J-INTECH (Journal of Information and Technology)
Accredited Sinta 4 Ministry of Higher Education, Science and Technology Republic of Indonesia SK No. 10/C/C3/DT.05.00/2025
E-ISSN: 2580-720X || P-ISSN: 2303-1425

Analyzing Key Success Factors for Driving Repurchasing Conversion in E-CRM: Customer Insights on Gojek Application in Batam

Mellberg Limanda[1*], Eryc[2], Indasari Deu[3]

[1,2,3]*Universitas Internasional Batam, Faculty of Computer Science, Information Systems, Baloi-Sei Ladi, Jl. Gajah Mada, Tiban Indah, Kec. Sekupang, Kota Batam, Kepulauan Riau 29426, Indonesia*

Keywords

E-CRM; Gojek;Repurchase Intention; TAM-TPB

Corresponding Author:
2231127.mellberg@uib.edu

Abstract

This study examines the determinants of repurchase intention in Gojek's digital service environment by integrating the Technology Acceptance Model (TAM) and the Theory of Planned Behavior (TPB), with Customer Relationship Management (CRM) serving as the contextual framework. In this study, CRM is not operationalized as an independent variable but provides the contextual setting for understanding user interactions with the platform. Using a sequential mixed-methods design, Qualitative findings reveal that price sensitivity is the most dominant factor influencing repurchase decisions for key drivers of repurchase intention, followed by usability, functional efficiency, and trust. Quantitative analysis via Partial Least Squares Structural Equation Modeling (PLS-SEM) confirmed that Perceived Ease of Use significantly influences Perceived Usefulness, which shapes Attitude, while Attitude and Perceived Behavioral Control strongly predict Repurchase Intention; Subjective Norms exert a weaker effect. By positioning CRM as a contextual environment rather than a measured construct, this study extends the application of the TAM–TPB framework in digital ride-hailing services and provides practical insights for strengthening customer retention strategies.

1. Introduction

Customer Relationship Management (CRM) is widely recognized as a strategic tool that enables firms to understand customer needs and behavior, allowing them to improve service delivery and strengthen customer relationships [1]. With advances in digital technology, CRM has evolved into Electronic Customer Relationship Management (E-CRM), which utilizes real-time data, automation, and analytics to support marketing, sales, and customer service activities. Consequently, CRM and E-CRM are increasingly essential for attracting, engaging, and retaining customers in competitive markets [2]. Within this CRM context, repurchase intention or a customer's likelihood of reusing a service serves as a critical indicator of loyalty and long-term profitability [3], especially given that retaining existing users is more cost-effective than acquiring new ones [4]. yet customers frequently discontinue usage due to changing preferences, limited personalization, or ineffective engagement strategies. Consumer loyalty increases when products or services deliver superior satisfaction, thereby

reducing customers' willingness to switch to competing alternatives [5]. underscoring the need to understand the determinants of repurchase intention in competitive digital markets.

Despite the growing importance of CRM in digital platforms, several theoretical and empirical gaps remain, particularly regarding regional diversity within Indonesia. Much of the existing research on digital platforms and CRM practices has been conducted in major metropolitan areas on the island of Java, such as Jakarta, Bandung, and Surabaya, where digital infrastructure, consumer behavior, and market maturity differ from other regions. As a result, findings from these contexts may not fully represent consumer dynamics in emerging urban centers outside Java. Batam provides a relevant empirical context for examining these dynamics. As one of Indonesia's rapidly growing industrial and trade centers, Batam has experienced rapid digital adoption alongside tourist mobility exceeding 1.6 million visitors in 2025. This growth has intensified competition among digital platforms such as Gojek, Grab, and Maxim, each continuously adapting its innovation strategy to remain competitive [6],[7]. As consumer expectations evolve, service providers must continuously adapt their offerings to remain competitive [8]. Customer switching behavior remains common in digital service platforms, as users frequently move between applications in search of better pricing, service efficiency, or promotional benefits. This dynamic highlights the importance of understanding the technological and behavioral factors that influence continued platform usage within digital CRM environments.

Existing studies often examine technology adoption or customer behavior separately, resulting in limited understanding of how technological perceptions and behavioral intentions jointly influence continued platform usage in digital service environments. For example, [9] analyzed CRM's effect on satisfaction among Gojek users in Batam, but did not explore deeper behavioral or technological drivers of continued use. Gojek provides a relevant case for addressing this gap, as one of Indonesia's largest digital platforms with over 170 million users and 3 million driver partners (Gojek, 2025), supported by E-CRM practices such as customer profiling, targeted promotions, responsive support, and real-time tracking [10], [11]. From a TAM–TPB perspective, perceived ease of use and usefulness shape customer attitudes [12], while subjective norms and perceived behavioral control influence repurchase intentions. Prior findings in Batam, such as those by [13], further show that ease of use, perception, and trust are central to loyalty. Thus, applying the TAM–TPB framework within the digital CRM environment of ride-hailing platforms provides a stronger conceptual foundation for examining repurchase behavior in Batam's competitive market.

