many respondents, allowing for statistical generalisation and the identification of patterns. Specifically, this research employs path analysis, an extension of multiple regression to explore both direct and indirect relationships among variables. Path analysis is particularly well-suited for this study as it allows for testing complex models that include mediating variables such as emotional brand attachments and brand love, which are central to understanding the mechanism behind brand loyalty. Compared to basic regression techniques, path analysis provides a more comprehensive picture of the causal structure among constructs, making it the most appropriate tool for achieving the objectives of this research.

Data collection in this research will use a questionnaire developed with two parts. The first part covers respondent demographics (gender, age, occupation, and need to use a Bluebird taxi) and the second part covers five constructs (brand experience, brand satisfaction, emotional brand attachment, brand love, and brand loyalty).

This study employed a survey conducted over a specific period using *non-probability purposive sampling*. This method was chosen based on the research targets a specific group of respondents, individuals who have actual experience using Bluebird taxi services. Purposive sampling allows one to focus on participants who are most relevant to the research objectives, especially when examining complex constructs such as brand experience, emotional attachment, and loyalty, which require informed responses based on direct interaction with the brand. While this technique may limit broad generalizability, it ensures that the data collected is rich, context-specific, and relevant to the research problem. The age range of 20 to 60 years was selected to capture the perspectives of economically active and mobile individuals who are most likely to use taxi services regularly (Espino-Sanchis et al., 2022). This range includes young adults familiar with digital technology as well as mature consumers with established brand preferences, offering a comprehensive understanding of how different segments engage with the Bluebird brand.

Respondents rated all measures on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A five-point Likert scale was chosen because it is widely used in studies examining brand experience, emotional attachment, and loyalty (Correia Loureiro and Kaufmann, 2012; Fetscherin et al., 2014). It offers ease of understanding and efficient response time for participants. The measurement items were adapted from previously validated scales, with slight modifications to suit the specific context of taxi services. To ensure content validity and clarity, the questionnaire was pre-tested with a small sample of individuals who met the target respondent criteria. Feedback from the pre-test was used to revise ambiguous wording and improve the overall flow and comprehension of the instrument.

To help respondents understand how to fill out a questionnaire, research objectives, question structure and how to answer questions based on a Likert scale. Brand experience was measured with a four-item scale adopted from Hwang et al., (2021). Brand satisfaction was measured with a six-item scale adopted from Lam and Shankar (2014) and Lau & Lee (1999). Emotional brand attachment was measured with a five-item scale adopted from Thomson et al., (2005). Brand love was measured with an eight-item scale adapted from Carroll and Ahuvia (2006). Finally, brand loyalty was measured with a four-item scale adapted from Fetscherin et al., (2014).

The data analysis technique used in this study is path analysis, conducted using the SmartPLS 3.0 software. SmartPLS was selected due to its strength in handling complex models with multiple constructs and its suitability for studies with relatively small to medium sample sizes. To assess the model fit, several key fit indices will be examined, including the coefficient of determination for endogenous variables. The significance of path coefficients will be tested using bootstrapping with 5,000 subsamples. In cases where missing data is encountered, the pairwise deletion method will be applied, and any data anomalies will be carefully reviewed to ensure the robustness of the analysis.

RESULTS AND DISCUSSION

Bluebird Taxi Company has established itself as the largest taxi transportation provider in Indonesia, operating over 20,000 vehicles and employing more than 23,000 people across 48 pools in 18 cities (Annual and Sustainability Report of Bluebird, 2022). This extensive network ensures Bluebird's wide availability and consistent service reliability, positioning the brand as a top choice among both local and international consumers.

Amid the challenges posed by the COVID-19 pandemic between 2020 and 2022, Bluebird demonstrated remarkable agility and resilience qualities, emphasised in dynamic capability theory. The swift implementation of health measures, including vehicle sanitation, protective barriers, and mandatory mask use, reflected the company's alignment with elevated consumer concerns regarding safety. This mirrors responsive innovation, where businesses quickly adjust their resources and operations in response to environmental shifts.

