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The Influence of Product Innovation, Service Quality, and Satisfaction on Passenger Preferences Mediated by Loyalty and Moderated by Land Transportation Policy Implementation

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Abstract: This study aims to examine the influence of product innovation, service quality, and customer satisfaction on passenger preferences, while incorporating the mediating role of loyalty and the moderating effect of land transportation policy implementation. The research adopts a qualitative approach using a literature review method, relying on secondary data collected from various reputable scientific journal databases, including Scopus, Springer, Sage, Elsevier, Emerald, Web of Science, EBSCO, Copernicus, as well as national journals indexed by SINTA. The analysis process involves systematic identification, selection, and synthesis of relevant literature to ensure comprehensive and reliable findings. The results reveal that product innovation, service quality, and satisfaction significantly influence customer loyalty, which in turn affects passenger preferences. In addition, product innovation, product quality, and satisfaction are found to have direct effects on passenger preferences, while loyalty also plays a crucial role in shaping these preferences. Furthermore, the implementation of land transportation policies strengthens the relationship between product innovation, service quality, satisfaction, and passenger preferences, indicating its role as an important moderating factor. Loyalty is also proven to mediate the relationship between the main variables and passenger preferences, highlighting its strategic importance. Overall, the study emphasizes the interconnected roles of innovation, service excellence, customer satisfaction, loyalty, and policy support in influencing passenger decision-making in the land transportation sector.

Keywords: Passenger Preferences, Land Transportation Policy Implementation, Loyalty, Product Innovation, Service Quality, Satisfaction

INTRODUCTION

Transportation is a strategic sector that plays an important role in supporting community mobility, distribution of goods and services, and economic growth of a country (Ali et al.,

2024). The existence of an effective and efficient transportation system enables connectivity between regions so that social, economic, and trade activities can take place more optimally (Susanto et al., 2023).

One transportation sector that plays a significant role in supporting public mobility is land transportation. Land transportation is the most widely used mode of transportation due to its high level of accessibility, extensive service coverage, and flexibility in connecting various regions, both urban and rural (Sihombing et al., 2025).

Land transportation encompasses various types of services used by the public, such as buses, public transportation, trains, private vehicles, and various other forms of public transportation. These various modes provide people with alternative options in determining the type of transportation that best suits their travel needs (Agusinta et al., 2021).

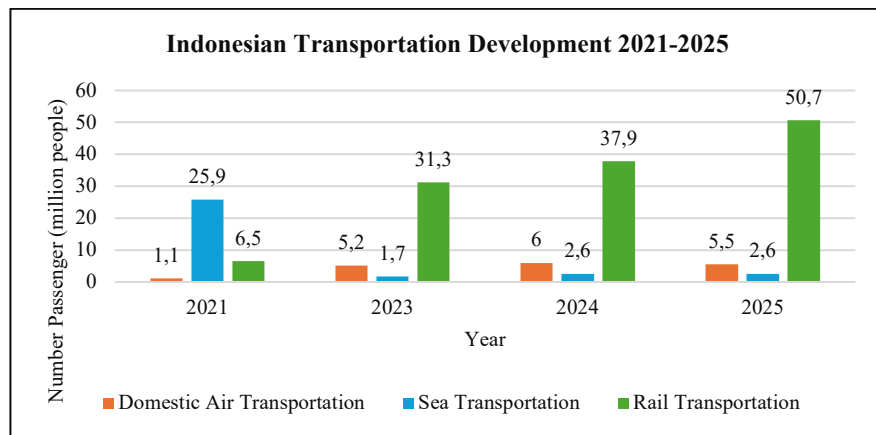


Figure 1. Development of Indonesian Transportation 2021-2025
Source (Indonesian National Statistics Agency, 2025)

Figure 1 illustrates the development of transportation mode usage in Indonesia during the 2021–2025 period, demonstrating the dynamics of changing public preferences in choosing modes of transportation. In 2021, sea transportation was recorded as the most widely used mode of transportation, compared to land and air transportation. This condition can be understood in the context of post-pandemic mobility recovery, where sea transportation is a relatively more stable alternative to support mobility between Indonesian archipelago regions (Sulistiyowati & Wijaya, 2022).

However, this trend began to change in the following period. Data from 2023 to 2025 showed significant growth in land transportation usage. This increase indicates a shift in consumer preference toward land transportation as the primary choice for daily mobility. According to research Susanto et al., (2021), this growth is inseparable from various supporting factors, such as increased road and toll road infrastructure development, the development of a more integrated land transportation system, and increased service innovation in the land transportation sector, such as intercity buses, trains, and digital app-based transportation services. Technological developments and the digitalization of services have also contributed to increased comfort, ease of access, and efficiency of travel time for land transportation users (Ali et al., 2024).

Furthermore, the increasing trend in land transportation use during the 2023–2025 period also reflects changes in consumer behavior and preferences, favoring more flexible, accessible, and more frequent modes of transportation compared to other modes. Therefore, the trend changes shown in the figure indicate that the land transportation sector has significant future growth potential.

This research is crucial because it provides theoretical contributions to the development of service management and consumer behavior studies in the transportation sector, while also providing practical contributions to land transportation companies in formulating more effective service improvement strategies.

The uniqueness of the study titled “The Influence of Product Innovation, Service Quality, and Satisfaction on Passenger Preferences Mediated by Loyalty and Moderated by Land Transportation Policy Implementation” lies in its integrated variables, conceptual approach, and specific sectoral context. This research does not merely examine the direct relationships between product innovation, service quality, satisfaction, and passenger preferences, but also incorporates both mediation and moderation mechanisms within a single comprehensive model.