To strengthen the theoretical foundation, previous studies support the integration of the Technology Acceptance Model and the Theory of Planned Behavior. Study [14] showed that combining perceived usefulness and perceived ease of use from TAM with attitude, subjective norm, and perceived behavioral control from TPB improves the explanation of behavioral intention compared to using either model separately. This finding indicates that technological perceptions and behavioral factors jointly shape user intention. In addition, the Unified Theory of Acceptance and Use of Technology proposed by [15], integrated TAM, TPB, and other intention-based models into a single framework, further supporting the use of combined theoretical approaches in technology-related behavior research. Together, these studies provide a clear theoretical justification for applying an integrated TAM and TPB framework to examine repurchase intention in digital CRM contexts such as Gojek.

Empirical studies across diverse contexts including public transportation [16], premium airline services [17], e-commerce [18], to digital platforms and loyalty programs in Indonesia [19], consistently identify perceived usefulness, attitude, and perceived behavioral control as strong predictors of repurchase intention. In contrast, perceived ease of use and subjective norms often show context-dependent effects influenced by user experience and social dynamics [20]. Studies on Gojek users in Pontianak [11] further emphasize the significance of perceived usefulness and brand value in shaping purchase decisions, reinforcing TAM's explanatory power in Indonesian ride-hailing services. Meanwhile, CRM and E-CRM literature emphasize the importance of maintaining long-term customer relationships in digital service platforms, reinforcing the relevance of examining factors that encourage continued usage.

Despite the growing importance of CRM-driven digital platforms in Indonesia, several research gaps remain. First, many studies on ride-hailing services examine either technological acceptance factors (TAM) or behavioral intention factors (TPB) separately, resulting in limited understanding of how technological perceptions and behavioral motivations jointly shape repurchase decisions. Second, empirical research on Gojek users in Batam remains limited and has largely focused on satisfaction or loyalty, rather than examining the underlying cognitive and behavioral mechanisms influencing continued platform usage. Third, most prior studies rely primarily on single-method quantitative approaches, which may overlook contextual insights into user experiences with digital platforms.

To address these limitations, this study integrates the Technology Acceptance Model and the Theory of Planned Behavior within the contextual environment of digital CRM interactions to examine the determinants of repurchase intention among Gojek users in Batam. By combining qualitative insights with PLS-SEM analysis, this research provides a more comprehensive understanding of how technological perceptions, behavioral control, and social influence jointly shape continued platform usage in competitive ride-hailing markets. Therefore, hypotheses are formulated:

H1: Perceived Ease of Use (PEOU) positively affects Perceived Usefulness (PU).

H2: Perceived Usefulness (PU) positively affects Attitude Toward Behavior (ATT).

H3: Attitude Toward Behavior (ATT) positively affects customers' Repurchase Intention (RPI).

H4: Subjective Norms (SN) positively affect customers' Repurchase Intention (RPI).

H5: Perceived Behavioral Control (PBC) positively affects customers' Repurchase Intention (RPI).

2. Research Method

This study employs a sequential qualitative–quantitative mixed-methods design to examine the technological and behavioral determinants of repurchase intention in the context of Gojek's digital service platform and CRM interactions. The qualitative phase explores users' experiences with the Gojek application, including interaction challenges and CRM-related touchpoints such as service responsiveness and communication. Insights from this phase informed the refinement of the questionnaire used in the subsequent quantitative phase. The quantitative stage tested the relationships among TAM–TPB variables using a structured survey and Partial Least Squares Structural Equation Modeling (PLS-SEM). This combined approach enables in-depth exploration of user experience while providing statistical evidence of the factors driving repurchase intention. The study was conducted in Batam, Indonesia, with data collected between August and November 2025.

2.1 Population and Samples

The research population consisted of active Gojek users residing in Batam, Indonesia. Given the large and heterogeneous user base and the absence of a publicly available sampling frame of platform users, probability sampling was not feasible. Therefore, a non-probability sampling approach was employed, combining purposive and convenience sampling techniques. Purposive sampling was used to ensure that respondents met criteria relevant to the research objectives. Participants were required to be at least 17 years old, reside in Batam, have completed at least one Gojek transaction within the past three months, and use the application at least once per month. These criteria ensured that respondents had sufficient experience with the platform to meaningfully evaluate their usage behavior. Convenience sampling was then used to facilitate participant recruitment through online distribution channels, allowing efficient access to active platform users.

Although non-probability sampling limits the generalizability of findings to the entire population of Gojek users, it is commonly applied in behavioral research on digital platform adoption when complete sampling frames are unavailable. This approach is also commonly adopted in PLS-SEM studies that emphasize theory testing and predictive relationships rather than population estimation. However, the demographic characteristics of respondents, such as age, gender, and frequency of platform usage, may influence behavioral responses and should therefore be considered when interpreting the results. Consequently, the findings primarily reflect the

behavioral tendencies of digitally active users in Batam and may not fully represent all demographic segments of the broader Gojek user population.