Equally important, the company's accelerated digital transformation through the enhancement of its mobile application, such as contactless payments, real-time updates, and

intuitive booking systems, improves customer experience. These advancements not only cater to consumers' growing preference for seamless, but also to user satisfaction. Moreover, Bluebird's move to integrate electric vehicles into its fleet underscores a strong commitment to sustainability and environmental innovation. This initiative resonates with eco-conscious passengers and helps foster deeper emotional ties, supporting the development of brand attachment.

Notably, the company also extended its role beyond transportation by launching support initiatives for healthcare workers and the broader public during the pandemic. These socially responsible actions enhance stakeholder trust and align with consumer values, thereby nurturing emotional connection and increasing the potential for brand love and loyalty (Carroll and Shabana, 2010). Taken together, Bluebird's strategic choices during a global crisis not only safeguarded its operational continuity but also reinforced its competitive edge through innovation, emotional engagement, and sustainability. These factors are essential for maintaining long-term brand loyalty in a rapidly evolving urban transportation landscape (Annual and Sustainability Report of Bluebird, 2023).

Data was gathered through the distribution of questionnaires to 251 respondents who chose Bluebird transportation as a mode of travel in the Jakarta area. This research adopts an approach of *non-probability sampling* and *purposive sampling* in participant selection. This methodology deliberately selects respondents who are considered representative of the study, with a focus on users of Bluebird transportation services. This purposive approach facilitates in-depth analysis of the characteristics and preferences of Bluebird service users. The selection of participants aged 20-60 years reflects the age group most likely to use app-based transportation services and make informed evaluations of service quality. Although purposive sampling limits generalisability, it is appropriate for exploring targeted consumer experiences in a specific service context.

Table 1. Respondent profile

	Respondent Profile	Total	Percentage
Gender	Men	106	42.2%
	Women	145	57.8%
Age	17-25 years old	95	37.8%
	26-35 years old	125	49.8%
	36-46 years old	21	8.4%
	>46 years old	10	4.0%
Occupation	Student	52	20.7%
	Private employee	147	58.6%
	Public servant	24	9.6%
	Self-employed	22	8.8%
	Housewife	6	2.4%
In the past month, how many times have you used Bluebird taxi services?	1-3 times	122	48.6%
	4-6 times	104	41.4%
	7-10 times	22	8.8%
	>10 times	3	1.2%

Source: Author data processed, 2024)

Based on the data in Table 1, the analysis of Bluebird taxi usage in Jakarta reveals a notable preference among women, particularly in the 17-35 age group, highlighting safety, comfort, and service as key factors influencing their choice. This is most pronounced among private employees aged 26-35 years, who constitute 41.0% of users, and students aged 17-25 years, making up 20.3% of the respondent base. While private employees lead in taxi usage at 58.6%, followed by students, civil servants, self-employed individuals, and housewives, the data indicates a broad yet distinct utilisation across different demographics. The frequency of use varies, with private employees predominantly using Bluebird taxis 4-6 times, and students 1-3 times, suggesting that while housewives utilise the service for specific needs, private employees and students form the core user base, prioritising the taxis for their reliability and essential transportation needs.

Table 2. Validity and reliability

Latent Variable	Indicator	Construct Reliability	Average Variance Extracted (AVE)
Brand Experience	BE	0.885	0.658
Brand Satisfaction	BS	0.849	0.653
Emotional Brand Attachment	EBA	0.869	0.625
Brand Love	BL	0.849	0.652
Brand Loyalty	BLo	0.866	0.618

