

THE IMPACT OF CUSTOMER SATISFACTION ON LOYALTY OF GOTO: THE APPLICATION OF TECHNOLOGY ADOPTION MODEL (TAM)

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Abstract: The rise of digitalization has shifted consumers to do activities online including purchasing or ordering transportation online. The habit of relying on the internet and using applications to do transactions gives massive benefits to e-commerce and ride-hailing companies to the extent they become unicorn business level for startups. Taken from Indonesia's case, Gojek and Tokopedia is a product of e-commerce in the field of multi-service technology and digital payment. Within the merged, this study is to investigate the Technology adoption model (TAM) with the two fundamental variables of perceived ease of use (EOU) and perceived usefulness (PU). Enhancing the examination, perceived privacy security (PPS) is tested along with TAM to examine customer satisfaction. This research was empirically analyzed with SEM-PLS as its statistical analysis. This research was conducted in Indonesia, in the mid of the year of 2022. Questionnaires are distributed as the survey, by having GoTo users as the population. Our findings show that perceived ease of use and perceived usefulness are positively significant on consumer satisfaction. Contrary to the findings in previous research, in the Indonesian context, perceived privacy security has less impact on consumer satisfaction. This research objective is to generate more sustainable e-commerce users through the use of digital loyalty programs. Insights for the managerial in e-commerce marketing are discussed.

Keywords: consumer satisfaction, loyalty program, technology acceptance model, e-commerce

Abstrak: Perkembangan dunia digital telah mengalihkan aktivitas konvensional kepada aktivitas daring termasuk transaksi jual beli, dan transportasi daring. Kebiasaan masyarakat yang mengandalkan internet dan aplikasi yang ada di ponsel pintar berimbas pada keuntungan yang besar bagi perdagangan elektronik dan layanan transportasi daring sehingga perusahaannya mencapai kesuksesan tingkat unicorn. Di Indonesia, Gojek dan Tokopedia adalah produk dari perdagangan elektronik dalam bidang teknologi beragam layanan dan pembayaran digital. Dalam bergabungnya kedua perusahaan ini, penelitian ini bertujuan untuk menyelidiki model adopsi teknologi (TAM) dengan dua variabel fundamental yaitu persepsi kemudahan penggunaan dan persepsi kegunaan. Meningkatkan faktor kepuasan pelanggan, persepsi keamanan juga di uji bersamaan dengan variabel TAM. Penelitian ini dianalisis secara empiris dengan SEM-PLS sebagai perangkat statistiknya. Penelitian ini juga dilakukan di Indonesia pada rentang waktu pertengahan tahun 2022. Metode yang digunakan adalah kuantitatif dengan survey. Kuisisioner dibagikan pada target populasi yaitu para pengguna GoTo dan terdapat 110 responden pada survey. Temuan pada penelitian ini menunjukkan bahwa persepsi kemudahan penggunaan dan persepsi kegunaan berpengaruh positif signifikan terhadap kepuasan konsumen. Berbeda dengan temuan penelitian sebelumnya, dalam konteks Indonesia, persepsi keamanan privasi memiliki dampak yang kurang signifikan terhadap kepuasan konsumen. Tujuan penelitian ini adalah untuk menghasilkan pengguna perdagangan elektronik yang lebih berkelanjutan dalam penggunaan program loyalitas digital. Wawasan bagi manajerial dalam pemasaran perdagangan elektronik dibahas dalam penelitian ini.

Kata kunci: kepuasan pelanggan, program loyalty, model adopsi teknologi, perdagangan elektronik