Sample size determination followed the 10-times rule together with statistical power considerations. Based on the number of indicators and structural paths directed toward Repurchase Intention, a minimum sample of 200 respondents was required to achieve a statistical power level of 0.80 at a 5% significance level. Accordingly, the quantitative phase targeted at least 200 valid responses. For the qualitative phase, five information-rich participants were purposively selected from survey respondents who met the inclusion criteria and agreed to participate in follow-up interviews. This sample size was sufficient to achieve thematic saturation and to provide contextual insights that complement and help interpret the quantitative findings.

2.2 Research Instrument

This study employed two complementary research instruments developed sequentially in accordance with the qualitative–quantitative design. The first instrument was a semi-structured interview guide used to explore participants' lived experiences with the Gojek application, including initial interactions, perceived challenges, ease of use, usefulness, and social and environmental factors influencing continued usage. The interview questions also incorporated Customer Relationship Management (CRM) dimensions such as service responsiveness, communication tone, problem resolution, personalization, and trust recovery to capture how relational experiences shape repurchase intention. Insights from the qualitative phase were used to refine and contextually adapt the second instrument, a structured questionnaire designed to quantitatively measure TAM–TPB constructs using validated items. All questionnaire items were rated on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) and translated into Bahasa Indonesia to enhance clarity and response accuracy, forming the basis for subsequent PLS-SEM analysis

2.2.1 Qualitative Measurements

The semi-structured interview consisted of the following core questions:

1. Can you tell me about your experience when you first started using the Gojek app?
2. When you face difficulties using Gojek, which help channels do you usually turn to, and why?
3. Overall, how has Gojek made your daily life easier or more efficient?
4. Which Gojek features do you find most useful, how could those be improved to better serve you?
5. Overall, how do you feel about using Gojek?
6. If Gojek communicates with you what tone or message style would make you feel respected and more loyal?
7. Do your friends/family or people you follow influence your decision to use Gojek? How?
8. To what extent do online reviews, influencers, or social campaigns influence your decision to continue using Gojek?
9. What factors make it easy or difficult for you to complete a transaction on Gojek?
10. When you experience issues such as errors or failed payments, how confident are you in resolving the problem on your own?
11. What factors influence your decision to keep using Gojek or switch to another platform?
12. Would personalized rewards, exclusive offers, or tailored messages make you more likely to keep using Gojek? Why or why not?
13. How do you feel about how Gojek uses your personal data to send offers or suggestions?
14. Can you recall a time when Gojek made a mistake, how did they handle it and how did that affect your trust?
15. Compared to other apps or companies, how would you evaluate Gojek's communication strategy? Are there any companies you feel communicate better than Gojek?

2.2.2 Quantitative Measurements

The table below presents the operationalization of variables, including their corresponding indicators, item statements, sources, and measurement scales.

Table 1. Variables

Variable.	Indicator Code	Statement/Item	Source
Perceived Ease of Use	PEOU01	Learning how to use Gojek Application is easy for me.	[21]
	PEOU02	I do not need excessive effort in order to use the Gojek Application	[21]
	PEOU03	I rarely need to refer to a user manual when using the Gojek application.	[18]
	PEOU04	Overall, I find it easy to use the Gojek application	[18]
Perceived Usefulness	PU01	Using Gojek makes my life easier compared to using other transportation or delivery options.	[18]
	PU02	The Gojek application helps me complete my activities more quickly and conveniently.	[19]
	PU03	I find the features in the Gojek application useful for managing my transactions.	[18]
	PU04	Overall, using the Gojek application enhances the quality of my daily activities.	[18]
Attitude toward behavior	ATT01	I believe that continuing to use the Gojek application is a good idea.	[16]
	ATT02	Using Gojek again in the future would be beneficial for me.	[16]
	ATT03	I enjoy using the Gojek application for my transportation and delivery needs.	[16]
	ATT04	Overall, I have a positive perception purchasing through Gojek	[17]
Subjective Norms	SN01	My decision to use the Gojek application is influenced by my family and peers.	[16]
	SN02	If people important to me use Gojek, I am more likely to use it too.	[17]
	SN03	My family and peers supports my decision in using Gojek.	[16]
	SN04	Social Media Campaigns and advertisement from people I follow influence my likelihood in purchasing through Gojek.	[16]
Perceived Behavior Control	PBC01	The decision to make a purchase through Gojek ins entirely dependent on me.	[16]
	PBC02	The process of making a transaction in Gojek is easy for me.	[17]
	PBC03	I have enough resource and knowledge to support my decision in making a transaction in Gojek	[17]
	PBC04	I can continue using Gojek whenever I want because I have the time and access needed to do so.	[16]
Repurchase Intention	RPI01	I am willing to use Gojek again because of the benefits they give me.	[20]
	RPI02	I will positively consider making another transaction in Gojek again in the future.	[17]
	RPI03	I will recommend Gojek application to other people	[16]
	RPI04	Gojek will remain my preferred choice for transportation or delivery services	[16]

