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The Power of Branding on Reviving Ride-Hailing's Customer Recovery after Service Failure

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Abstract: Ride-hailing services are an important part of urban transportation in Indonesia. While they provide convenience and flexibility to millions of customers, service failures are inevitable and can significantly impact customer satisfaction and retention. Therefore, effective recovery strategies are essential. This study examined the impact of brand image and passion on affective commitment and brand equity, which in turn affect service recovery satisfaction and repatronage intentions in Jakarta. It focuses on the emotional and psychological mechanisms that drive service recovery satisfaction and repatronage intentions, in contrast to previous studies that primarily focused on general consumer behavior. Using a quantitative survey research design, data were collected through face-to-face interviews using a structured questionnaire administered to 103 respondents selected via convenience sampling. The Structural Equation Modeling-Partial Least Squares (SEM-PLS) technique was employed due to its capacity to effectively manage complex models with smaller samples. It is suitable for the exploratory nature of this study. The findings indicate that brand image positively affects affective commitment and brand equity. Brand passion strongly influences both affective commitment and brand equity. Affective commitment significantly impacts recovery satisfaction and repatronage intentions, while brand equity also predicts both outcomes. These results highlight the importance of strategic branding and affective commitment in the service recovery process and provide important insights for improving customer retention strategies in the competitive ride-hailing sector.

Keywords: affective commitment, branding, ride-hailing services, service failure, service recovery

JEL Classification: L84, L91, M31



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PUBLIC INTEREST STATEMENT

This study provides valuable insights for customers, policymakers, and stakeholders in the ride-hailing sector. It highlights the crucial role of brand image and passion in influencing customer satisfaction and loyalty, especially after service failures. By examining how affective commitment and brand equity affect recovery satisfaction and repatronage intentions, this research offers practical guidance for improving service recovery efforts. It also helps policymakers and stakeholders understand the psychological and emotional factors driving customer behavior, enabling the implementation of customer-centric policies and strategies.

This research faced several challenges. The convenience sampling method made it difficult to obtain a diverse and representative sample, as face-to-face interviews with 103 respondents in Jakarta may not fully represent the broader customer base. Additionally, time and resource constraints made the data collection labor-intensive, limiting the ability to gather a more extensive dataset. Lastly, the rapidly evolving ride-hailing industry in Jakarta introduced external factors such as market competition, regulatory changes, and shifting customer expectations that could impact customer attitudes and survey results.



1. Introduction

Ride-hailing services have become an integral part of urban transportation in Indonesia, offering convenience and flexibility to millions of customers. Factors such as habitual use, financial affordability, safety concerns, utility, and the high convenience of door-to-door service significantly influence the decision to use ride-hailing among Indonesians, making these services a preferred choice for daily commutes and other travel needs (Sugiyanto et al., 2021). The value of online transportation transactions in Indonesia, including online taxi and motorcycle taxi services, is expected to reach USD 9 billion, or IDR 145 trillion, by 2025, a 21% increase from 2023. Gojek, one of the leading ride-hailing services, caters to a diverse customer base with a range of mobility solutions. However, service failures are inevitable and can significantly impact customer satisfaction and retention (Google et al., 2023). A survey by the Indonesian Consumers Foundation (YLKI) (2017) revealed that 41% of ride-hailing users had experienced service failures, such as driver cancellations and late arrivals. These issues are often caused by external or internal factors and necessitate effective service recovery strategies. Understanding psychological and emotional factors that shape customer reactions to these recovery efforts is crucial for maintaining long-term customer relationships and ensuring customer satisfaction and loyalty (Cheng et al., 2019; Fahira & Djamaludin, 2023).

Previous studies have highlighted the importance of branding in influencing customer perceptions and behaviors, especially in response to service recovery. Strong brand equity enhances consumer loyalty, which is a driver of customer recovery satisfaction. However, many of these studies focused on industries such as retail and hospitality (Harun & Rokonuzzaman, 2021; Huang et al., 2020; Tan et al., 2021), leaving a gap in the understanding of how branding impacts service recovery in the ride-hailing sector. Service recovery strategies that align with customer expectations can significantly mitigate the negative effects of service failures on satisfaction and repatronage intentions (Weitzl & Hutzinger, 2019). The interplay between branding and affective commitment is evident, as emotionally invested customers are often more forgiving when recovery efforts are satisfactory (Harun & Rokonuzzaman, 2021). Sensory brand experiences also positively influence brand equity through customer satisfaction and commitment (Iglesias et al., 2019).

Despite advancements in branding and consumer psychology research, gaps remain in understanding the relationship between brand image, passion, and customer affective commitment specifically in the ride-hailing context. While previous studies have addressed aspects of brand image and commitment (Liat et al., 2017; Weitzl & Hutzinger, 2019), they have not fully explored how these factors interact with brand passion to influence customer satisfaction and loyalty following service failures, especially in markets where competition is intense and customer expectations are evolving. Studies in e-commerce sector have highlighted the importance of these emotional connections (Azzahro et al., 2020). However, their relevance in the context of ride-hailing, where service interactions are often brief and transactional, remains underexplored. Moreover, current literature lacks a comprehensive exploration of how these elements interact to shape customer reactions to service recovery strategies, particularly in competitive markets like Indonesia, where service failures can significantly affect customer satisfaction and loyalty (Lee & Wong, 2021). The specific mechanisms through which brand passion and image influence recovery satisfaction and repatronage intentions have not been fully understood.

The investigation focuses on how brand image and passion shape consumer affective commitment and brand equity, and how these elements influence service recovery satisfaction and repatronage intentions within the ride-hailing industry, using Gojek's customer base in Indonesia as a case study (Ma et al., 2020). The primary objective is to explore the mechanisms through which branding strategies drive customer loyalty and retention, even in the wake of service failures. Consumer-Brand Relationship Theory is applied to understand how emotional bonds, formed via brand image and passion, influence customer behavior during service recovery. This theory highlights how brand passion and image contribute to affective commitment, which in turn affects loyalty and behavioral intentions. The importance of emotional connections in competitive sectors like ride-hailing, where retaining customers after service failures is critical, is well-supported by previous research (Li et al., 2021; Weitzl & Hutzinger, 2019). For instance, positive emotional bonds with brands can enhance loyalty when service recovery efforts meet customer expectations, as seen in the e-commerce context (Azzahro et al., 2020). The study introduces a novel conceptual framework by integrating Consumer-Brand Relationship Theory with service recovery outcomes, providing fresh insights into how emotional connections between consumers and brands can mitigate the adverse effects of service failures. Utilizing Structural Equation Modeling-Partial Least Squares (SEM-PLS) allows for the analysis of complex relationships among multiple variables, offering valuable implications for brand managers seeking to enhance customer trust, satisfaction, and repatronage intentions through effective service recovery strategies (Algharabat et al., 2020).