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INTRODUCTION

Technologies are evolving and crucial for economic development, industries, and enterprises. As technology advances in the marketing area, it becomes a big deal how digital plays an important value in business growth (Zahay, 2021). Business aspects embrace digitalization as an opportunity and create shifts in market behaviors, experience, and novel culture in today's generation. It is a huge challenge for an institution to address complex social concerns and challenges, and these challenges require a great strategy for its business to sustain (Omar et al. 2021). As a result, e-commerce company nowadays comes up with new promotion idea, particularly in developing its loyalty program. In the case of Indonesia, two big enterprises, one is unicorn e-commerce and a ride-hailing company have decided to merge. Gojek and Tokopedia merged in May 2021 and rebranded themselves into GoTo to offer innovations to the market. (Kompas, 2021) PT Gojek Indonesia is a ride-hailing company that uses an on-demand multi-service platform and digital payment technology, that once created for delivering passengers to their destinations, now Gojek is also a several options for Gosend, Gomart, Gofood, and many more. As Tokopedia is one of the largest e-commerce in the country, its active users reached 129,1 million and has contributed around 2% to the Indonesian economy. The companies merged to complement one another, they have the same vision for the customers, and in theory, the main argument for the merger of a company is to expand its benefit through the lens of a business perspective. The key component of the economic motive behind mergers and acquisitions is frequently one of the main defenses made by merging parties before competition authorities and constitutes (Charpin and Piechucka, 2021).

The establishment of GoTo has created an increasing demand for digital consumers as users gain benefits as much as possible. Within this condition, both applications are integrated and able to link to one another, especially in their payment option. People can shop in Tokopedia using Gopay and can use Tokopedia's loyalty membership benefits and vice versa. This new adaptation to the application system leads to the wonders of the existing users of Gojek and Tokopedia who needs to adapt to their new linking features and deal with privacy concern since both data is accessible. Studies on the Technology Acceptance Model (TAM) of (Davis, 2013) have been widely accepted and

dissected in many fields in information technology as a measure of user perception to accept the technology. The two fundamental theories of TAM; perceived ease of use (PEU) and Perceived Usefulness (PU) were found to have a considerable effect on the investigation of consumer behavior that determined user satisfaction in the ride-hailing context (Lee and Wong, 2021; Omar et al. 2021). Prior research explained that EOU and PU can well explain the effectiveness of one technology to be adopted by its user. In various contexts, discussions also used the unified theory of acceptance (UTAUT) to test the acceptance in terms of accessing technologies, investigating cyber-crime in mobile banking (Quy Nguyen-Phuoc et al. 2021), or explaining the variance of technology adoption (Alassafi, 2022). Taking into account, the customer satisfaction study of the digital library (Xu and Du, 2018) showed that the construct of System Quality, Perceived usefulness, and Perceived ease of use is a positive and significant factor in user satisfaction as the antecedent of user loyalty.

From a marketing perspective, theorists stated that consumer satisfaction is a fundamental concept of marketing (Coves-Martínez et al. 2022; Nascimento et al. 2018) Gojek and Tokopedia are two of the biggest tech companies in Indonesia that offer various services, including ride-hailing, food delivery, and e-commerce. Both companies have loyalty programs that aim to reward their users for their loyalty and encourage them to keep using their services. The whole buying and consumption experience of GoTo reflects how satisfied the customer is with the service. (Flint et al. 2011) Satisfaction is an important factor that can influence customer loyalty toward a program or brand. When customers are satisfied with a loyalty program, they are more likely to continue participating in the program and make repeat purchases. This can lead to increased customer loyalty and ultimately, higher revenues for the business (Kalinić et al. 2021) and is considered the determinant of loyalty between consumers (M. Kim, 2021; Lee et al. 2008) Research has shown a positive relationship between customer satisfaction and loyalty program effectiveness. For example, a study (Khairawati, 2019) found that customer satisfaction has a positive effect on loyalty program effectiveness, which in turn has a positive effect on customer loyalty. The study also found that the type of rewards offered in the loyalty program and the ease of redeeming rewards were important factors in influencing customer satisfaction and loyalty (X.Xu, 2020). The aspects of consumer satisfaction are more likely to influence

customer loyalty intentions than the transaction-specific dimension outside of different categories of products and services. This is predicated on the belief that a consumer's past transaction-specific experiences might help determine their overall satisfaction (X. Xu, 2020). According to (Coves-Martínez et al. 2022), the customer self-evaluation of the quality of the services of a product or service is the most important component in determining satisfaction from the consumer itself. In summary, satisfaction is a key driver of loyalty program effectiveness and can have a positive impact on customer loyalty. In the case of GoTo applications, its product and service claims to enhance the user experience for both online shopping and ordering rides. Both payments are accessible to be used as both points from Anak Sultan or Tokopedia Diamond also can be redeemed (Omar et al. 2021).