2.3 Data Collection

Data collection was conducted sequentially in line with the qualitative–quantitative mixed-methods design. The qualitative phase was carried out first through semi-structured online interviews with five purposively selected Gojek users who met the inclusion criteria. Each interview lasted approximately 20–30 minutes, was conducted via video call, audio-recorded with participant consent, and transcribed verbatim for analysis. The interviews explored users' experiences from initial to continued usage of the Gojek application, focusing on perceived ease of use, perceived usefulness, social influence, perceived behavioral control, and repurchase intention, as well as CRM-related aspects such as customer service responsiveness, communication, problem

handling, personalization, and trust recovery. Insights from this phase informed the refinement of the quantitative instrument. Subsequently, the revised questionnaire was distributed online via Google Forms to active Gojek users in Batam using social media and community networks. Screening questions ensured respondents were at least 17 years old, had completed at least one Gojek transaction in the past three months, and used the application at least once per month. The quantitative phase targeted a minimum of 200 valid responses to meet statistical power requirements for structural equation modeling.

2.4 Data Analysis

Qualitative data were analyzed using thematic analysis, beginning with repeated transcript review to ensure familiarity, followed by inductive coding to capture users' perceptions related to usability, behavioral motivation, and CRM interactions. Codes were guided by the conceptual domains of the Technology Acceptance Model, the Theory of Planned Behavior, and CRM touchpoints, and were subsequently grouped into broader themes representing recurring patterns across participants. These themes informed the contextual refinement of the quantitative instrument. Quantitative data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS following a two-stage approach. The measurement model was first evaluated for indicator reliability, internal consistency, and convergent and discriminant validity, after which the structural model was assessed using bootstrapping at a 5% significance level. Model quality was further examined through the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2).

3. Result and Discussions

3.1 Qualitative Findings

The thematic analysis produced five major themes that summarize users' experiences and perceptions of the Gojek application. Among these, price sensitivity emerged as the most dominant and consistently mentioned factor, shaping respondent's repurchase decisions more strongly than any other aspect of the service.

3.1.1 Theme 1: Price Sensitivity and Repurchase Decisions

Price was the strongest determinant of platform choice. Respondents frequently compared fares and switched platforms based on promotions. As Respondent 5 stated, "Simple: the cheaper one wins," while Respondent 3 noted, "I use Gojek if there are promos. If not, I switch." Even satisfied users prioritized cost, although personalized promotions created positive emotional responses, as expressed by Respondent 4: "If there are exclusive offers just for me, I feel appreciated." These findings indicate that repurchase behavior is primarily price-driven.

3.1.2 Theme 2: Effortless Interaction and Perceived Control

Participants generally perceived Gojek as intuitive and easy to use, with familiar interface elements reducing effort. Respondent 5 noted, "The app basically guides you." Temporary disruptions, such as poor internet connectivity or slow system responses, occasionally reduced perceived control but did not undermine overall confidence.

3.1.3 Theme 3: Functional Value and Daily Efficiency

Gojek was valued for its reliability and efficiency in time-sensitive situations. Respondent 1 stated, "Gojek makes life more efficient. If I can't drive or I'm in a hurry, I just order." Although price increases caused frustration, users still acknowledged the platform's functional benefits, which supported continued use but remained secondary to pricing considerations.

3.1.4 Theme 4: Social Influence in Early Adoption

Social influence played a role mainly during early adoption, with users often learning the app through friends or family. Respondent 2 shared, "My friend taught me how to order the first time." Over time, decisions were driven more by personal convenience and cost, indicating diminishing social influence.

3.1.5 Theme 5: Trust, Security Perceptions, and Service Recovery

Most participants expressed confidence in Gojek's data security and transaction processes. Respondent 5 stated, "I trust the app. If I use it, I believe they won't misuse my data." Users also appreciated responsive customer service and compensation, although some found voucher terms restrictive. Trust and effective recovery mechanisms reinforced positive evaluations despite minor disruptions.

3.1.6 Summary of Qualitative Findings

The qualitative findings provide contextual insight into how users experience the Gojek application and explain the behavioral mechanisms examined in the quantitative model. Overall, users perceive Gojek as easy to use and predictable, which supports a strong sense of control during transactions and contributes to a comfortable user experience. Functional value and daily efficiency play an important role in shaping positive attitudes toward continued use, particularly in time-sensitive situations. Social influence is most relevant during the early stages of adoption, as users often rely on friends or family when first learning the application, but its influence decreases as familiarity increases and personal evaluation becomes dominant. Trust in data security, transaction reliability, and customer service responses helps stabilize user perceptions, even when minor service issues occur. However, price sensitivity remains the strongest determinant of repurchase and switching behavior, with users frequently comparing platforms and responding to promotional offers. These findings demonstrate that repurchase intention is formed through repeated interactions that combine usability, perceived value, trust, and economic considerations, thereby reinforcing and contextualizing the relationships tested in the quantitative TAM–TPB model.