One of the key distinctive aspects of this study is the inclusion of loyalty as a mediating variable. Previous studies often focus only on the direct effects of service quality or satisfaction on customer preferences or decisions. In contrast, this research emphasizes the role of long-term behavioral processes by positioning loyalty as an intermediary variable that explains how product innovation, service quality, and satisfaction ultimately shape passenger preferences. This provides a deeper theoretical contribution, as it highlights that preferences are not formed instantly but develop through repeated experiences that build customer loyalty over time.

Another unique contribution of this research is the use of land transportation policy implementation as a moderating variable. This variable is relatively uncommon in service marketing research, particularly within the transportation sector. By incorporating policy implementation as a moderator, the study demonstrates that the relationships between internal company factors—such as innovation and service quality—and consumer behavior are influenced by external regulatory conditions. This perspective introduces a new understanding that the effectiveness of business strategies in transportation companies is closely linked to the support of government policies, including regulations on pricing, safety standards, and infrastructure development.

Furthermore, the study stands out due to its holistic and multidimensional model. Rather than relying on a simple linear framework, it combines direct effects, indirect effects through mediation, and conditional effects through moderation in a single conceptual structure. This comprehensive approach allows for a more thorough understanding of passenger behavior compared to conventional models used in prior research.

In terms of context, the focus on land transportation companies in Indonesia also adds to the novelty of the study. Much of the existing literature tends to concentrate on industries such as aviation or hospitality. However, land transportation has its own unique characteristics, including intense competition, strong dependence on government regulations, and diverse service types such as buses, trains, and ride-hailing services. By addressing this sector, the research offers practical insights that are highly relevant to the ongoing development of land transportation in Indonesia.

Additionally, this study is distinctive because it integrates three important dimensions internal business strategies (product innovation and service quality), customer psychological factors (satisfaction and loyalty), and external structural factors (government policies). The combination of these dimensions within a single model is relatively rare, making the research more comprehensive and applicable in both academic and practical contexts.

Overall, the novelty of this research lies in its simultaneous use of mediation and moderation within one framework, the incorporation of policy implementation as an external influencing factor, and its focus on the land transportation sector in Indonesia. The study contributes not only to the theoretical development of consumer behavior models in service industries but also provides practical implications for both companies and policymakers in enhancing passenger preferences and long-term loyalty.

Based on the above background, the following research questions are formulated to generate hypotheses for further research, specifically in land transportation companies 1) Does product innovation influence loyalty?; 2) Does service quality influence loyalty?; 3) Does satisfaction influence loyalty?; 4) Does product innovation influence passenger preferences?; 5) Does product quality influence passenger preferences?; 6) Does satisfaction influence passenger preferences?; 7) Does loyalty influence passenger preferences? 8) Does product innovation influence passenger preferences moderated by the implementation of land transportation policies?; 9) Does service quality influence passenger preferences moderated by the implementation of land transportation policies?; 10) Does satisfaction influence passenger preferences moderated by the implementation of land transportation policies?; 11) Does product innovation influence passenger preferences mediated by loyalty?; 12) Does service quality influence passenger preferences mediated by loyalty?; 13) Does satisfaction influence passenger preferences mediated by loyalty?.

METHOD

This study uses a qualitative approach with a literature review method which aims to analyze the relationship between product innovation, service quality, and satisfaction with land transportation passenger preferences by considering the mediating role of loyalty and moderation in the implementation of land transportation policies (Adeniran & Tayo-Ladega, 2024).

This study utilizes secondary data obtained from various scientific publications in the form of research articles, scientific reports, and academic literature relevant to the research topic. Secondary data were chosen because this study aims to conduct a conceptual synthesis of various previous research findings related to land transportation passenger preferences (Nasution et al., 2024).

The literature sources used in this study come from various international and national scientific journal databases with good academic reputations. These databases include Scopus, Springer, Sage Publications, Elsevier, Emerald Insight, Web of Science, EBSCO, Copernicus, and SINTA. The use of these various literature sources aims to ensure that the articles used are of high scientific quality and relevant to research developments in the fields of service management, consumer behavior, and public transportation (Susanto et al., 2024).

The data collection technique in this study was conducted through a documentary study of various scientific articles relevant to the research topic. The literature search was conducted using several keywords related to the research variables, such as product innovation, service quality, customer satisfaction, customer loyalty, transport policy implementation, and passenger preference.

The data analysis technique in this study employed descriptive qualitative analysis through a literature synthesis approach. The analysis process was conducted by reviewing, comparing, and synthesizing various previous research findings related to the research variables (Boulton, M. J., & Houghton, 2021).

RESULTS AND DISCUSSION

Results

Based on the problem formulation above, the results of applied theory in this literature study are as follows

Passenger Preferences

Passenger preferences are the tendencies of choices or decisions made by transportation service users in determining a particular mode, service, or provider of transportation based on various service attributes they consider most beneficial. These preferences are formed through cognitive and affective evaluation processes involving perceptions of service quality, price,

comfort, safety, ease of access, and previous experience in using transportation services (Weng et al., 2023).

Indicators or dimensions contained in the passenger preference variable include 1) Choice of Transportation Mode The choice of transportation mode describes the tendency of passengers in determining the type of transportation service that best suits their travel needs; 2) Consideration of Service Attributes This indicator shows that passenger preferences are influenced by various service attributes offered by transportation providers, such as service quality, travel safety, punctuality, and facilities available in the vehicle and at the terminal or bus stop; 3) Tendency to Reuse Passenger preferences can also be seen from their tendency to choose the same transportation service again in the future because they feel the service is more suited to their travel needs and expectations (Bachmat et al., 2023).