However, many researchers investigating the TAM theory to investigate the effectiveness and satisfaction in information system fields such as mobile banking, m-commerce, and ride-hailing, to improve services (Omar et al. 2021) were centered on understanding the acceptance to loyalty, there are still lacking studies, particularly in customer satisfaction towards the loyalty program of a merged e-commerce and ride-hailing company context with having perceived privacy security risk as one of a factor determinant. Cases of investigating TAM with adding security matters has been suggested in prior research as the growing concern of security in digital transaction platform should be investigated (George and Kumar, 2013). Findings (Jahangir and Begum, 2008) investigating risk involved, privacy, security, and personalization as having customer attitude as the mediating role helps to develop the banking system. In the integration of GoTo, potential security dangers, and safety measures should have been taken (Mombeuil and Uhde, 2021) and the growing concern about security in digital transaction platforms should be investigated. When GoTo was established, payment access to both parties was automatically integrated and linked in the systems to do transactions and use loyalty benefits such as Tokopedia diamond or Gopay coins. Even though consumers can gain greater benefits by having GoTo merged, protection concerns emerged from sharing and giving their individual information because the data is accessible from both Gojek and Tokopedia. User satisfaction with loyalty programs was not much analyzed by a merged company in the prior study. Therefore, the purpose of this study is to test a

construct of TAM and Perceived security on consumer satisfaction in a GoTo loyalty program. Findings will enhance the identification of attributes and factors towards customer satisfaction when using GoTo and ii) give managerial insights on what to improve on the loyalty program.

METHODS

This research used a quantitative approach and used exploratory study for the objective perspective by collecting data from the respondents using a survey method where the data was collected through Google Forms from April to May 2022. This research was conducted in Indonesia. The Survey questionnaire with purposive and snowball sampling was collected as the primary data. Our population includes Gojek and Tokopedia users who are considered active on using them daily. The users are those who joined and experienced the service, and their loyalty program benefits. This study was analyzed with a deductive approach. Data populations are from Indonesia's Jabodetabek and outside the Java Island region, the respondent age is in the range of 15 to above 40 years old. The online survey was distributed through social media such as Twitter, Instagram, and WhatsApp to find the targeted respondents. This research used simple random sampling for the techniques. The final sample consisted of 110 respondents/users of GoTo whom 65.4% were female and 34.6% were male. The data demography is shown in Table 1. In the instructions of the survey, respondents are the users of GoTo and are aware of the loyalty program offered by the company as well as a membership of Anak Sultan Gojek or Tokopedia Diamond. Respondents filled out based on their experience to rank their satisfaction with the loyalty program and consider privacy security.

The PLS-SEM techniques analysis was chosen because it can be used for exploratory, predictive, reflective-formative, and higher-order models (Henseler, Ringle, and Sarstedt, 2015). Explaining the results of the Structural Model, the tests of this research hypotheses used partial least squares structural equation modeling with SmartPLS 3.3 The PLS-SEM method is considered suitable for this research because the sample size is small and applications have a small theory. PLS-SEM is also appropriate because of how much it is used in the fields of marketing, behavioral science, and many more (Wong, 2013). The model

in this research is categorized as single-level latent variables of a reflexive-formative type. Having EOU, PU, PPS, and consumer satisfaction as latent variables in inner model criteria and each question based on each variable as observed variables are measured by reliability and validity test in outer model criteria. One layered question in PPS 4 was taken out due to a failed reliability check. In summary, Table 2 represents the theoretical framework of factors that drive consumer satisfaction in the Goto loyalty program. The statistical analysis tool used is Smart PLS 3.

Figure 1 presents the framework of our hypothesis development. As shown in this figure, we assume that the independent variables of EOU, PU, and PPS are the factors that affect consumer satisfaction. Another study (Zeng, 2017) examined the effect of satisfaction in the context of a multi-channel loyalty program which explained the ability to provide a seamless and consistent experience across different channels was an important factor in driving customer satisfaction and loyalty. Hence by having mentioned TAM theories and PPS, this study assumes those are factors that drive

consumer satisfaction in the GoTo loyalty program context.