2. Literature Review

This literature review section discusses previous studies relevant to the research, offering insights into theoretical and empirical findings that form the foundation for this study. It examines existing literature on branding, customer affective commitment, service recovery satisfaction, and repatronage intentions to establish the current state of knowledge and identify gaps that this research aims to address.

2.1 Consumer-Brand Relationship Theory

Consumer-Brand Relationship Theory, originating from research in relationship marketing and consumer psychology, explores how customers develop emotional bonds with brands, similar to relationships they form with people. The concept emerged primarily from Susan Fournier's work, which compared brand relationships to interpersonal relationships, proposing that customers cultivate varied types of relationships based on their perceptions and experiences with brands (Fournier, 1998). This theory emphasizes that brands can embody human-like qualities and that customers seek relationships that fulfill their psychological needs.

Recently, Khamitov et al. (2019) expanded consumer-brand relationship theory by investigating the emotional attachment customers develop toward brands, particularly how brand image contributes to customer loyalty. Similarly, Santos et al. (2022) establish brand trust and loyalty through consumer-brand identification and engagement, grounded in the consumer-brand relationship foundation. Brand passion, fueled by identification and trust, strengthens affective commitment, which can lead to positive word-of-mouth and forgiveness of service failures when recovery efforts align with expectations (Albert et al., 2013). This theory is particularly relevant in the context of ride-hailing services, where maintaining customer satisfaction and loyalty is crucial after service failures. Studies show

that pre-existing brand commitment can moderate customer reactions to service recovery, with strong emotional bonds reducing the negative impact of failures on loyalty (Weitzl & Hutzinger, 2019).

Furthermore, brand experiences and service quality influence affective commitment, which then impacts recovery satisfaction and loyalty. The theory explains the psychological mechanisms through which customers evaluate brands following service recovery efforts, providing marketers with insights into how effective branding strategies can sustain loyalty and ensure positive customer relationships despite challenges (Iglesias et al., 2019). This study utilizes Consumer-Brand Relationship Theory to understand the interplay between brand passion, image, and customer affective commitment, and how these factors ultimately impact service recovery satisfaction and repatronage intentions in Indonesia's ride-hailing services sector.

2.2 Relationship between Brand Image and Affective Commitment

Brand image and affective commitment are crucial aspects of modern marketing strategies. Brand image reflects the perceptions of consumers about a brand, which can significantly influence their emotional attachment and loyalty (Abouseada et al., 2023). Affective commitment, on the other hand, represents the emotional or affective attachment of an individual towards a brand, leading to consistent repurchase behaviors (Alves et al., 2020). Brand image significantly influences affective commitment, as seen in various studies across different contexts. In a study focusing on the branding of airports, affective and continuance commitment were found to be vital in building strong brands, emphasizing the role of positive experiences in fostering attachment (Abouseada et al., 2023). Similarly, in B2B settings, brand image is positively related to affective commitment, demonstrating its impact across different markets (Han, 2022). Research on charities found that brand image directly contributes to commitment to donate, highlighting the broad applicability of brand image in enhancing affective commitment (D'Souza et al., 2023). Additionally, in retail, brand image is linked to both brand commitment and positive word-of-mouth, suggesting that a strong brand image can result in greater customer loyalty and advocacy (Dam, 2020). The effective use of brand personality in capturing consumer loyalty in the UK retail sector further supports the significant influence of brand image on affective commitment (Huraira & Ahmad, 2022). Based on these findings, the following hypothesis is proposed.

H1: Brand image positively affects affective commitment.

2.3 Relationship between Brand Image and Brand Equity

Brand equity represents the value a brand holds in the minds of consumers, influenced by various factors such as brand image, perception, and loyalty. Several studies have highlighted the critical role of brand image in shaping brand equity. For instance, Corporate Social Responsibility (CSR) initiatives positively affect brand equity by enhancing the brand image, leading to higher consumer satisfaction (Araújo et al., 2023). In the banking industry, CSR efforts reinforce brand credibility and brand image, which directly impact brand equity (Negassa, 2023). Research on technological products has shown that positive emotions toward a brand, like brand love, act as a bridge between brand image and brand equity, improving self-image congruence (Khan & Kashif, 2023). Additionally, brand image and corporate branding have been found to significantly affect repurchase intention in the

context of airline industry (Nastiti et al., 2021). Based on these findings, the following hypothesis is proposed.

H2: Brand image positively affects brand equity.

2.4 Relationship between Brand Passion and Affective Commitment

Brand passion represents the intense emotional attachment that consumers have toward a brand, often leading to strong loyalty. Multiple studies have explored its relationship with customer affective commitment. In consumer goods, brand passion positively influences commitment to the brand, especially when ethics are considered, indicating that consumers are more committed to brands that align with their values (Arayesh et al., 2020). Similarly, sensory brand experiences contribute significantly to brand passion and, in turn, affective commitment, particularly in electronics (Fatchurrohman & Hendayani, 2020). In retail, sensory brand experiences enhance affective commitment by mediating consumer price sensitivity and intention to buy (Asghar et al., 2022). Gamification also enhances brand engagement and affective commitment by tapping into customer gaming motivations, creating a sense of loyalty and connection (Saxena et al., 2023). Based on these findings, the following hypothesis is proposed.

H3: Brand image positively affects brand equity.

2.5 Relationship between Brand Passion and Brand Equity

Brand passion, the strong emotional attachment a consumer has for a brand, plays a crucial role in enhancing brand equity. Research has shown that passionate consumers are more loyal and committed to their favorite brands. Previous research shows that brand passion positively influences brand evaluations, enhancing both product and brand ratings (Dahlen et al., 2020). Additionally, a comparative study on brand passion conceptualization demonstrated that strong emotional connections with a brand improve consumer well-being and encourage positive engagement, further contributing to brand equity (Gumparthi et al., 2022). Moreover, in the context of brand experience, positive brand interactions foster brand passion, which subsequently drives brand equity (Beig & Nika, 2019). Based on these findings, the following hypothesis is proposed.