Source: Author data processed, 2024

In examining the constructs of brand experience, brand satisfaction (Table 2), emotional brand attachment, brand love, and brand loyalty within the study, an intricate and comprehensive validation and reliability assessment was conducted, it can be seen that the AVE value for the variable *brand experience* a number of 0.658, variable *brand satisfaction* a number of 0.653, variable *emotional brand attachment* a number of 0.625, variable *brand love* a number of 0.652, and variable *brand loyalty* a total of 0.618. All variables already have a value of more than 0.5. Therefore, the statement meets the requirements and is declared valid. Variable BE (*Brand Experience*) has the value of Cronbach's *alpha* and *composite reliability* exceeding 0.7, namely 0.826 and 0.885. Therefore, the items in the BE variable statement have met the requirements of the reliability test and can be declared reliable. Then, the BS variable (*Brand Satisfaction*) also has the value of Cronbach's *alpha* and *composite reliability* exceeding 0.7, namely, 0.735 and 0.849. Therefore, the statement on the BS variable meets the requirements of the reliability test and can be declared reliable. In the next variable, namely EBA (*Emotional Brand Attachment*), the value of Cronbach's *alpha* and *composite reliability* exceeds 0.7, namely 0.799 and 0.869. Therefore, all statements on the EBA variable are declared valid because they meet the reliability test requirements. Next on the BL variable (*Brand Love*) also has Cronbach's *alpha* and *composite reliability* exceeding 0.7, namely 0.734 and 0.849. Therefore, all BL variable statements have met the reliability test requirements and are declared reliable. In the last variable, BLo (*Brand Loyalty*) also has the value of Cronbach's *alpha* and *composite reliability* exceeding 0.7, namely 0.794 and 0.866. Therefore, the statement items in the BLo variable have met the reliability test requirements and can be declared reliable (See Table 3 and Figure 1.

Table 3
Hypothesis testing

Hypothesis	T-statistics	p-value	Decision
H1: Brand Experience has a positive impact on Brand Loyalty	3.209	0.000	Supported
H2: Brand Experience has a positive impact on Brand Satisfaction	14.869	0.000	Supported
H3: Brand Satisfaction has a positive impact on Brand Loyalty			
H4: Brand Experience has a positive impact on Emotional Brand Attachment	1.508	0.132	Not Supported
H5: Emotional Brand Attachment has a positive impact on Brand Loyalty	18.695	0.000	Supported
H6: Brand Experience has a positive impact on Brand Love			Supported
H7: Brand Love has a positive impact on Brand Loyalty	3.383	0.000	Supported
	15.733	0.000	Supported
	8.266	0.000	Supported

Source: Author data processed, 2024

Discussions

Based on the analysis obtained from 251 respondents using SmartPLS 3.0, there were results that the five hypotheses were accepted, and two hypotheses were rejected (Ho was accepted and Ha was rejected). The majority of respondents in this research are private employees and followed by female students. This illustrates that Bluebird offers comfort and security, factors

such as competitive prices and ease of access may not be a top priority for private employees and students, especially women. This could be because this group prioritises safety and comfort factors when travelling, rather than looking for the most economical option or with the latest technological features, such as sophisticated application integration for ordering and payment. While such features offer convenience and efficiency, the decision to choose Bluebird tends to be based on the company's reputation for providing safe and comfortable service, which is a non-negotiable basic need, especially for users who frequently travel alone.