Passenger preference variables are relevant to previous research conducted by (Halpern et al., 2021), (Nurhidayat et al., 2023).

Implementation of Land Transportation Policy

Land transportation policy implementation is the process of implementing various regulations, programs, and government policies related to the management of land transportation systems to achieve the goal of effective, safe, sustainable, and integrated transportation development. Land transportation policies generally cover various aspects such as tariff regulation, transportation infrastructure development, traffic control, integration between transportation modes, improving transportation safety, and developing technology-based transportation systems (Karunia et al., 2022).

Indicators or dimensions contained in the land transportation policy implementation variable include 1) Transportation Regulation and Supervision This indicator reflects the extent to which the government establishes and implements regulations governing land transportation operations, including the setting of safety standards, fares, service routes, and supervision of transportation operators; 2) Transportation Infrastructure Development The implementation of land transportation policies is also reflected in the construction and development of transportation infrastructure such as highways, terminals, bus stops, and integrated systems between transportation modes that support the smooth mobility of the community; 3) Effectiveness of Public Transportation Programs This indicator shows the success of government policies in improving the quality of public transportation services through programs such as fleet modernization, ticket system integration, and digitalization of transportation systems (Bronin, 2021).

The land transportation policy implementation variables are relevant to previous research conducted by (Zakir et al., 2024), (Qian et al., 2025).

Loyalty

Loyalty is a strong commitment from a customer or service user to continue using or re-using a product or service consistently in the future, despite the presence of various other alternatives available in the market. Loyalty is reflected not only in repeat purchasing behavior but also in the customer's positive attitude toward the company or service provider (Walia et al., 2021).

Indicators or dimensions contained in the loyalty variable include 1) Intention to Reuse This indicator shows the commitment of passengers to continue using the same transportation service repeatedly because they are satisfied with the service experience they received; 2) Recommendations to Others Loyal passengers tend to recommend the transportation service they use to others, whether to family, friends, or colleagues, because they have a positive perception of the service; 3) Resistance to Alternative Services This indicator describes the

ability of customers to continue using a particular transportation service even though there are various alternative transportation services available in the market (Achmad et al., 2024).

The loyalty variable is relevant to previous research conducted by (Jaya Sakti et al., 2021), (Ricardianto et al., 2023).

Product Innovation

Product innovation is the process of developing or creating new products or services, or improving existing products, with the aim of increasing added value, meeting customer needs, and creating a competitive advantage for the organization. In the context of the transportation industry, product innovation is not only limited to the development of vehicles or physical facilities, but also includes innovations in service systems, transportation technology, operational methods, and the travel experience provided to passengers (Octavia et al., 2020).

Indicators or dimensions contained in the product innovation variable include 1) Development of New Service Features Product innovation can be reflected in the efforts of transportation companies in presenting new service features such as digital ticket booking systems, application-based travel information, or integration of electronic payment systems; 2) Improvement of Service Facilities This indicator shows the existence of updates or improvements to service facilities available to passengers, such as seat comfort, air conditioning systems, entertainment facilities, or internet access during the trip; 3) Use of Transportation Technology Product innovation can also be seen from the use of modern technology in transportation operational systems, such as real-time vehicle tracking systems, technology-based route management, and more accurate travel information systems (Jumawan et al., 2023).

The product innovation variable is relevant to previous research conducted by (Soesanto et al., 2023), (Ali et al., 2023).

Service Quality

Service quality is the level of excellence a service is perceived to be by customers based on a comparison between customer expectations and the service performance received. The concept of service quality emphasizes the extent to which an organization is able to provide consistent, reliable, and responsive service, effectively meeting customer needs and expectations (Fauzi et al., 2023).

Indicators or dimensions contained in the service quality variable include 1) Service Reliability Service reliability indicates the ability of a transportation company to provide services consistently and in accordance with promises, such as punctuality of departure and arrival; 2) Service Responsiveness Responsiveness describes the alertness and speed of service officers in assisting passengers and handling complaints or customer needs while using transportation services; 3) Service Assurance and Security This indicator relates to the ability of a transportation company to provide a sense of security and trust to passengers through good safety standards, the competence of service officers, and an adequate security system (Sudiantini et al., 2023).

The service quality variable is relevant to previous research conducted by (Saputra et al., 2023), (Jumawan & Susanto, 2022).

Satisfaction

Satisfaction is an emotional state or feeling of pleasure experienced by customers after comparing their expectations of a product or service with the actual performance they receive. Customer satisfaction arises when the experience of using a service meets or even exceeds customer expectations. In the context of transportation services, passenger satisfaction can be influenced by various factors such as the quality of service provided by the transportation

operator, travel comfort, service safety, operational timeliness, ease of service access, and the customer's perceived value for the cost they incur (Jaya Sakti et al., 2021).

Indicators or dimensions contained in the satisfaction variable include 1) Conformity of Expectations and Service Performance Customer satisfaction arises when the service received by passengers matches or even exceeds their expectations regarding the quality of the transportation service used; 2) Enjoyable Travel Experience This indicator shows that passengers feel a comfortable, safe, and efficient travel experience when using a particular transportation service; 3) Overall Assessment of Service The overall assessment describes the general evaluation of passengers regarding the quality of the service they receive, which reflects the overall level of satisfaction with the transportation service provider (Nissa & Awan, 2022).