3.2 Quantitative Findings

3.2.1 Overview

Following the qualitative phase, the quantitative analysis employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the relationships within the integrated TAM–TPB framework, which is suitable for predictive behavioral models with multiple latent constructs.

3.2.2 Respondent Profile

A total of 285 valid responses were obtained from active Gojek users in Batam. The majority were aged 17–25 years (42.2%), followed by 26–34 years (24.7%), The gender distribution was balanced (54% male; 46% female). Most respondents had completed high school (42.5%) or held an undergraduate degree (34.5%), and the sample was largely composed of private-sector employees. This demographic profile aligns with groups that frequently use mobile-based ride-hailing and delivery services.

3.2.3 Measurement Model Evaluation

Internal consistency and convergent validity were confirmed, with Composite Reliability values ranging from 0.914 to 0.931 and AVE values between 0.727 and 0.771, exceeding recommended thresholds. Discriminant validity was evaluated using the Fornell–Larcker criterion, cross-loadings, and the HTMT ratio. Several HTMT values were relatively high, particularly among PEOU, PU, and Attitude, indicating substantial correlation between these constructs. However, this overlap is theoretically expected because these variables represent closely related and sequential cognitive evaluations within the Technology Acceptance Model (TAM). Methodological literature notes that high HTMT values may occur in theory-driven models when constructs capture adjacent stages of the same behavioral process rather than conceptually unrelated dimensions [21],[22]. Similar patterns have also been reported in prior TAM-based studies where perceived ease of use and perceived usefulness jointly influence user attitudes toward technology adoption[23],[24]. Therefore, the measurement model was considered acceptable for subsequent structural analysis.

3.2.4 Structural Model Evaluation

Table 2. Path Coefficients

Hypotheses.	Relationship	Path Coefficient (β)	T-Statistic	P-Value	Result
H1	PEOU → PU	0.9	56.184	0	Supported
H2	PU → ATT	0.856	38.782	0	Supported
H3	ATT → RPI	0.255	3.585	0	Supported
H4	PBC → RPI	0.369	6.079	0	Supported
H5	SN → RPI	0.334	6.106	0	Supported

PEOU had a very strong effect on PU, indicating that ease of interaction substantially enhances perceived usefulness. PU strongly shaped Attitude, reflecting the importance of functional value in forming positive user evaluations. Among direct predictors of Repurchase Intention, PBC showed the strongest influence (β = 0.369), followed by SN (β = 0.334) and Attitude (β = 0.255). This suggests that confidence in using the app and social reinforcement play significant roles in continued usage.

Coefficient of Determination (R^2) and Predictive Relevance (Q^2)

Table 3. Coefficient of Determination (R^2) and Predictive Relevance (Q^2)

Endogenous Construct	R^2	R^2 Adjusted	Q^2
Perceived Usefulness (PU)	0.81	0.809	0.58
Attitude Toward Behavior (ATT)	0.733	0.732	0.59
Repurchase Intention (RPI)	0.837	0.836	0.63

The model demonstrated substantial explanatory and predictive power across all endogenous constructs. Perceived Ease of Use explained 81% of the variance in PU (R^2=0.81), while PU accounted for 73% of ATT (R^2=0.73). Repurchase Intention showed the highest explanatory value, with 84% of its variance explained by ATT, PBC, and SN (R^2=0.84). All Q^2 values exceeded recommended thresholds, confirming strong out-of-sample predictive relevance of the model.

Effect size analysis indicated very large effects for PEOU → PU (f^2 = 4.266) and PU → ATT (f^2 = 2.743). These high values occur because PU is primarily explained by PEOU, and ATT is largely explained by PU, reflecting the sequential cognitive evaluation chain in the TAM–TPB framework. Medium effects were observed for PBC (f^2 = 0.149) and SN (f^2 = 0.160) on Repurchase Intention, with Attitude showing a small effect (f^2 = 0.057). Overall, the results confirm that usability and functional value are the strongest drivers of repurchase intention, while behavioral control and social influence contribute moderately.

3.3 Integration of Qualitative and Quantitative Findings

Table 4. Integration of Qualitative and Quantitative Findings

Construct	Qualitative Theme	Quantitative Evidence	Integrated Interpretation
Perceived Ease of Use (PEOU)	Users describe Gojek as simple, efficient, and predictable, with interface familiarity reducing effort.	Strong loadings, significant effect on PU and ATT.	Ease of use enhances perceived value and user comfort supporting satisfaction as a CRM outcome that strengthens attitudes and continuity of use.
Perceived Usefulness (PU)	Users emphasize efficiency, time-saving, and service completeness as key reasons for habitual use.	Significant predictor of ATT and RPI.	The functional benefits translate into perceived value, a central CRM driver