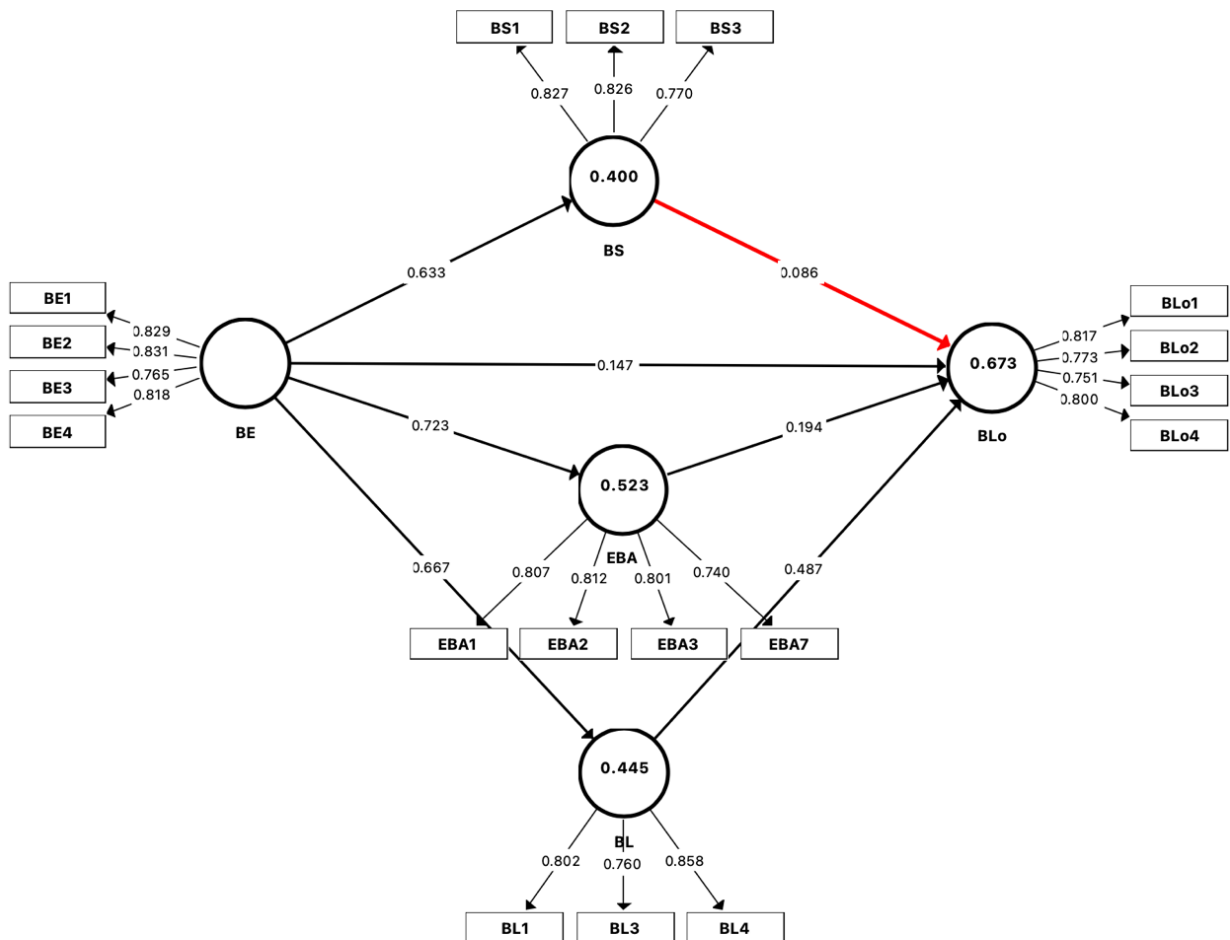


Figure 1. Structural model result
 Sources: Author data processed, 2024
 Solid line; significant path. Redline: not significant paths

This research provides empirical results regarding brand experience, brand satisfaction, brand emotional attachment, brand love, and brand loyalty among Bluebird taxi users in Jakarta. The results of the exploration of a combined research model of two concepts processed and developed by Ghorbanzadeh et al., 2021; Hwang et al., 2021 that experience is the beginning of a sequence of transitions that ultimately results in loyalty by assuming that emotional constructs such as satisfaction, emotional attachment, and love for the brand play a mediating role in the relationship between experience and loyalty. The research results are explained and discussed as follows.

Firstly, the findings from H1 show that a p-value of 0.000 indicates a significant influence, which means that brand experience has a direct positive influence on brand loyalty among Bluebird taxi users in Jakarta. This indicates that direct experience with the brand can explain the level of user loyalty to Bluebird taxis. Positive brand experiences, such as convenience, reliability, and quality of service, play an important role in building and maintaining user loyalty. Users who are satisfied with their experience tend to be more loyal to the Bluebird brand.

Furthermore, the results of H2 reveal that brand satisfaction obtained from brand experience has a positive and significant impact, strengthening the research findings of Ghorbanzadeh & Rahehagh (2021), which emphasises that consumer satisfaction is formed through quality and memorable experiences with a brand. Positive brand experiences, such as satisfactory service, and high service quality, directly contribute to consumer satisfaction, reinforcing the view that high-quality brand-consumer interactions are key to building satisfaction. However, when considering H3, the analysis results are contrary to expectations, where H_0 is accepted and H_a is rejected by value p values 0.132, indicating that there is no significant relationship between brand satisfaction and brand loyalty.

This finding suggests that there are other factors that play a role in the formation of brand loyalty which are not fully explained by brand satisfaction alone. This suggests that brand loyalty may be more complex and influenced by a variety of other dimensions that may not be fully captured by satisfaction alone. Therefore, while satisfaction is an important element in building positive relationships with consumers, to achieve true brand loyalty, brands need to go beyond satisfaction and explore and strengthen other factors that influence consumer engagement and loyalty.