The antecedents of consumer loyalty in ride-hailing have mentioned perceived privacy security to indicate consumer behavioral loyalty. To moderate potential security dangers, a few safety measures have been taken (Benazić et al. 2015). When consumers use Gojek or Tokopedia apps, they have agreed to the terms and conditions and are less concerned about the risks including disclosure of personal details, fraud of credit card, and online security. In unfortunate situations, cybercrime might carry out fraudulent transactions using the consumer identity and payment information of consumers. All things considered, there are still issues with how effective these protections are at preventing app developers from violating users' security (Rösner et al. 2020) Loyalty programs need the utilize of versatile apps, so we anticipate protection security to have a positive relationship with the program and therefore leads to customer satisfaction.

H₁: Perceived Privacy Security positively related to customer satisfaction

Table 1. Demographic Overview

Items		Percentage
Gender	Male	34.6%
	Female	65.4%
Age	15-20	3.7%
	21-24	16%
	25-29	28.4%
	30-34	6.2%
	35-39	3.7%
	>=40	42%

Items		Percentage
Domicile	Jabodetabek	75.3%
	Java	12.52%
	Outside Java Island	2.5%
Occupation	Student	19.8%
	Employee	40%
	Housewife	18.5%
	Entrepreneur	14.8%

Table 2. Construct reliability and validity

Items	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Customer Satisfaction	0.876	0.876	0.924	0.802
Perceived Ease of Use	0.856	0.864	0.912	0.776
Perceived Privacy Security	0.836	0.847	0.901	0.752
Perceived Usefulness	0.888	0.892	0.931	0.818

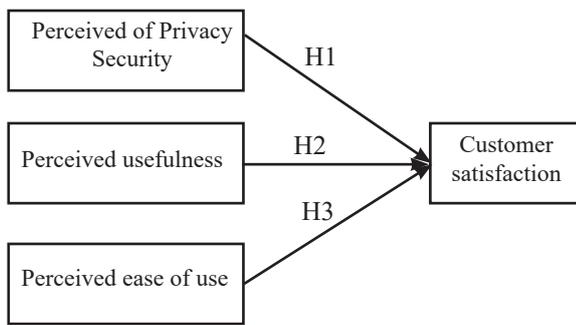


Figure 1. Research framework

The theory of Perceived Usefulness in the most cited paper (Davis, 2013) perceived usefulness as the most essential predictor of an individual adopting technology and finding it beneficial for their needs. Perceived usefulness refers to an individual's subjective perception of the extent to which a product or service can enhance their performance and productivity. Perceived usefulness is a crucial determinant of users' intention to adopt and utilize technology. Empirical studies have consistently demonstrated a positive relationship between perceived usefulness and various outcome variables, such as user satisfaction, behavioral intentions, and actual usage behavior. For instance, (Venkatesh and Davis, 2000) found that perceived usefulness significantly influenced users' intention to continue using an information system. Similarly, other researchers have confirmed the impact of perceived usefulness on consumer adoption of mobile applications, online platforms, and e-commerce services. In the context of GoTo, this refers to the extent to which customers are willing to continue to use and participate in the integrated digital loyalty program with its new offer and feature they promoted. As Gojek and Tokopedia individually already have their market, can the exchanged points benefits affect consumer loyalty? As we hypothesize:

H₂: perceived usefulness positively related to customer satisfaction

In describing Perceived Ease of Use, the underlying theory of PEU is a fundamental concept in the realm of consumer behavior and technology acceptance. Perceived ease of use refers to an individual's subjective assessment of how effortless it is to use a particular product or service. According to the Technology Acceptance Model (TAM) proposed by Davis (1989), perceived ease of use plays a crucial role in shaping users' attitudes and intentions toward adopting and utilizing technology. It is the extent of

a person who uses technology without facing fewer difficulties and to the extent they have it effortlessly (Davis, 2013; Jahangir and Begum, 2008). Researchers concluded that if a product or service is perceived as easy to use, individuals are more likely to engage with it and reap the associated benefits. Empirical studies have consistently demonstrated that perceived ease of use influences users' attitudes, intentions, and actual usage behavior. Having Gojek and Tokopedia merged, their mobile application systems are linked to each other which might change the users on using the app. We claim that, given all other factors being equal, a user-friendly application is more likely to be accepted. Seeing people from across generations adopting GoTo apps very well leads to consumer satisfaction.