H4: Brand passion positively affects brand equity

2.6 Relationship between Affective Commitment and Perceived Recovery Satisfaction

Perceived recovery satisfaction after failure refers to a customer's subjective evaluation of satisfaction following a service failure and subsequent recovery efforts (Sidhu et al., 2023). Affective commitment, the emotional attachment customers have toward a brand, significantly impacts perceived recovery satisfaction. Research indicates that customer brand affective commitment influences recovery satisfaction after a purchase crisis by enhancing brand love and trust, leading to increased purchase intention through effective service recovery actions in food-delivery apps (Aureliano-Silva et al., 2022). In the airline industry, affective commitment derived from trust and overall satisfaction strengthens recovery satisfaction, which in turn enhances customer commitment and positive word-of-mouth (Matikiti et al., 2020). Additionally, in the automotive insurance industry, recovery satisfaction and customer affection mediate the relationship between perceived recovery

justice and repurchase intentions, with a notable gender difference (Ali et al., 2023). Based on these findings, the hypothesis proposed is as follows.

H5: Affective commitment positively affects perceived recovery satisfaction.

2.7 Relationship between Affective Commitment and Repatronage Intention

Repatronage intention, or the likelihood of a customer returning to a business, is a crucial indicator of customer loyalty. Affective commitment, characterized by an emotional attachment to the brand, plays a significant role in enhancing this intention. In the tourism context, research shows that affective commitment positively mediates the relationship between customer experience and repatronage intentions, such that positive experiences lead to repeat visits (Paisri et al., 2022). Another study indicates that affective commitment positively influences word of mouth and repurchase intention of smartphones of a particular brand. (Milan et al., 2019). Similarly, affective commitment, normative commitment, and positive word of mouth positively influence repurchase intention for smartphones in the smartphone segment (Milan et al., 2019). Thus, the following hypothesis is proposed.

H6: Affective commitment positively affects repatronage intention.

2.8 Relationship between Brand Equity and Perceived Recovery Satisfaction

Research indicates that brand equity plays a critical role in influencing perceived recovery satisfaction. A study in Lebanese banking showed that satisfaction with service recovery significantly impacts brand credibility and customer-based brand equity, thus linking brand perception to the effectiveness of recovery efforts (Rifi & Mostafa, 2021). Among football fans, higher brand equity leads to improved satisfaction and desired behaviors like loyalty, reinforced through effective service recovery (Çeliksoy & Yetim, 2022). Additionally, studies on service recovery justice found that brand equity moderates the relationship between perceived justice and recovery satisfaction, where positive brand equity enhances the satisfaction from justice perceptions (Lee et al., 2020). Further research suggests that brand equity orientation shapes consumer forgiveness and recovery satisfaction, revealing a significant interaction between recovery efforts, brand equity orientation, and failure type (Ma et al., 2020). Thus, the hypothesis is:

H7: Brand equity positively affects perceived recovery satisfaction.

2.9 Relationship between Brand Equity and Repatronage Intention

Previous research underscores the impact of brand equity on repatronage intention, highlighting that strong brand equity drives customer loyalty. In a study on electronic products in the Tokopedia marketplace, higher brand equity directly increased customer satisfaction and positively influenced repurchase intentions (Farhani et al., 2023). In the context of health tourism destinations, brand equity enhanced travelers' intent to revisit through brand association, with strong destination brand equity being crucial in attracting repeat visits (Rahman et al., 2022). Similarly, an analysis of a local coffee brand showed that increased brand equity positively influences purchase intentions (Rahmah et al., 2018). Furthermore, a study involving Starbucks revealed that perceived quality and brand loyalty significantly affect repurchase intentions, confirming that brand loyalty, as a dimension of

brand equity, is key to customer retention (Aquinia & Soliha, 2020). Therefore, the following hypothesis is proposed.

H8: Brand equity positively affects repatronage intention.

3. Conceptual Framework

The conceptual framework developed for this study is based on the empirical studies reviewed in the previous section (Figure 1). It synthesizes the relationships between various constructs related to brand management and consumer behavior. This framework provides a structured approach to understanding the interactions between brand image, brand passion, affective commitment, brand equity, perceived recovery satisfaction, and repatronage intention.

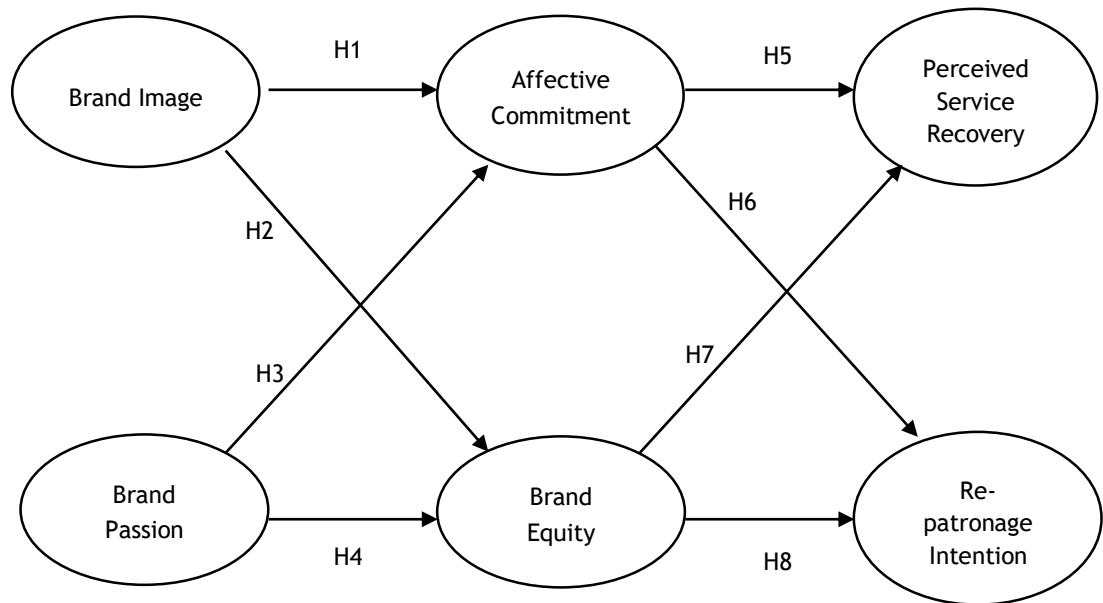


Figure 1. The conceptual framework employed to investigate the impact of brand image and brand passion on consumer affective commitment and brand equity, and its impact on service recovery satisfaction and repatronage intentions.