Construct	Qualitative Theme	Quantitative Evidence	Integrated Interpretation
			of loyalty intentions, reinforcing PU's strong statistical role.
Attitude Toward Use (ATT)	Positive emotional orientation toward convenience and reliability; minor frustrations appear mostly price-related.	Strong predictor of RPI.	Favorable attitudes reflect affective satisfaction, clarifying why attitude strongly drives repurchase behavior within CRM logic.
Subjective Norms (SN)	Social influence is situational; friends/family primarily shape initial adoption, not long-term use.	Moderate influence on RPI.	Weak effect explained by limited social pressure; decisions shift toward individual value judgments, not social CRM effects.
Perceived Behavioral Control (PBC)	Users feel capable and confident; barriers arise only from external conditions (internet, payment errors).	Significant predictor of RPI.	PBC fosters transaction confidence, aligning with service trust in CRM, supporting continued engagement when operational barriers are low.
Repurchase Intention (RPI)	Users express intention to continue using Gojek due to reliability, habit, and consistent convenience, modulated by price sensitivity.	Strongly predicted by PU, PEOU, ATT, PBC.	Repurchase behavior emerges from a combination of perceived value, trust, and satisfaction—core CRM components that reinforce long-term user loyalty.

In this study, CRM is positioned as a relational outcome framework that explains how TAM–TPB mechanisms translate into loyalty-oriented behaviors. The integration of qualitative and quantitative findings demonstrates strong convergence between user experiences and the statistical relationships within the TAM–TPB model. Both data sources indicate that repurchase behavior on Gojek is shaped by usability, perceived value, affective evaluations, transaction confidence, and continuity of experience dimensions that closely align with CRM outcomes such as satisfaction, trust, and long-term engagement.

Qualitative insights clarify the strong quantitative pathways observed in the structural model. Users' descriptions of Gojek as simple, predictable, and efficient explain the robust effects of PEOU on PU and ATT. Functional benefits such as time efficiency and service reliability reinforce the central role of perceived usefulness in shaping positive attitudes and repurchase intentions. Social influence is mainly relevant during early adoption, which accounts for the moderate effect of SN, while continued use is driven primarily by personal value assessments. Confidence in completing transactions, supported by system reliability, further strengthens repurchase intention through PBC. Overall, the triangulated findings confirm that loyalty in Gojek's digital ecosystem emerges from the interaction of technological perceptions (TAM–TPB constructs) and relationship-oriented CRM elements, providing a holistic explanation of repurchase behavior in competitive digital service markets.

3.4 Comparison with prior studies

Perceived Ease of Use (PEOU) significantly influences Perceived Usefulness (PU), suggesting that users who perceive the Gojek application as easy to operate are more likely to recognize its practical value. In turn, perceived usefulness positively shapes user attitudes, which ultimately contributes to stronger repurchase intention (RPI). This relationship is consistent with prior studies on digital platform adoption, which similarly identify usability and functional value as key drivers of user attitudes and continued service usage [11],[25].

Attitude Toward Use (ATT) and Perceived Behavioral Control (PBC) are significant predictors of Repurchase Intention (RPI), suggesting that both positive evaluations of the platform and users' confidence in completing transactions contribute to continued usage. Attitude itself is positively shaped by Perceived Ease of Use (PEOU) and Perceived Usefulness (PU), indicating that users are more likely to develop favorable evaluations when the platform is easy to use and provides clear functional benefits. These findings are consistent with prior studies

on digital service adoption, which similarly report that positive user attitudes and perceived control play important roles in encouraging continued service usage and customer loyalty intentions [16],[17].

Subjective Norms (SN) were found to have a significant but relatively weaker effect on Repurchase Intention (RPI), indicating that social influence still contributes to users' decisions to continue using the platform. This finding is consistent with prior studies on digital platform adoption, which report that social influence tends to play a more limited role once users become familiar with the service and rely more on personal experience when making continued usage decisions [16],[17].

3.5 Theoretical Contributions

This study reinforces and extends the integrated TAM–TPB framework in the context of CRM-based digital services. First, the strong effects of PEOU on PU and Attitude confirm the TAM cognitive pathway and show that in mature ride-hailing usage, usability plays an even stronger role than reported in earlier studies. Second, the significant influence of PU on Attitude and Repurchase Intention (RPI) highlights how functional value aligns with CRM concepts such as perceived value and satisfaction, providing a more relational interpretation of TAM. Third, the modest role of Subjective Norms (SN) refines TPB by showing that social influence matters mainly in early adoption, not long-term behavior, contrary to many TPB studies where SN remains a dominant predictor. Fourth, the importance of Perceived Behavioral Control (PBC) demonstrates its connection to transactional confidence and trust, integrating TPB with CRM trust mechanisms. Finally, combining qualitative themes with PLS-SEM results offers a more comprehensive model of digital loyalty, showing that repurchase intention is shaped by both technological perceptions and relationship-oriented factors, an important contribution to CRM and digital service literature.