The satisfaction variable is relevant to previous research conducted by (S. Huda et al., 2024), (Weng et al., 2023).

Previous Research

Based on the findings above and previous research, the research discussion is formulated as follows

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Result	Similarities with this study	Differences with this research	Hypothes is
1	(Dirnaeni et al., 2024)	Promotion, Product Innovation, and Digital Marketing Variables Influence Land Transportation User Loyalty	The similarity with this research is in the independent variable Product Innovation and the dependent variable User Loyalty	The difference with this research is in the other independent variables, namely Promotion and Digital Marketing	H1
2	(M. Huda & Hartati, 2021)	The variables of service quality, brand image, and customer satisfaction influence customer loyalty of Blue Bird transportation services in West Jakarta	The similarity with this research is in the independent variable of Service Quality and the dependent variable of Customer Loyalty	There is a research object conducted on Blue Bird transportation in West Jakarta	H2
3	(Banggoi et al., 2023)	User Satisfaction Variable Influences User Loyalty of Maxim Online Transportation Services in Gorontalo City	The similarity with this research is in the independent variable User Satisfaction and the dependent variable User Loyalty	There are research objects conducted on Maxim Online Transportation Service Users in Gorontalo City	H3
4	(Retno, 2024)	Product Innovation, Service Quality, and Price Variables Influence Passenger Preferences of Trans	The similarity with this research is in the independent variable Product Innovation and the	There are research subjects conducted on Trans Mamminasata Bus and Gojek	H4

	Mamminasata and Gojek Buses in Makassar City	dependent variable Passenger Preferences	Passengers in Makassar City	
5 (Amri, 2023)	Product Quality and Price Variables Influence Trans Banyumas Bus Passenger Preferences	The similarity with this research is in the independent variable Product Quality and the dependent variable Passenger Preferences	The difference with this research is in the other independent variables, namely Price	H5
6 (Ristianti, 2025)	Satisfaction and Facility Variables Influence Passenger Preferences on the Akap Bus Transportation Mode on the Serang-Bandung Route	The similarity with this research is in the independent variable Satisfaction and the dependent variable Passenger Preferences	There is a research object carried out on the Akap Bus Transportation Mode on the Serang-Bandung Route	H6
7 (Verawati et al., 2025)	Occupancy Rate and Loyalty Variables Influence Passenger Preferences at Banten Brand Port	The similarities with this research are in the independent variable of loyalty, and the dependent variable of passenger preference	There are research objects carried out at Merak Port, Banten	H7

Discussion

Based on the formulation of the problem, research objectives and the results of previous research above, the discussion in the research which focuses on land transportation companies in Indonesia is as follows

1. *The Influence of Product Innovation on Land Transportation User Loyalty*

Based on a literature review and relevant previous research, it was found that product innovation influences land transportation user loyalty in Indonesia.

To increase land transportation user loyalty in Indonesia, transportation operators and policymakers must strengthen three key indicators of product innovation 1) Development of new service features These new features must be designed to address market segments requiring greater privacy and comfort; 2) Improved service facilities Providing representative waiting rooms, seamless intermodal integration at terminals/stations, and standardizing fleet cleanliness are all forms of facility innovation; 3) Use of transportation technology Implementing technologies such as app-based ticketing systems (e-ticketing), real-time fleet tracking (GPS tracking), and cashless payment systems.

If transportation operators and policymakers are able to consistently implement these three product innovation indicators, it will positively impact land transportation user loyalty in Indonesia, including 1) Intention to reuse Innovations that successfully create comfort and convenience will discourage users from experimenting with other modes; 2) Recommendations to others Satisfied users act as free marketing agents. This recommendation has a high level of

trust among potential new users; 3) Resilience to alternative services Users will remain loyal because they experience benefits not found in other land transportation services, making them less sensitive to promotions from competitors.

The results of this study align with previous research conducted by (Dirnaeni et al., 2024), which states that there is an influence between product innovation and the loyalty of land transportation users.

2. *The Influence of Service Quality on Land Transportation User Loyalty*

Based on a literature review and relevant previous research, it was found that service quality influences land transportation user loyalty in Indonesia.

To increase land transportation user loyalty in Indonesia, transportation operators and policymakers must strengthen three key indicators of service quality 1) Service reliability Ensuring punctuality in departures and arrivals. Providing dedicated lanes or priority traffic lights to ensure public transportation avoids congestion; 2) Service responsiveness Providing responsive channels for complaints and assistance, and training fleet crews to be responsive in assisting passengers; 3) Service assurance and security Ensuring all drivers have competency certification, fleets have roadworthiness certificates (KIR tests), and providing safety features such as on-board CCTV and publicly accessible GPS tracking.

If transportation operators and policymakers can consistently implement these three service quality indicators, they will positively impact land transportation user loyalty in Indonesia, including 1) Intention to reuse Reliable and safe quality creates a sense of psychological comfort. Customers will make this mode of transportation their primary choice in their daily routine due to the risk of service failure; 2) Recommendations to others They will leave positive reviews on social media or recommend the service to relatives; 3) Resilience to alternative services The emotional connection built through guaranteed security and responsiveness creates a high level of trust that is difficult to shake with alternative services.

The results of this study align with previous research conducted by (M. Huda & Hartati, 2021), which states that there is an influence between service quality and land transportation user loyalty.

3. *The Influence of Satisfaction on Land Transportation User Loyalty*

Based on a literature review and relevant previous research, it was found that satisfaction influences the loyalty of land transportation users in Indonesia.