Consumer-Brand Relationship Theory is employed as a theoretical framework as it explains how emotional connections between consumers and brands influence key outcomes like service recovery satisfaction and repatronage intentions. In this framework, brand image and brand passion are central variables that drive affective commitment and brand equity. Affective commitment, reflecting the emotional bond with the brand, strengthens consumer loyalty and moderate's reactions to service failures. Brand equity, representing the perceived value of the brand, further enhances recovery satisfaction and repatronage intentions. The theory elucidates how these emotional and value-driven factors interact, leading to more resilient customer relationships even after service failures. Figure 1 presents the conceptual framework, illustrating the hypothesized pathways between these constructs. The relationships are hypothesized as follows:

H1: Brand image positively affects affective commitment.

H2: Brand image positively affects brand equity.

H3: Brand passion positively affects affective commitment.

- H4: Brand passion positively affects brand equity.
- H5: Affective commitment positively affects perceived recovery satisfaction.
- H6: Affective commitment positively affects repatronage intention.
- H7: Brand equity positively affects perceived recovery satisfaction.
- H8: Brand equity positively affects repatronage intention.

4. Methods

4.1 Research Design

This study employed a quantitative survey research approach to systematically investigate the impact of brand image and brand passion on consumer affective commitment, and how these elements influence service recovery satisfaction and repatronage intentions. Quantitative method is useful in this context as it allows for the collection and analysis of numerical data, enabling the researchers to identify patterns, test hypotheses, and generalize findings across larger populations (Zikmund et al., 2013). This method is well-suited to understanding the relationships between multiple variables, which is essential for the study's objectives.

Data were collected using a questionnaire designed with a 7-point Likert scale (strongly disagree, disagree, somewhat disagree, either agree or disagree, somewhat agree, and agree), which is widely used in social science research to measure attitudes, opinions, and behaviors. The 7-point scale provides a greater range of response options, which can enhance the granularity of data collected, allowing for more nuanced insights into respondents' attitudes and opinion (Memmedova & Ertuna, 2024). Moreover, the flexibility of a 7-point scale can improve the validity of the data by accommodating a wider variety of respondent perspectives, which is beneficial in diverse populations where cultural differences may influence response tendencies (Pescaroli et al., 2020).

4.2 Sampling

The population for this study consists of Gojek customers who have encountered service failures or received poor service from drivers or customer service. Convenience sampling was employed, which is suitable for the context and specific requirements of the study. The sampling technique was chosen because randomization was not feasible due to limited resources, time, and workforce. This technique allows for efficient data collection from a readily accessible group of respondents (Etikan, 2016). The study aims to gain preliminary insights into the relationship between brand image, brand passion, affective commitment, and service recovery satisfaction within the specific context of Gojek users in Jakarta, rather than generalizing to the entire population.

However, potential bias might arise from using convenience sampling, as it might not fully represent the diversity of the entire population. This could lead to overrepresentation or underrepresentation of certain segments within the Gojek user base, potentially affecting the generalizability of the findings. To address this issue, multicollinearity tests were conducted, with Variance Inflation Factor (VIF) values expected to be below 5, ensuring that multicollinearity does not distort the results in subsequent analyses.

According to Hair et al. (2017), the sample size should ideally be ten times the number of arrows pointing at a variable in the conceptual model. With eight arrows in the proposed

model, the minimum sample size required would be 80. However, to allow for a more in-depth analysis, 103 samples were included in the study.

4.3 Data Collection

Data collection was conducted in Jakarta between December 2022 and December 2023, focusing on Gojek customers who experienced service failures. Respondents were selected based on specific criteria, including having used Gojek's ride-hailing services and having encountered service failures such as driver cancellations, delays, or other issues that affected their overall experience. The recruitment was carried out through announcements on social media platforms which include X (Twitter), Facebook Groups, and Instagram, targeting active users of these platforms who matched the selection criteria.

Potential respondents were invited to participate by clicking "yes" on a Google Form link if they had encountered poor service or service failures with Gojek's services. They were asked to provide their contact information for follow-up. To ensure the quality and relevance of the data, only respondents who met the predefined criteria were contacted.

After gathering contact information, the researchers reached out to potential respondents to schedule interviews. The interviews were conducted in various formats—face-to-face, online via video conferencing platforms, or by telephone—depending on the respondent's preference and availability. A pre-arranged questionnaire using a 7-point Likert scale was employed to measure the intensity of respondents' attitudes and opinions regarding their experiences with Gojek's services, offering nuanced insights into customer satisfaction and loyalty.

The face-to-face interviews aimed to ensure respondents fully understood the questions and statements, reducing the risk of misinterpretation. During the interviews, respondents were asked to recall and describe specific instances of service failures they had experienced, providing detailed feedback on their satisfaction with Gojek's recovery efforts and their intentions to continue using the service. This detailed approach was crucial for obtaining a comprehensive understanding of customer experiences and attitudes, which is crucial for the study objectives.

4.4 Measurement

The measurement items for this study were developed based on previous research to ensure validity and reliability in capturing the constructs relevant to service failure within the ride-hailing context. Each variable was adopted from prior studies to maintain alignment with established scales. Brand image items were adopted from Cheung et al. (2020) and Tanouri et al. (2019), while brand passion was measured using the scales by Matzler et al. (2007) and Mukherjee (2020). Affective commitment items were obtained from Al Samman and Mohammed (2020) and Lariviere et al. (2014). Brand equity measurements were drawn from Hashim and Yasin (2012) and Yoo and Donthu (2001). Perceived recovery satisfaction was assessed using items adapted from Mohd-Any et al. (2019) and Roggeveen et al. (2012), while repatronage intention was measured with scales from Iyer et al. (2018) and Maxham and Netemeyer (2002). All measurement items were carefully adjusted to fit the specific research context of ride-hailing services. The details of these measurement items are presented in Table 1.