3.6 Practical Implications

Several practical insights emerge for Gojek. First, the strong effects of PEOU and PU indicate that continuous improvements to app simplicity, speed, and reliability will directly strengthen user attitudes and retention. Second, because price sensitivity is the most dominant qualitative theme, CRM strategies should prioritize personalized promotions, clearer pricing, and value-driven offers to reduce switching. Third, users generally trust Gojek, but restrictive compensation terms create frustration; improving service recovery flexibility would enhance satisfaction and loyalty. Fourth, since SN has limited long-term influence, retention should focus on personalized experience rather than influencer or trend-based marketing. Finally, insights specific to Batam, with its' young, mobile, multicultural population with high price awareness suggest that localized CRM programs such as commuter-focused discounts or time-based promos would better match user behavior patterns. Overall, CRM strategies that combine usability, functional value, trust assurance, and price responsiveness can effectively strengthen long-term loyalty.

4. Conclusions and Future Works

This study examines the determinants of repurchase intention in Gojek's digital CRM ecosystem by integrating the Technology Acceptance Model (TAM) and the Theory of Planned Behavior (TPB) through a sequential mixed-method approach. The findings confirm that repurchase intention is shaped by both technological perceptions and behavioral factors rather than system functionality alone. Perceived ease of use and perceived usefulness foster positive attitudes toward the platform, which subsequently strengthen repurchase intention. Perceived behavioral control further supports repeated usage by enhancing users' confidence in transaction reliability and service accessibility, while subjective norms exert a diminishing influence as users gain experience and rely more on personal value assessments.

The integration of qualitative and quantitative evidence highlights that repurchase behavior in digital platforms is closely linked to CRM experiences, including service responsiveness, communication clarity, trust, service recovery, and personalized value delivery. Within the context of Gojek users in Batam, these findings suggest that the TAM–TPB framework can help explain sustained usage by illustrating how usability, perceived value, emotional evaluation, and relationship quality interact to shape repurchase behavior. Qualitative findings further reveal that price sensitivity is a prominent consideration among users, indicating that

perceived value is not only shaped by service quality but also by the alignment between pricing, promotions, and user expectations. Practically, the results suggest that digital service providers should prioritize ease of use, perceived value, competitive pricing strategies, and relationship-oriented CRM initiatives to support long-term repurchase behavior.Future research is encouraged to incorporate additional CRM-related constructs such as trust, perceived risk, satisfaction, service quality, and loyalty mechanisms to further enhance the explanatory power of the integrated TAM–TPB framework. While CRM dimensions were primarily explored qualitatively in this study, future studies may operationalize these constructs quantitatively to examine their direct and mediating effects on repurchase intention.

As this study focuses on users in Batam, the findings may have limited generalizability. Future research may adopt cross-regional or longitudinal designs, examine different digital platforms, or explore emerging CRM innovations such as AI-driven personalization, predictive analytics, and omnichannel integration to better understand their long-term impact on customer retention and repurchase behavior.

5. References

[1] L. E. Herman, S. Sulhaini, and N. Farida, "Electronic Customer Relationship Management and Company Performance: Exploring the Product Innovativeness Development," *J. Relatsh. Mark.*, vol. 20, no. 1, pp. 1–19, 2021, doi: 10.1080/15332667.2019.1688600.

[2] E. Eryc and Cindy, "Adoption of Eco-Innovation and Digitalization Influence on the Business Performance of UMKM in Batam City," *J. Teknol. Inf. dan Komun.*, vol. 14, no. 1, pp. 67–77, 2023, doi: 10.51903/jtikp.v14i1.468.

[3] D. Kakeesh, G. Al-Weshah, and N. Al-Ma'aitah, "Maintaining customer loyalty using electronic customer relationship management (e-CRM): Qualitative evidence from small food businesses in Jordan," *Estud. Econ. Apl.*, vol. 39, no. 7, 2021, doi: 10.25115/eea.v39i7.4810.

[4] M. A. Surianto, M. Setiawan, Sumiati, and Sudjatno, "Cause-related marketing campaigns and repurchase intentions: The mediating role of brand awareness, consumer attitude and corporate image," *Manag. Sci. Lett.*, vol. 10, no. 14, pp. 3235–3242, 2020, doi: 10.5267/j.msl.2020.6.015.

[5] Eryc, "Pengaruh Experiential Marketing dan Customer Relationship Management terhadap Loyalitas Konsumen dalam Melakukan Pembelian Kembali Sepeda Motor Honda pada PT Capella Dinamik Nusantara Tembesi Batam," 2016. [Online]. Available: https://medium.com/@arifwicaksanaa/pengertian-use-case-a7e576e1b6bf

[6] D. K. Putri, "The Impact of Free Trade Zone Policy on the Workforce Aspect in Batam City," 2024. [Online]. Available: http://eprints.polbeng.ac.id/id/eprint/12766

[7] I. Deu, "The Impact of Incremental Innovation at Gojek Startup on Users in Batam City Using the Expectation Confirmation Model," *J. Sist. Inf. dan Ilmu Komput. Prima*, vol. 8, no. 2, pp. 280–287, 2025.