To increase land transportation user loyalty in Indonesia, transportation operators and policymakers must strengthen three key satisfaction indicators 1) Conformity to expectations and service performance Management must regularly calibrate the Minimum Service Standards (SPM) with public perception; 2) A pleasant travel experience Management must focus on the complete customer journey, from ease of ticket booking and friendliness of staff at terminals/stations to the atmosphere inside the fleet; 3) Overall service assessment Transportation operators can implement a real-time feedback system (such as ratings via an app or QR codes on each seat).

If transportation operators and policymakers can consistently implement these three satisfaction indicators, it will positively impact land transportation user loyalty in Indonesia, including 1) Reuse intention Satisfaction creates strong positive memories. Users will not hesitate to choose land transportation again as their primary mode of transportation; 2) Recommendations to others Satisfied users in Indonesia tend to recommend their services. They will share their positive experiences through social media or everyday conversations; 3) Resistance to alternative services Users who are already highly satisfied with our service will have a higher tolerance threshold.

The results of this study align with previous research conducted by (Banggoi et al., 2023), which states that there is an influence between satisfaction and loyalty of land transportation users.

4. *The Influence of Product Innovation on Land Transportation Passenger Preferences*

Based on a literature review and relevant previous research, it was found that product innovation influences land transportation passenger preferences in Indonesia.

To increase land transportation passenger preferences, transportation operators and policymakers must strengthen three key indicators of product innovation 1) Developing new service features Management must be able to break market saturation by offering real differentiation. In Indonesia, this is relevant with features like the Sleeper Bus or Panoramic Train; 2) Improving service facilities Facility innovation includes revitalizing supporting infrastructure that humanizes passengers. Concrete actions include providing terminals/stations integrated with shopping centers, ergonomic seats with massage features, and providing reliable Wi-Fi connections and power outlets; 3) Adopting transportation technology Leaders of authorities and operators must comprehensively adopt digital technology. This includes the use of an integrated smart ticketing system and precise fleet tracking applications (real-time tracking).

If transportation operators and policymakers are able to implement these three product innovation indicators sustainably, it will have a positive impact on the preferences of land transportation passengers in Indonesia, including 1) Choice of transportation mode Passengers who usually choose private vehicles or airplanes for certain distances will switch to choosing land transportation because these innovations offer a better balance between cost and comfort; 2) Consideration of service attributes Passengers become more critical and give higher weight to the assessment aspect of quality than simply low price; 3) Tendency to reuse Passengers who experience the benefits of feature and technology innovations will have a psychological tendency to use these services again in the future.

The results of this study are in line with previous research conducted by (Retno, 2024), which states that there is an influence between product innovation and land transportation passenger preferences.

5. *The Influence of Product Quality on Land Transportation Passenger Preferences*

Based on a literature review and relevant previous research, it was found that product quality influences land transportation passenger preferences in Indonesia.

To improve land transportation passenger preferences, transportation operators and policymakers must strengthen three key product quality indicators 1) Service reliability Operators must ensure high product consistency. This includes punctuality and fleet roadworthiness; 2) Service responsiveness Management must build an interactive product system. This includes crew responsiveness in assisting passengers and the system's speed in handling schedule changes or complaints in real time; 3) Service assurance and security Operators are required to ensure the highest safety standards through regular technical inspections and driver certification. Policymakers must tighten safety regulations (such as periodic audits).

If transportation operators and policymakers are able to consistently implement these three product innovation indicators, it will positively impact land transportation passenger preferences in Indonesia, including 1) Choice of transportation mode Passengers will prioritize land transportation in their decision-making hierarchy; 2) Service attribute considerations Passengers are starting to prioritize safety and punctuality as the basis for their choice; 3) Reuse tendency Passengers who feel safe and comfortable will have a psychological tendency to reuse

the service repeatedly. This reuse is evidence that the land transportation product has successfully met the ideal standards in the minds of passengers.

The results of this study are in line with previous research conducted by (Amri, 2023), which states that there is an influence between product innovation and land transportation passenger preferences.

6. *The Influence of Satisfaction on Passenger Preferences for Land Transportation*

Based on a literature review and relevant previous research, it was found that satisfaction influences land transportation passenger preferences in Indonesia.

To improve land transportation passenger preferences, transportation operators and policymakers must strengthen three key satisfaction indicators 1) Consistency of service expectations and performance Management must ensure there is no gap between service promises and the reality received by passengers; 2) A pleasant travel experience Operators must create a comfortable travel atmosphere, from interactions with friendly staff and ergonomic fleet interiors to easy access to information during the trip; 3) Overall service assessment Policymakers should encourage the use of rating systems or public feedback.

If transportation operators and policymakers are able to consistently implement these three satisfaction indicators, it will positively impact land transportation passenger preferences in Indonesia, including 1) Choice of transportation mode Consistent satisfaction will place land transportation as the top choice in passengers' decision-making hierarchy; 2) Service attribute considerations High satisfaction educates the market to place greater value on quality, so operators with superior service will have a much stronger competitive edge than those competing solely on price; 3) Repurchase tendency Satisfied passengers tend to have low resistance to returning to the same service. This tendency creates market share stability for operators and demonstrates that the transportation management system has successfully created a sustainable value cycle.

The results of this study align with previous research conducted by (Ristianti, 2025), which states that there is an influence between satisfaction and land transportation passenger preferences.

7. *The Influence of Loyalty on Land Transportation Passenger Preferences*

Based on a literature review and relevant previous research, it was found that loyalty influences land transportation passenger preferences in Indonesia.