In the next hypothesis, H4 and H5 indicate that consumer experience of the brand directly and indirectly through brand emotional attachment has a positive effect on brand loyalty with value p values 0.772 and 0.377. Post-use experiences with a brand if they continue are likely to result in a strong emotional attachment to the brand. This finding is strengthened by the studies of Ghorbanzadeh & Rahehagh (2021) and Hwang et al., (2021), which both focus on the importance of positive brand experiences in developing and strengthening emotional attachment, which in turn increases brand loyalty. Thus, these results indicate that high-quality interactions between consumers and brands not only influence consumers' perceptions and satisfaction directly but also play an important role in building and maintaining loyalty through establishing a sustainable emotional state with the brand.

The results of H6 and H7 show that brand love is the strongest construct of brand loyalty and is the most significant variable that influences brand loyalty as evidenced by p values the highest compared to brand satisfaction and emotional brand attachment. These results also prove that consumer love for a brand in the user's relational chain with the brand plays the most important role in forming consumer loyalty. In other words, if consumers fall in love with a brand, users will develop a strong emotional connection with that brand. This type of relationship creates a very strong emotional response to the brand, warranting repeat purchases of the brand. Therefore, consumers who love a brand will tend to be loyal to that brand (Carroll and Ahuvia, 2006).

While previous research by Ghorbanzadeh et al., 2021 emphasised the significance of emotional attachment and trust in shaping customer loyalty within the service industry, the current study supports and extends these findings by applying the research to the context of the taxi transportation sector, specifically Bluebird users in Jakarta. The emotional dimension, as shown in this research, plays a pivotal role in fostering brand loyalty, aligning with Hwang et al., 2021 assertion that emotional bonds enhance customer commitment, especially in high-contact services. However, this study goes a step further by introducing the dual mediating roles of emotional attachment and brand love simultaneously, offering a more nuanced understanding of the mechanisms driving loyalty. In contrast to studies that focus primarily on functional benefits or technological features as loyalty drivers, the present findings reveal that emotional security and perceived safety are more influential among Jakarta's taxi users particularly female students and private employees. This adds new insight into how demographic and cultural contexts may shape the relative impact of emotional vs. functional attributes in building long-term consumer relationships.

From a practical standpoint, these findings can guide Bluebird in refining its marketing strategy to target consumer segments that highly value emotional security and service reliability. Highlighting these strengths in promotional materials could improve customer retention and brand loyalty. The company may also consider developing tailored features or service packages aimed specifically at working professionals and female passengers. Theoretically, this research contributes to the literature on brand loyalty by confirming the importance of emotional attachment and brand love as mediating variables, particularly in service sectors like transportation, where trust and personal safety significantly influence consumer behaviour. It

also extends the application of the Uses and Gratifications theory by demonstrating how emotional and experiential needs shape loyalty beyond functional utility.

Theoretical discussion: *Uses and Gratification*

The Uses and Gratification Theory by Elihu Katz offers a relevant perspective in understanding how brand experience influences brand loyalty which is mediated by brand satisfaction, emotional attachment, and love for the brand. This theory posits that individuals actively select and use media or services to satisfy users' needs and desires, thus providing a useful framework for measuring user behaviour when they decide to use Bluebird's taxi as in the context of this research.

In this research, it was found that Bluebird's brand experience plays an important role in attracting and retaining users. Brand experience includes the sensations, feelings, cognitions, and behavioural responses evoked. Based on the Uses and Gratification Theory, Bluebird users in Jakarta tend to look for experiences that can meet user needs for comfort, reliability, and security. Positive experiences from using Bluebird services can fulfil these needs, which in turn increase users' positive perceptions of Bluebird.

Brand satisfaction is an overall evaluation of a user's experience with Bluebird. This research shows that when the Bluebird brand experience meets or even exceeds user expectations, users are satisfied. This theory helps explain that this satisfaction is the result of fulfilling the needs and desires of users who actively seek satisfying experiences. For example, users who feel that Bluebird offers reliable and safe services will be satisfied with the user's choice. This satisfaction becomes an important basis for further development of the relationship between the user and the brand.