[8] Jeffry, Sebastian, Junaidi, Wenny, and Eryc, "Strategi Implementasi Teknologi Informasi Manajemen untuk Kesuksesan Bisnis," *Vifada Manag. Soc. Sci.*, vol. 2, no. 1, pp. 16–23, 2024. doi: 10.70184/hm552369

[9] N. P. Nainggolan and J. Simanjuntak, "Analysis Factors Affecting on Users Satisfaction," vol. 10, no. 1, pp. 51–58, 2019. doi: 10.33884/jimupb.v10i1.4763

[10] E. Eryc, U. I. B. Kelvin, and S. Susanto, "Pengaruh Strategi Integrasi Digital Marketing Gojek terhadap Visibilitas dan Brand Awareness," vol. 2, no. 9, pp. 317–327, 2024.

[11] R. Artamevia and Sugianto, "The Effect of Price, Brand Image, and Technology Acceptance Model (TAM) towards Purchase Decision of Gojek Online Transportation," *J. Sci. Tech. Educ.*, vol. 2, no. 1, pp. 37–45, 2021.

[12] S. T. Jackson and Eryc, "Analisa Minat Beli Konsumen Platform Shopee Perbandingan Batam dan

Bandung dengan Pendekatan TAM," *J. Teknol. dan Sist. Inf. Bisnis*, vol. 5, no. 4, pp. 603–612, 2023.

[13] R. Fitriadi and N. P. Nainggolan, "Pengaruh Kemudahan Penggunaan, Persepsi Konsumen dan Kepercayaan terhadap Loyalitas Pelanggan pada Aplikasi GoFood di Kota Batam," vol. 5, no. 3, pp. 1642–1655, 2025. doi: 10.37481/jmeb.v5i3.1602

[14] S. Taylor and P. A. Todd, "Understanding Information Technology Usage: A Test of Competing Models," *Inf. Syst. Res.*, 1995.doi: 10.1287/isre.6.2.144

[15] V. Venkatesh and H. Bala, "Technology Acceptance Model 3 and a Research Agenda on Interventions," *Decis. Sci.*, vol. 39, no. 2, pp. 273–315, 2008. doi: 10.1111/j.1540-5915.2008.00192.x

[16] V. A. D. Septiana, S. S. Tjahjawati, T. D. Pramono, and S. N. Fujiasti, "The Analysis of Factors Influencing Deutschlandticket Repurchase Intentions: A Study Using the Theory of Planned Behavior in International Students at Jade Hochschule Wilhelmshaven," *J. Glob. Bus. Manag. Rev.*, vol. 7, no. 1, pp. 14–27, 2025, doi: 10.37253/jgbmr.v7i1.10348.

[17] J. H. Kim and H. C. Lee, "Understanding the repurchase intention of premium economy passengers using an extended theory of planned behavior," *Sustainability*, vol. 11, no. 11, 2019, doi: 10.3390/su11113213.

[18] I. P. Nuralam, N. Yudiono, M. R. A. Fahmi, E. S. Yuliaji, and T. Hidayat, "Perceived ease of use, perceived usefulness, and customer satisfaction as driving factors on repurchase intention: The perspective of the e-commerce market in Indonesia," *Cogent Bus. Manag.*, vol. 11, no. 1, 2024, doi: 10.1080/23311975.2024.2413376.

[19] M. R. Putri and A. Aprianingsih, "The Impact of Customer Satisfaction on Loyalty of GoTo: The Application of Technology Adoption Model (TAM)," *Indones. J. Bus. Entrep.*, vol. 10, no. 1, pp. 214–222, 2024, doi: 10.17358/ijbe.10.1.214.

[20] F. Y. F. Forever, "Analysis of Consumer Repurchase Intention on Shopee E-Commerce Using the TAM Approach: Consumer Satisfaction as a Mediator," *J. Ekon.*, vol. 13, no. 3, 2024, doi: 10.54209/ekonomi.v13i03.

[21] J. Henseler, C. M. Ringle, and M. Sarstedt, "A new criterion for assessing discriminant validity in variance-based structural equation modeling," *J. Acad. Mark. Sci.*, vol. 43, no. 1, pp. 115–135, 2015, doi: 10.1007/s11747-014-0403-8.

[22] J. F. Hair, J. J. Risher, M. Sarstedt, and C. M. Ringle, "The results of PLS-SEM," *Eur. Bus. Rev.*, vol. 31, no. 1, pp. 2–24, 2019. doi: 10.1108/EBR-11-2018-0203

[23] F. D. Davis, "Perceived usefulness, perceived ease of use, and user acceptance of information technology," *MIS Q.*, vol. 13, no. 3, pp. 319–340, 1989, doi: 10.5962/bhl.title.33621.

[24] V. Venkatesh, M. G. Morris, G. B. Davis, and F. D. Davis, "User acceptance of information technology: Toward a unified view," *MIS Q.*, vol. 27, no. 3, pp. 425–478, 2003. doi: 10.2307/30036540

[25] T. F. C. W. Sutrisno. "The Effect of TAM Factor on Repurchase Intention (Go-Pay Digital Wallet Case Study)," 2023. *JMBI UNSRAT*, vol.10, no.1, pp. 181-197, 2023, doi : 10.35794/jmbi.v10i1.47483