H₃: perceived ease of use positively related to customer satisfaction

RESULTS

The given demographic overview presents some key statistics related to the gender, age, domicile, and occupation of a particular population. In terms of gender, the population is composed of 34.6% males and 65.4% females. While about age distribution, the largest age group is those aged 40 and above, which accounts for 42% of the population. The second-largest age group is those aged 25-29, which accounts for 28.4% of the population. For domicile, most of the population (75.3%) resides in Jabodetabek, followed by Java (12.52%) and those living outside Java Island (2.5%).

The measurement for this study used five-point Likert-type scales (1= "strongly disagree", 5 = "strongly agree") the construct reliability and validity are shown in Table 2. Respondents reported their satisfaction with the digital loyalty program of GoTo with variables consisting of perceived ease of use ($\alpha = 85$), perceived privacy security ($\alpha = 83$) perceived usefulness, and consumer satisfaction ($\alpha = 87$) as dependent variables (Lee and Wong, 2021). All the variables used three-item scales except for perceived privacy security which used four-item scales. The findings show sufficient validity and reliability. Cronbach's alpha values (α) and composite reliabilities (ρ) were all greater than .70. Each construct's average variance extracted (AVE) in Table 2 value was greater than the squared correlation with any other construct, indicating sufficient convergent and discriminant validity.

The Fornell-Larcker criterion and the Heterotrait-Monotrait ratio of correlations (HTMT) criterion were used to assess discriminant validity. According to the Fornell-Larcker criterion, the square root of the AVE for each construct should be greater than the inter-construct links and the HTMT value between the two constructs should be less than 0.85 (Mohammadi and Mahmoodi, 2019) shown in Table 3.

All constructs with multi-item scales were subjected to construct reliability, convergent validity, and discriminant validity tests. The Heterotrait-Monotrait Ratio (HTMT) of each latent construct is presented in Table 4. The results indicated that all HTMT values were below the threshold of 0.85, providing evidence of adequate discriminant validity.

The R-square values for the dependent constructs, as well as the effect size, significance level, and t-values of the structural path coefficients, are used in PLS-SEM model evaluations. A bootstrap resampling procedure was used to calculate standard errors and t-values

(On the use of partial least squares path modeling in accounting research). Models indicate whether the R-square of each construct shows significant results. We tested the hypothesis of H1(PPS) H2(PU) H3(EOU), and the results yielded that from three hypotheses that have been tested for this study, PPS ($F = .05$) showed no significant impact on consumer satisfaction. Therefore, H1 is not supported ($\beta = 0,181$ and $p\text{-value} = 0,119$). The results of PU ($F = .32$) and EOU ($F = .16$) are positive and significant to consumer satisfaction. Hence in this study, H2 and H3 are supported.

The construct of perceived ease of use and perceived usefulness by TAM has a significant impact on consumer satisfaction, therefore it concludes that the mobile application of Gojek and Tokopedia is not difficult to use, interface friendly, and the loyalty program their offer positively influences the consumer satisfaction, shown in Table 5 Path coefficients. This study contributes to loyalty program literature by empirically examining how PPS, EOU, and PU can influence customer satisfaction.

Table 3. Fornell-Larcker Criterion

	Customer Satisfaction	Perceived Ease of Use	Perceived Privacy Security	Perceived Usefulness
Customer Satisfaction	0.895			
Perceived Ease of Use	0.732	0.681		
Perceived Privacy Security	0.624	0.666	0.867	
Perceived Usefulness	0.732	0.629	0.504	0.904

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	Customer Satisfaction	Perceived Ease of Use	Perceived Privacy Security	Perceived Usefulness
Customer Satisfaction				
Perceived Ease of Use	0.836			
Perceived Privacy Security	0.719	0.777		
Perceived Usefulness	0.826	0.724	0.586	0.826