Table 1. Measurement items, operational definitions, factor loading, construct reliability and convergent validity

Operational Definition	Measurement Items	Factor Loading	Cronbach Alpha	Composite Reliability	AVE
Brand Image A customer's perception of the brand's overall attributes and reputation, encompassing qualities like reliability, innovation, and customer care (Cheung et al., 2020; Tanouri et al., 2019).	1) Gojek is a leading company.	0.766	0.896	0.924	0.710
	2) Compared to other brands, Gojek products have high quality.	0.892			
	3) I can reliably predict how Gojek will perform.	0.924			
	4) My friends would think highly of me if I use Gojek transportation.	0.746			
	5) Gojek's service image is consistent with their good image.	0.872			
Brand Passion An emotional attachment and enthusiasm that customers feel towards the brand (Matzler et al., 2007; Mukherjee, 2020).	1) I prefer to use the services of this brand over other brands	0.857	0.921	0.941	0.763
	2) Just seeing this brand is very appealing to me	0.908			
	3) I have an urge to use this service when I see the brand	0.920			
	4) I can't imagine any other brand of the same product making me as happy as this brand.	0.906			
	5) I find myself thinking about this brand a lot during the day	0.769			
Affective Commitment The degree of emotional attachment and loyalty a customer has to the brand (Al Samman & Mohammed, 2020; Lariviere et al., 2014).	1) I am happy to be a customer of this brand.	0.883	0.933	0.949	0.788
	2) I have positive feelings about this brand*	0.886			
	3) This brand means a lot to me.	0.906			
	4) I feel connected to this brand.	0.863			
	5) I feel emotionally attached to this service product.	0.898			

Table 1. Measurement items, operational definitions, factor loading, construct reliability and convergent validity (Continue)

Operational Definition	Measurement Items	Factor Loading	Cronbach Alpha	Composite Reliability	AVE
Brand Equity					
The perceived value and strength of the brand in customers' minds, based on factors like brand loyalty, perceived quality, and brand associations (Hashim & Yasin, 2012; Yoo & Donthu, 2001).	1) This brand is different from other brands.	0.873			
	2) This brand is worth more than other brands.	0.858			
	3) Even if other brands are priced the same as this one, I would still buy this brand.	0.908			
	4) If I had to choose among various brands offering the same type of service, I would definitely choose this brand.	0.923	0.940	0.954	0.807
	5) Even if other brands have the same features as this one, I prefer to buy this brand.	0.928			
Perceived Recovery Satisfaction					
The level of customer satisfaction with how service recovery was handled following a service failure (Mohd-Any et al., 2019; Roggeveen et al., 2012).	1) In my opinion Gojek provided a satisfactory solution to my problem	0.902			
	2) I am satisfied with the procedures and resources used to solve the problem.	0.944			
	3) Gojek provided a solution that was profitable for me	0.921	0.953	0.964	0.842
	4) In general, I am satisfied with the results I received from the company	0.911			
	5) Overall, I am satisfied with the company's handling of my complaint	0.909			
Repatronage Intention					
The likelihood that customers will continue using the service despite previous service failures (Iyer et al., 2018; Maxham & Netemeyer, 2002).	1) Experience satisfaction and emotional attachment motivate me to continue using this service.	0.911			
	2) When making a decision to use the service again, I always consider the current situation and past experiences*	0.764	0.923	0.942	0.767
	3) I will continue to use this service in the future	0.925			

Table 1. Measurement items, operational definitions, factor loading, construct reliability and convergent validity (Continue)

Operational Definition	Measurement Items	Factor Loading	Cronbach Alpha	Composite Reliability	AVE
Repatronage Intention					
The likelihood that customers will continue using the service despite previous service failures (Iyer et al., 2018; Maxham & Netemeyer, 2002).	4) When choosing the same product category, I consider Gojek as my first choice.	0.875	0.923	0.942	0.767
	5) I will continue to use Gojek, even if other alternatives are available.	0.893			

Note: * = indicators were removed from the model due to their high loadings on other constructs

4.5 Data Analysis

Data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) involving two main steps: analysis of the outer model and the inner model (Hair et al., 2022). SEM-PLS was chosen due to its ability to handle complex models with multiple constructs and indicators, its robustness in dealing with small sample sizes, and its flexibility in not requiring data to meet stringent normality assumptions. SEM-PLS is particularly suitable for exploratory research where the primary goal is to predict key target constructs and test theoretical relationships, making it ideal for investigating the impact of brand image and passion on affective commitment and service recovery satisfaction.

The outer model analysis ensures robustness by assessing factor loadings, construct reliability, and validity. Construct validity and reliability were tested through several key metrics: (1) Factor Loadings - the factor loading of each item should exceed 0.708 to ensure that the items sufficiently represent their respective constructs. (2) Cronbach's Alpha and Composite Reliability - these metrics should be above 0.7 to confirm the internal consistency of the constructs. (3) Convergent Validity - it is evaluated through the Average Variance Extracted (AVE), which should be greater than 0.5, indicating that the constructs explain more than half of the variance of their items. (4) Discriminant Validity - it is assessed using the Fornell and Larcker criterion (Fornell & Larcker, 2018), which requires that the square root of the AVE for each construct be higher than its correlations with other constructs, ensuring that each construct is distinct from the others.

The inner model analysis involves assessing indicator multicollinearity and testing the significance of the hypotheses. Multicollinearity was checked using Variance Inflation Factor (VIF) values, which should be below 5 to indicate no multicollinearity issues. To evaluate the robustness and strength of the model, explanatory and predictive relevance analyses were conducted by assessing R^2 , f^2 , and Q^2 values. According to Hair et al. (2017), R^2 values are categorized as substantial when more than 0.75, moderate when more than 0.50, and weak when more than 0.25. Cohen (2013) provides benchmarks for f^2 values, categorizing them as large when more than 0.35, medium when more than 0.15, and small when more than 0.02. Additionally, a Q^2 score greater than 0 is necessary to meet the criterion for predictive relevance.

SEM-PLS was utilized to test the hypotheses and the theoretical model proposed in this study. Specifically, it was used to examine the direct and indirect effects of brand image and

passion on affective commitment, brand equity, service recovery satisfaction, and repatronage intentions. This method allowed for the comprehensive analysis of complex relationships and provided insights into how branding strategies can influence customer behavior and satisfaction following service failures.