This research also found that user satisfaction with Bluebird can build a strong emotional attachment to the brand. Emotional engagement includes a deep emotional bond between a user and a brand, strengthened by repeated positive experiences. In the framework of this theory, this emotional attachment occurs because users feel that Bluebird consistently meets the user's emotional needs, such as security and trust. Users who feel an emotional attachment to Bluebird tend to show greater loyalty because users feel personally connected to the brand.

Brand love is a more intense form of emotional attachment to a brand. The research results show that users who are highly satisfied and have a strong emotional attachment to Bluebird can develop love for the brand. According to this theory, users who love the Bluebird brand will continue to choose the service because users feel that this brand has an important role in the user's life and consistently meets the user's needs.

Ultimately, this study found that positive brand experience, emotional attachment satisfaction, and brand love significantly contribute to brand loyalty. Brand loyalty is defined as a user's commitment to continuing to use and support Bluebird. In the context of this theory, loyalty is the result of a continuous process of fulfilling needs through brand use. Loyal users feel that Bluebird is the best choice to meet users' transportation needs and therefore, users tend to remain loyal to this taxi service, even though there are alternatives available.

This theory helps explain that users actively choose Bluebird's services to meet their needs and desires. Positive brand experiences can increase satisfaction, which in turn builds emotional attachment and love for the brand, ultimately strengthening loyalty. Thus, this research shows that a deep understanding of how users leverage brand experiences to meet user needs can help companies design effective tactics to increase loyalty.

CONCLUSION

This study highlights that although Bluebird has achieved commendable success in delivering a functionally reliable service, such as through its user-friendly mobile application, professional driver conduct, and consistent cleanliness of its fleet, these features alone are insufficient to secure long-term customer loyalty in Jakarta's increasingly saturated transportation landscape. With the presence of various app-based transportation alternatives offering competitive pricing and similar levels of convenience, functional satisfaction has become a baseline expectation rather than a differentiator.

In this environment, what sets a brand apart is not merely how well it operates, but how effectively it connects with its customers on an emotional level. This research demonstrates that the four key dimensions of brand experience (sensory, affective, behavioural, and intellectual)

do contribute significantly to user satisfaction and loyalty. However, their impact is amplified when channelled through emotional attachment and brand love. These emotional mediators act as the essential bridge between functional service and true brand loyalty.

Users who feel emotionally attached to Bluebird are more likely to choose the service not just because it is available or efficient, but because it evokes trust, comfort, and familiarity. Similarly, brand love stems from consistent positive experiences that go beyond routine satisfaction, leading customers to form a personal and emotional connection with the brand. For example, regular users may associate Bluebird with a sense of security during late-night travel or feel a sense of appreciation due to the professionalism and courtesy of its drivers.

Future research could compare Bluebird with competitors like Gojek or Grab to explore differences in brand experience and emotional attachment. It may also examine how factors like age or income affect loyalty. A longitudinal or qualitative approach, such as interviews, can provide deeper insights into how emotional bonds form over time. Additionally, future studies could analyse the role of app features, health safety, and sustainability initiatives in shaping brand loyalty.

In addition to these findings, Bluebird can deepen emotional engagement by investing in brand narratives that showcase its contributions to the community, such as environmentally conscious initiatives like the introduction of electric vehicles or its role during the pandemic in supporting essential workers. These stories help customers see the brand not only as a service provider but as a meaningful and socially responsible entity with which they are proud to associate. Ultimately, this study emphasises that in a competitive urban market like Jakarta, emotional brand building is not merely an added value but a critical strategy for cultivating loyalty. By prioritising emotional attachment and brand love as components of its brand experience, Bluebird can transform satisfied users into loyal advocates who continue to choose the brand not only out of necessity but out of genuine preference and emotional resonance. This brand love is reflected, for example, in customers who consistently choose Bluebird even when cheaper alternatives like online ride-hailing apps are available (Gojek or Grab) because they feel a sense of safety, comfort, and familiarity with Bluebird drivers and vehicles. Emotional ties are also evident when long-time users recommend Bluebird to friends and family, save favourite locations on the MyBluebird app, or participate actively in the loyalty program, signalling an ongoing emotional investment on the brand.

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