To increase land transportation passenger preferences, transportation operators and policymakers must strengthen three key loyalty indicators 1) Repurchase Intention Management must ensure that previous travel experiences provide sufficient satisfaction to generate future behavioral intentions; 2) Recommendations to Others Operators must be able to transform passengers into brand advocates or supporters. Positive recommendations from loyal users are a far more powerful marketing tool than formal advertising; 3) Resilience to Alternative Services Company leaders must build strong emotional value so that passengers are not easily tempted to switch, even when tempted by low prices or promotions from competitors.

If transportation operators and policymakers can consistently implement these three loyalty indicators, it will positively influence land transportation passenger preferences in Indonesia, including 1) Choice of Transportation Mode Loyal passengers will automatically place land transportation as their first choice on their list of modes; 2) Consideration of Service Attributes Loyal passengers tend to change their evaluation criteria. They no longer simply compare the price per ticket, but rather consider long-term value attributes such as comfort, safety, and emotional connection with the crew or service; 3) Repurchase tendency The result of loyalty-driven preferences is an automatic cycle of reuse (habitual buying).

The results of this study align with previous research conducted by (Verawati et al., 2025), which states that there is an influence between loyalty and land transportation passenger preferences.

8. *The Influence of Product Innovation on Passenger Preferences Moderated by the Implementation of Land Transportation Policy*

Based on a literature review and relevant previous research, it was found that product innovation influences passenger preferences, moderated by the implementation of land transportation policies in Indonesia.

To increase passenger preferences for land transportation, moderated by the implementation of land transportation policies, transportation operators and policymakers must strengthen six key indicators of product innovation and land transportation policy implementation, including 1) Developing new service features Operators must offer unique service variations, such as double-decker buses or integrated logistics services for passenger transportation; 2) Improving service facilities Focusing on physical comfort, such as ergonomic seats, power outlets, and modern waiting areas at terminals; 3) Using transportation technology Digitalizing ticketing systems (e-ticketing), real-time bus location information, and cashless payment systems; 4) Transportation regulation and supervision Strict policies regarding route permits, roadworthiness (KIR), and restrictions on private vehicles (such as odd-even traffic rules) will compel and attract the public to switch to innovative public transportation. 5) Transportation infrastructure development Developing supporting infrastructure, such as adequate toll roads, dedicated bus lanes (busways), or integrated type A terminals; 6) Effectiveness of Public Transportation Programs Programs such as fare subsidies or intermodal integration strengthen the appeal of product innovation.

If transportation operators and policymakers are able to implement these six indicators of product innovation and implement land transportation policies sustainably, this will have a positive impact on land transportation passenger preferences in Indonesia, including 1) Choice of transportation mode Passengers will no longer choose land transportation only as a last resort; 2) Consideration of service attributes Passengers will begin to prioritize comfort and speed over simply low prices; 3) Tendency to reuse Passengers will develop a positive dependence on continuing to use this mode because they feel their mobility needs are being met superiorly.

The results of this study align with previous research conducted by (Sugiyanto et al., 2023), which states that there is an influence between product innovation and passenger preferences moderated by the implementation of land transportation policies.

9. *The Influence of Service Quality on Passenger Preferences Moderated by the Implementation of Land Transportation Policy*

Based on a literature review and relevant previous research, it was found that service quality influences passenger preferences, moderated by the implementation of land transportation policies in Indonesia.

To improve passenger preferences for land transportation, moderated by the implementation of land transportation policies, transportation operators and policymakers must strengthen six key indicators of service quality and the implementation of land transportation policies, including 1) Service reliability Operators are required to ensure consistent schedules and fleet conditions; 2) Service responsiveness Crews are quick to handle complaints or provide information in the field; 3) Service assurance and security Providing a sense of security through driver certification, vehicle roadworthiness inspections (KIR), and insurance coverage; 4) Transportation regulation and oversight These regulations ensure healthy competition so that quality operators are not outcompeted by rogue operators; 5) Transportation infrastructure

development Good infrastructure minimizes physical barriers to service quality, ensuring maximum performance; 6) Public Transportation Program Effectiveness Programs such as intermodal fare integration for the Jaklingko (Jakarta Transit) or dedicated busway lanes. These policies increase ease of access, making high-quality service more attractive to potential passengers.

If transportation operators and policymakers can consistently implement these six service quality indicators and implement land transportation policies, this will positively impact the preferences of land transportation passengers in Indonesia, including 1) Choice of transportation mode People will consciously prioritize land transportation (bus/train) over private vehicles; 2) Consideration of service attributes Passengers will begin to shift their focus from simply low prices to comfort and certainty; 3) Tendency to reuse This synergy creates long-term trust. Passengers will not only try the service once, but will tend to return to use the service regularly.

The results of this study align with previous research conducted by (Sugiyanto et al., 2023), which states that there is an influence between service quality and passenger preferences moderated by the implementation of land transportation policies.

10. The Influence of Satisfaction on Passenger Preferences is Moderated by the Implementation of Land Transportation Policy

Based on a literature review and relevant previous research, it was found that satisfaction influences passenger preferences, moderated by the implementation of land transportation policies in Indonesia.