5. Findings

5.1 Respondent’s Characteristics

Table 2 outlines the demographics of the respondents, indicating that most of the respondents are female (57.3%) while the rest are male (42.7%). The age distribution primarily comprises young adults, with 52.4% aged 21-23 years and 37.9% aged 18-20 years, while those over 24 constitute just 9.7%. In terms of education background, most respondents are high school graduates at 84.5%, and 15.5% have attained a diploma or bachelor’s degree. This profile indicates a predominantly young, educated sample with a balance across genders.

Table 2. The demographics of the respondents have experienced service failures at Gojek

Characteristics	Items	Frequency (n)	Percentage (%)
Gender	Male	44	42.7
	Female	59	57.3
	Total	103	100.0
Age	18-20	39	37.9
	21-23	54	52.4
	≥24	10	9.7
	Total	103	100.0
Education Level	High School	87	84.5
	Diploma/Bachelor	16	15.5
	Total	103	100.0

5.2 Outer Model

The data analysis began with the evaluation of the outer model. As shown in Table 1, all indicators in this research surpass the threshold (>0.708). This indicates that each item effectively represents its associated construct, contributing to the overall reliability and validity. Table 1 also illustrates that all variables have Cronbach’s alpha and composite reliability scores exceeding the minimum criterion of more than 0.7. This finding confirms that the internal consistency reliability is firmly established. Convergent validity is achieved when the AVE score is greater than 0.5. As seen in Table 3, all constructs have AVE scores above 0.5, confirming the establishment of convergent validity. Moreover, Table 3 shows that the Fornell and Larcker criterion is used to assess discriminant validity. In this step, indicator 2 of affective commitment and indicator 2 of repatronage intention were removed from the model due to their high loadings on other constructs. After their removal, the Fornell and Larcker criterion was satisfied, as the square root of the AVE for each construct was greater than its correlations with other constructs. This indicates that each construct shares more variance with its own indicators than with other variables, confirming that discriminant validity is firmly established.

Table 3. Fornell and Larcker criterion based on structural equation modeling

Variables	AFC	BEQ	BMG	BPS	RPI	RVS
AFC	0.898					
BEQ	0.878	0.898				
BMG	0.715	0.758	0.843			
BPS	0.835	0.873	0.753	0.874		
RPI	0.883	0.915	0.744	0.869	0.911	
RVS	0.840	0.893	0.793	0.801	0.842	0.917

Note: AFC = Affective Commitment; BEQ = Brand Equity; BMG = Brand Image; BPS = Brand Passion; RPI = Repatronage Intention; RVS = Recovery Satisfaction; Numbers in bold are the square root of the AVE.

5.3 Inner Model

After evaluating the outer model, the next step was assessing the inner model. The inner model evaluation began with checking for indicator multicollinearity by examining the inner VIF values, as shown in Table 4. A VIF value below 5 indicates no multicollinearity issues. All VIF scores in this study are below this threshold. Next, the significance of the hypotheses was assessed. Hypotheses with a p-value below 0.05 and a t-value above 1.65 were considered supported. The path coefficient (β) provides insights into the direction of the relationship. The results of the tests are presented in Table 4 and Figure 2, illustrating the direction and significance of each hypothesized relationship.

Table 4. Indicator multicollinearity and hypotheses test result based on structural equation modeling

Hypotheses	VIF	Path Coefficient	t-values	Conclusion
H1 BMG → AFC	2.311	0.198*	1.940	Supported
H2 BMG → BEQ	2.311	0.231**	2.688	Supported
H3 BPS → AFC	2.311	0.685***	6.683	Supported
H4 BPS → BEQ	2.311	0.699***	8.364	Supported
H5 AFC → RVS	4.369	0.244*	2.110	Supported
H6 AFC → RPI	4.369	0.344***	4.939	Supported
H7 BEQ → RVS	4.369	0.678***	5.866	Supported
H8 BEQ → RPI	4.369	0.613***	9.330	Supported

Notes: AFC = Affective Commitment, BEQ = Brand Equity; BMG = Brand Image; BPS = Brand Passion; RPI = Repatronage Intention; RVS = Recovery Satisfaction. Notes 2: *** = p-value <0.001; ** = p-value, <0.01; * = p-value <0.05.

The hypothesis test results presented in Table 4 confirm that all hypotheses (H1 through H8) are supported, demonstrating robust relationships among the variables. Brand image positively influences affective commitment (path coeff = 0.198, t-value = 1.940) and brand equity (path coeff = 0.231, t-value = 2.688). Brand passion shows a strong positive effect on both affective commitment (path coeff = 0.685, t-value = 6.683) and brand equity (path coeff = 0.699, t-value = 8.364). Affective commitment significantly influences recovery satisfaction (path coeff = 0.244, t-value = 2.110) and repatronage intention (path coeff = 0.344, t-value = 4.939). Similarly, brand equity strongly predicts recovery satisfaction (path coeff = 0.678, t-value = 5.866) and repatronage intention (path coeff = 0.613, t-value = 9.330). These results collectively underscore the critical roles that brand image, brand passion, affective commitment, and brand equity play in shaping customer responses to recovery efforts and their intentions to repatronize following service failures.

5.5 Indirect Effect Test

An indirect effect test was conducted to determine whether the influence of brand image and brand passion on service recovery satisfaction and repatronage intentions is mediated by affective commitment and brand equity. This analysis reveals the underlying mechanisms that connect these variables, offering a deeper insight into how they interact to influence customer behavior. By examining both direct and indirect effects, this test provides a more comprehensive understanding of the relationships within the conceptual framework (Table 5).

Table 5. Indirect effect test result based on structural equation modeling

Indirect Paths	Path Coefficient	t-values
BMG → AFC → RPI	0.068	1.817*
BPS → AFC → RPI	0.236	3.696***
BMG → BEQ → RPI	0.142	2.496**
BPS → BEQ → RPI	0.428	6.257***
BMG → AFC → RVS	0.049	1.309
BPS → AFC → RVS	0.167	2.151*
BMG → BEQ → RVS	0.157	2.212*
BPS → BEQ → RVS	0.474	5.080***

Notes: AFC = Affective Commitment, BEQ = Brand Equity; BMG = Brand Image; BPS = Brand Passion; RPI = Repatronage Intention; RVS = Recovery Satisfaction. Notes 2: *** = p-value <0.001; ** = p-value <0.01; * = p-value <0.05.