Table 5. Path Coefficients

	Original Sample	Sample Mean	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Perceived Ease of Use → Customer Satisfaction	0.345	0.343	0.105	3.287	0.001
Perceived Privacy Security → Customer Satisfaction	0.181	0.181	0.116	1.560	0.119
Perceived Usefulness → Customer Satisfaction	0.424	0.429	0.089	4.748	0.000

The PLS-SEM approach was chosen because it can be used for exploratory, predictive, reflective-formative, and higher-order models (Henseler et al. 2015). The model in this research is categorized as single-level latent variables of a reflexive-formative type. Having EOU, PU, PPS, and consumer satisfaction as latent variables in inner model criteria and each question based on each variable as observed variables are measured by reliability and validity test in outer model criteria. One layered question in PPS 4 was taken out due to a failed reliability check. In summary, Table 2 represents the theoretical framework of factors that drive consumer satisfaction in the Goto loyalty program.

Managerial Implication

The findings of this study have several managerial implications for e-commerce and other companies operating loyalty programs in the digital marketing space. Firstly, the positive acceptance of the merged loyalty program indicates that the consolidation and rebranding efforts have been well-received by customers. This suggests that companies undergoing mergers or strategic partnerships can leverage their combined strengths to create a more appealing loyalty program that resonates with customers. The emphasis on perceived usefulness and perceived ease of use as key drivers of consumer satisfaction highlights the importance of delivering a seamless and user-friendly experience within the loyalty program. Companies should invest in intuitive interfaces, simplified processes, and user-friendly features to enhance the perceived ease of use and ensure that customers can easily navigate and derive value from the loyalty program.

The study reveals that privacy security concerns are not the primary focus for Indonesian consumers when evaluating the GoTo loyalty program. However, this should not undermine the significance of maintaining robust privacy and security measures. Companies should continue to prioritize data privacy, transparency, and trust-building initiatives to safeguard customer information and ensure a secure environment for loyalty program participation. Furthermore, the study emphasizes the cultural context in influencing consumer behavior.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study aims to investigate the driver of consumer satisfaction in the Loyalty Program of PT. Karya Anak Bangsa, Gojek and PT. Tokopedia just decided to merge their company in May 2021 and changed their name to GoTo. The answer to this study's research question is that the variables of TAM are a significant factor for customer satisfaction in loyalty programs. Without perceived ease of use and perceived usefulness, customers might not out attention to using the benefits offered from the app. This research contributes to the length of TAM studies under the loyalty program in a merged company area. Testing perceived privacy security in this goto context along with TAM, enhance findings compared to other study.

In other studies, it is proven that information and security on the app are vital to the service and influence the passengers' experience, satisfaction, and re-ride intentions. Different in Indonesia, the consumer did not consider privacy security as their biggest concern in the GoTo digital loyalty program. The comparable studies of security matters through app quality dimensions that influence satisfaction in other countries found that there are differences in consumer behavior results based on the cultural context.

In conclusion, most of the customer in this study does accept the merged loyalty program. The following attributes greatly influence positively of GoTo loyalty program positively because the consumer feels at ease and GoTo is very useful daily. The application of Gojek and Tokopedia is not difficult to use, and interface friendly, and the loyalty program they offer positively influences consumer satisfaction. One significant finding that fills the gap on security matters is that a previous study finds that the perception of security privacy has become a consumer concern on using digital platforms. Thus with these findings, managers can improve more on the user interface if any feature is added to the app. Having a low awareness of security matters from Indonesian customers, managers can provide a more friendly user journey on the terms and conditions whenever customers operate the app to prevent any unwanted sue or harm to the company.

Recommendations

However, this study has limitations, first, the population sample in this study is only in Indonesia across Jabodetabek and outside Java Island. The subject research only focuses on the GoTo loyalty program, many examples of loyalty programs such as programs from joint ventures or other industries can be investigated in further research. In this research, PPS is rejected, because the users are not aware of privacy security to the extent that it is not a concern of privacy security to use the GoTo application. Conducting longitudinal studies would provide insights into how consumer satisfaction and loyalty evolve in the context of loyalty programs. Examining changes in attitudes and behaviors can provide a more dynamic understanding of the factors influencing loyalty. Researcher may examine other antecedents such as cybersecurity awareness or digital literacy can be examined in future research and cases that can provoke the users on privacy and security matters.

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