To improve passenger preferences for land transportation, moderated by the implementation of land transportation policies, transportation operators and policymakers must strengthen six key indicators of satisfaction and the implementation of land transportation policies, including 1) Conformity of service expectations and performance Operators must ensure that the actual service (such as bus cleanliness and punctuality) matches the promises offered; 2) Enjoyable travel experience Focus on the emotional aspects of travel, such as seat comfort, staff friendliness, and ease of digital access (Wi-Fi/entertainment); 3) Overall service assessment Conduct a holistic evaluation through a real-time feedback system; 4) Transportation regulation and supervision Strict enforcement of vehicle safety and roadworthiness standards (KIR testing) and fare regulations; 5) Transportation infrastructure development Construction of integrated terminals, station revitalization, and the provision of dedicated lanes; 6) Effectiveness of Public Transportation Programs Subsidy programs or intermodal integration (such as a single payment card for various modes).

If transportation operators and policymakers are able to consistently implement these six satisfaction indicators and implement land transportation policies, this will positively impact passenger preferences in Indonesia, including 1) Choice of transportation mode Passengers no longer choose buses or trains out of necessity (because they are cheap), but instead make them their first choice; 2) Consideration of service attributes Passengers are beginning to shift their focus. They no longer simply compare prices, but rather place greater weight on travel time and comfort attributes; 3) Tendency to reuse Passengers will routinely reuse the service because the overall system (operator services + government policy support) has successfully created stable and sustainable comfort.

The results of this study align with previous research conducted by (Sugiyanto et al., 2023), which states that there is an influence between passenger satisfaction and preferences moderated by the implementation of land transportation policies.

11. *The Influence of Product Innovation on Passenger Preferences Mediated by Loyalty*

Based on a literature review and relevant previous research, it was found that product innovation influences passenger preference through land transportation passenger loyalty in Indonesia.

To increase land transportation passenger preference through loyalty, transportation operators and policymakers must strengthen six key indicators of product innovation and loyalty, including 1) Developing new service features Management must dare to break conventional standards, by introducing buses with single-aisle seating configurations for privacy or themed train services; 2) Improving service facilities Focusing on tangible aspects that enhance comfort, such as advanced air filtration systems in the cabin, ergonomic seats, and exclusive terminal waiting rooms; 3) Utilizing transportation technology Digitizing the entire ecosystem, from AI-based ticket booking systems to real-time fleet monitoring; 4) Reuse intention Innovations that are perceived as beneficial will form positive memories, so passengers consciously include the service in their future mobility plans; 5) Recommendations to others Passengers impressed by innovations will become brand advocates. 6) Resilience to alternative services Passengers remain loyal because they feel the value of the innovation they receive cannot be replaced by competitors.

If transportation operators and policymakers can implement these six indicators of product innovation and loyalty sustainably, it will positively impact the preferences of land transportation passengers in Indonesia, including 1) Choice of transportation mode Loyalty-mediated innovation will position land transportation as the primary choice (Top of Mind). People no longer choose this mode out of economic compulsion, but rather out of a belief that it is the most superior option compared to other modes; 2) Consideration of service attributes Their preferences shift toward quality, which allows operators to maintain profit margins without getting caught up in destructive fare wars; 3) Propensity for reuse Passengers perceive using this service as part of their effective and modern mobility lifestyle.

The results of this study align with previous research conducted by (Sugiyanto et al., 2025), which states that there is an influence between product innovation and passenger preferences mediated by land transportation passenger loyalty.

12. *The Influence of Service Quality on Passenger Preferences Mediated by Loyalty*

Based on a literature review and relevant previous research, it was found that service quality influences passenger preferences through loyalty among land transportation passengers in Indonesia.

To increase land transportation passenger preference through loyalty, transportation operators and policymakers must strengthen six key indicators of service quality and loyalty, including 1) Service reliability Operators must ensure consistent performance, especially on-time performance and fleet roadworthiness; 2) Service responsiveness The crew and system's prompt response to passenger needs or complaints; 3) Service assurance and security Providing safety assurance through driver certification and fleet safety standards; 4) Intention to reuse Consistent quality will translate into intention to use the mode again; 5) Recommendations to others Satisfied and loyal passengers will become voluntary marketing agents; 6) Resilience to alternative services Passengers continue to choose the service offered even when discounts are available from other modes or private vehicles, because they already feel comfortable and trust the quality.

If transportation operators and policymakers are able to implement these six indicators of service quality and loyalty sustainably, it will have a positive impact on the preferences of land transportation passengers in Indonesia, including 1) Choice of transportation mode Passengers consciously place land transportation as the top priority in their mobility decision-making hierarchy, overriding their preference for private vehicles; 2) Consideration of service

attributes Passengers no longer only compare prices (transactional), but rather consider the value of experience, safety, and emotional relationships that have been built through loyalty; 3) Tendency to reuse Passengers feel that using the service is the best solution with the least risk for their needs.

The results of this study are in line with previous research conducted by (Sugiyanto et al., 2025), which states that there is an influence between service quality and passenger preferences mediated by land transportation passenger loyalty.

13. The Influence of Satisfaction on Passenger Preferences Mediated by Loyalty

Based on a literature review and relevant previous research, it was found that satisfaction influences passenger preference through land transportation passenger loyalty in Indonesia.

To increase land transportation passenger preference through loyalty, transportation operators and policymakers must strengthen six key indicators of satisfaction and loyalty, including 1) Conformity to service expectations and performance Operators must audit their brand promises. If a bus fleet promises punctuality and comfort, there should be no gaps in reality; 2) A pleasant travel experience This experience must be designed as a customer journey that humanizes passengers; 3) Overall service assessment Operators need to use digital feedback mechanisms to capture general satisfaction in real time; 4) Reuse intention Passengers consciously decide that the land transportation service is worth using again in their next travel plans, meaning the risk of service failure is considered low; 5) Recommendations to others These recommendations are far more effective than advertising because they are based on actual, satisfying experiences. 6) Resilience to alternative services Passengers will not easily switch to other modes even when there are promotions, because they already have trust and emotional comfort with the service.