Table 5 offers a thorough examination of the indirect effects of brand image (BMG) and brand passion (BPS) on repatronage intention (RPI) and recovery satisfaction (RVS) via affective commitment (AFC) and brand equity (BEQ). As the findings indicate, BPS has a substantial indirect impact on RPI via both AFC (path coeff = 0.236, t-value = 3.696, $p < 0.001$) and BEQ (path coeff = 0.428, t-value = 6.257, $p < 0.001$). This implies that BPS significantly influences customer loyalty through these mediating factors. In the same vein, BMG influences RPI through BEQ (path coeff = 0.142, t-value = 2.496, $p < 0.01$) and AFC (path coeff = 0.068, t-value = 1.817, $p < 0.05$), although the latter is less significant. Through BEQ (path coeff = 0.474, t-value = 5.080, $p < 0.001$) and AFC (path coeff = 0.167, t-value = 2.151, $p < 0.05$), BPS exhibits a substantial indirect effect on RVS, underscoring the importance of BEQ in improving recovery satisfaction. The effect of BMG on RVS is also significant through BEQ (path coeff = 0.157, t-value = 2.212, $p < 0.05$), but the effect via AFC is not significant (path coeff = 0.049, t-value = 1.309). Overall, the table emphasizes the critical mediating role of BEQ in the enhancement of customer repatronage intention (RPI) and recovery satisfaction (RVS), particularly when motivated by brand passion.

5.6 Explanatory Power and Predictive Relevance

The results of this research not only demonstrate the model's solid explanatory power and predictive relevance, but also reveal nuanced insights into the dynamics of the relationships within the model. Explanatory power is gauged through the coefficient of determination (R^2) and effect size (f^2). The R^2 values, as shown in Figure 2, show that repatronage Intention (RPI) exhibits substantial explanatory power with an R^2 of 0.865, while Recovery Satisfaction (RVS) and Brand Equity (BEQ) also show substantial power with R^2 values of 0.811 and 0.785, respectively. Affective Commitment (AFC) displays moderate but nearly substantial power with an R^2 of 0.714.

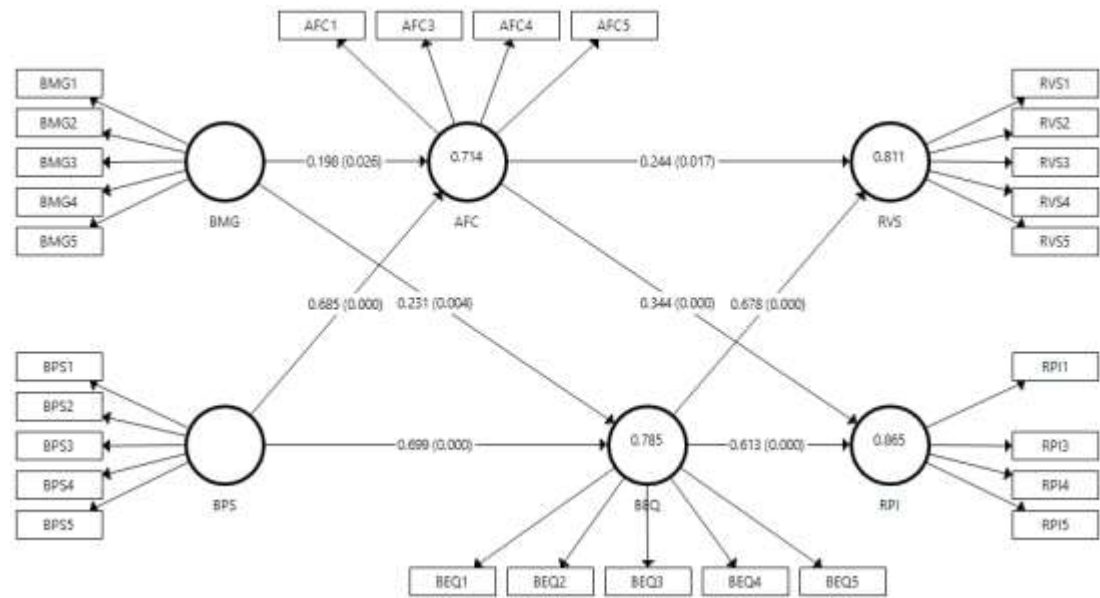


Figure 2. Path coefficient, p-values and coefficients determination statistics results

Effect sizes (f^2) presented in Table 6 show that brand passion significantly impacts brand equity (BPS → BEQ = 0.986) and affective commitment (BPS → AFC = 0.710), both showing large effects. Other notable relationships include brand equity's substantial influence on repatronage intention (BEQ → RPI = 0.636) and recovery satisfaction (BEQ → RVS = 0.556). On the other hand, the effect of affective commitment on repatronage intention (AFC → RPI = 0.201) is medium, and other relationships display smaller effects.

Table 6. Effect size (f^2) and Q^2 statistic

Path	F-Square	Q-Square
AFC → RPI	0.201	
BEQ → RPI	0.636	0.708
AFC → RVS	0.072	
BEQ → RVS	0.556	0.673
BMG → AFC	0.060	
BPS → AFC	0.710	0.566
BMG → BEQ	0.108	
BPS → BEQ	0.986	0.625

Note: AFC = Affective Commitment, BEQ = Brand Equity, BMG = Brand Image, BPS = Brand Passion, RPI = Repatronage Intention, RVS = Recovery Satisfaction.

Predictive relevance, assessed via Stone-Geisser's Q^2 statistic, reveals strong capabilities in forecasting future data. The Q^2 values in Table 6 for repatronage intention (RPI = 0.708) and recovery satisfaction (RVS = 0.673) indicate robust predictive accuracy. Brand equity (BEQ = 0.625) and affective commitment (AFC = 0.566) also demonstrate substantial predictive relevance. These results confirm the model's utility in effectively predicting behaviors related to the constructs, highlighting its practical applicability beyond the sampled data.

6. Discussion

The findings of this study underscore the pivotal role that brand image and brand passion play in shaping consumer behavior within Jakarta's ride-hailing sector. The empirical results show that these elements significantly enhance affective commitment and brand equity, which in turn, critically influence service recovery satisfaction and repatronage intentions

among Gojek customers. This discussion explores the implications of these relationships, juxtaposing them with existing literature to highlight their relevance and contribution to branding, consumer behavior, and service management. By aligning these insights with theoretical frameworks and prior research, we aim to provide a comprehensive understanding of how strategic brand management can sustain customer loyalty despite service failures.