If transportation operators and policymakers are able to implement these six satisfaction and loyalty indicators sustainably, it will have a positive impact on land transportation passenger preferences in Indonesia, including 1) Transportation mode choice Passenger preferences will be locked in to land transportation. Public transportation will transform from merely an alternative to a prestigious and rational primary choice; 2) Consideration of service attributes Passengers will begin to evaluate services based on intrinsic value rather than simply comparing the cheapest ticket price; 3) Reuse tendency Preferences mediated by loyalty will create a stable cycle of routine use.

The results of this study align with previous research conducted by (Sugiyanto et al., 2025), which states that there is an influence between satisfaction and passenger preferences mediated by the loyalty of land transportation passengers.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research

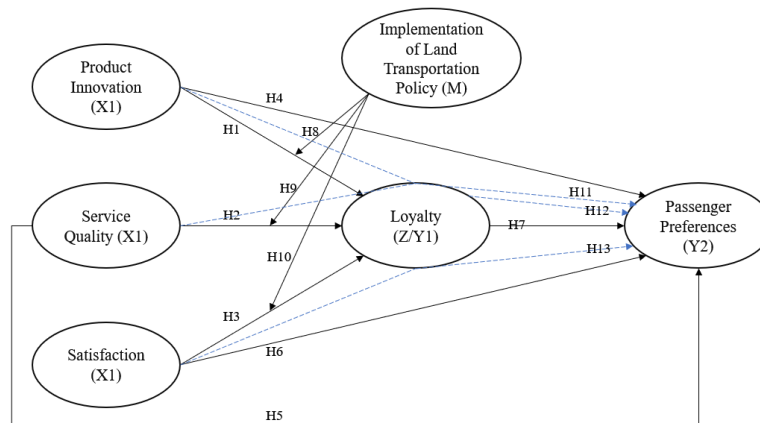


Figure 2. Conceptual Framework

Based on Figure 2 above, product innovation, service quality, and satisfaction influence passenger preferences, mediated by loyalty, moderated by the implementation of land transportation policies. However, in addition to the variables of product innovation, service quality, and satisfaction, which influence passenger preferences through loyalty, moderated by the implementation of land transportation policies, there are other influencing variables, including

- 1) Service Reliability (Janić, 2021), (Martyushev et al., 2023).
- 2) Digitalization of Services (Sarp et al., 2024), (Pravkin et al., 2023).
- 3) Service Rates (Laode et al., 2025), (Elisabeth & Yohanes, 2024).

CONCLUSION

The conclusions of this literature review research, which focuses on case studies of land transportation companies in Indonesia, highlight the significant relationships among product innovation, service quality, satisfaction, loyalty, passenger preferences, and the role of policy implementation. First, product innovation is found to have a strong influence on customer loyalty. Transportation companies that continuously develop new features, improve service offerings, and adopt technological advancements are more likely to retain customers and build long-term relationships. Similarly, service quality plays a crucial role in shaping loyalty, as reliable, safe, comfortable, and responsive services create positive customer experiences that encourage repeat usage. In addition, customer satisfaction emerges as a key determinant of loyalty, indicating that when passengers feel their expectations are met or exceeded, they are more inclined to remain loyal to a particular transportation provider.

Furthermore, the study reveals that product innovation also significantly influences passenger preferences. Innovative services such as digital ticketing, real-time tracking, and enhanced onboard facilities attract passengers and shape their choices when selecting transportation services. Product quality is another important factor that affects passenger preferences, as consistent performance, safety standards, and reliability are essential considerations for users of land transportation. Satisfaction also contributes directly to passenger preferences, suggesting that satisfied customers are more likely to prefer and recommend certain services over others. Moreover, loyalty itself has a direct influence on passenger preferences, meaning that loyal customers tend to consistently choose the same service providers, reinforcing their preferences over time.

The research also identifies the important moderating role of land transportation policy implementation. Product innovation, service quality, and satisfaction all have stronger effects on passenger preferences when supported by effective and well-implemented transportation policies. Regulations related to safety, pricing, infrastructure, and service standards enhance the impact of these variables by creating a supportive environment for both service providers

and users. In other words, policies act as a reinforcing mechanism that strengthens the relationship between company performance factors and passenger decision-making. Without proper policy implementation, the positive effects of innovation, service quality, and satisfaction may not be fully realized.

In addition to moderation effects, the study also highlights the mediating role of loyalty in the relationship between product innovation, service quality, satisfaction, and passenger preferences. Product innovation influences passenger preferences indirectly through loyalty, meaning that innovative improvements first build customer loyalty, which in turn shapes their preferences. The same pattern is observed with service quality, where high-quality services foster loyalty, and loyal customers develop stronger preferences for the service provider. Likewise, satisfaction influences passenger preferences through loyalty, indicating that satisfied customers become loyal and subsequently exhibit consistent preferences toward the service.

Overall, these findings emphasize the interconnected nature of key variables in the land transportation sector. Companies must not only focus on improving product innovation, service quality, and customer satisfaction individually but also understand how these factors collectively build loyalty and influence passenger preferences. At the same time, the role of government policies cannot be overlooked, as effective policy implementation enhances and strengthens these relationships. Therefore, to achieve sustainable competitive advantage and improve passenger retention, land transportation companies in Indonesia need to adopt a comprehensive strategy that integrates innovation, service excellence, customer satisfaction, and alignment with regulatory frameworks.

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