6.1 The Effect of Brand Image on Customer's Affective Commitment

In the ride-hailing industry, the relationship between brand image and affective commitment plays a crucial role in shaping customer loyalty and positive responses during service recovery. Research by van Tonder and Petzer (2021) demonstrates that affective commitment significantly influences customer citizenship behaviors, which are critical for improving service quality in peer-to-peer services like ride-hailing. Dam's (2020) research also found that a strong brand image positively affects affective commitment, leading to higher brand loyalty and favorable word-of-mouth. Similarly, Koo et al. (2020) discovered that affective commitment and switching barriers mediate the relationship between the perceived value of a loyalty program and customer brand loyalty in the hotel context. These findings collectively emphasize that a positive brand image fosters strong affective commitment, improving service recovery satisfaction, customer loyalty, and a greater willingness to recommend the brand.

6.2 The Effect of Brand Image on Brand Equity

The research reveals that brand image significantly bolsters brand equity within the context of service recovery in the ride-hailing industry. Previous studies confirm this relationship. Tran et al. (2019) found that tourism destination brand image, and perceived quality have significant, positive effects on overall destination brand equity. Lu et al. (2020) also identified that brand equity plays a vital role in shaping how customers perceive service recovery, as a strong brand image positively influences perceptions of justice and service satisfaction. Together, these findings underscore the importance of maintaining a robust brand image to strengthen brand equity and customer perceptions in service recovery scenarios.

6.3 The Effect of Brand Passion on Affective Commitment

In the context of service recovery within the ride-hailing industry, brand passion significantly enhances affective commitment, fostering a stronger emotional attachment to the brand. Das et al. (2019) found that brand passion, shaped by factors like perceived brand ethicality, strengthens brand commitment by cultivating an emotional bond between the customer and the brand. Similarly, Arayesh et al. (2020) established that brand passion positively influences brand commitment, with brand ethics as a moderator in the relationship. These findings underscore the importance of nurturing brand passion to reinforce affective commitment, particularly during service recovery scenarios, as this emotional connection plays a pivotal role in customer loyalty and advocacy.

6.4 The Effect of Brand Passion on Brand Equity

This research identifies that brand passion positively impacts brand equity within the ride-hailing industry during service recovery. This confirms previous studies revealing the

relationship. For instance, Pourazad et al. (2019) showed that brand passion significantly enhances brand loyalty and other key brand-related outcomes like advocacy and willingness to pay a premium, thereby increasing overall brand equity. Additionally, Arayesh et al. (2020) demonstrated that brand passion fosters stronger brand commitment, which is instrumental in developing brand equity, especially when brand ethics are integrated. These findings collectively highlight how cultivating brand passion is crucial for boosting brand equity, particularly when addressing service recovery challenges in the ride-hailing sector.

6.5 The Effect of Affective Commitment on Perceived Recovery Satisfaction

This research demonstrates that affective commitment positively impacts customers' perceived recovery satisfaction in the ride-hailing industry. This supports previous studies that confirm the relationship. For instance, Filho et al. (2023) found that stronger brand relationship quality (BRQ) leads to higher levels of perceived justice in service recovery situations, resulting in higher customer satisfaction and purchase intention. Similarly, Matikiti et al. (2020) showed that affective commitment plays a crucial role in enhancing recovery satisfaction and building trust, leading to increased customer commitment and positive word of mouth in the airline business. Together, these findings emphasize that affective commitment is essential in achieving customer satisfaction with service recovery and fostering stronger loyalty in service-oriented industries.

6.6 The Effect of Affective Commitment on Repatronage Intention

This research highlights that affective commitment positively influences customers' repatronage intention in service recovery within the ride-hailing industry. It supports previous studies that emphasize this connection. van Tonder and Petzer (2021) found that affective commitment plays a significant role in driving customer citizenship behaviors, which include advocacy and loyalty, in ride-hailing services. Similarly, Khraiwish et al. (2022) showed that affective commitment significantly strengthens customer loyalty, highlighting its value in retaining customers even when service failures occur. These findings demonstrate that affective commitment is crucial in nurturing customer loyalty and repatronage, particularly in the service recovery phase.

6.7 The Effect of Brand Equity on Perceived Recovery Satisfaction

This research found that brand equity significantly improves customers' perceived recovery satisfaction in the ride-hailing industry, which aligns with previous studies. For instance, Ma et al. (2020) found that a strong brand equity orientation positively affects recovery satisfaction through customer forgiveness, emphasizing that brands with established equity can better manage customer perceptions during recovery efforts. Furthermore, Rifi and Mostafa (2021) highlighted that satisfaction with service recovery significantly enhances brand credibility and customer-based brand equity, emphasizing the crucial role of brand equity in the service recovery process. These findings indicate that robust brand equity provides a foundation for effective recovery satisfaction, fostering customer trust and credibility.

6.8 The Effect of Brand Equity on Repatronage Intention

This research reveals that brand equity positively influences customers' repatronage intentions within the context of service recovery in ride-hailing industry. Shi et al. (2022)

identified that strong brand equity and authenticity positively impact revisit intention in tourism destinations. Similarly, Ma et al. (2020) demonstrated that a robust brand equity orientation leads to higher recovery satisfaction through consumer forgiveness, ultimately fostering greater repatronage intentions. These studies underscore that nurturing brand equity helps sustain customer trust and loyalty, even after service failures, significantly improving the likelihood of repatronage.

6.9 The Indirect Effect

The results of the indirect effect test reveal that brand passion significantly influences customer loyalty and satisfaction through affective commitment and brand equity. Brand passion, which reflects the intense emotional connection between consumers and a brand, significantly influences how customers perceive service recovery efforts. This finding underscores the importance of fostering strong emotional bonds with customers, as these connections can mitigate the negative impacts of service failures by enhancing their willingness to forgive and remain loyal to the brand. Moreover, brand equity emerges as a powerful mediator, indicating that the perceived value of a brand is pivotal in determining how effectively a company can recover from service disruptions. The influence of brand passion through brand equity suggests that emotionally engaged customers who also perceive the brand as valuable are more likely to experience higher satisfaction with service recovery and maintain their repurchase intentions.

Conversely, while brand image affects customer outcomes through affective commitment and brand equity, its indirect effects are generally weaker than brand passion. This suggests that while a positive brand image is important, the deeper emotional connections captured by brand passion are more effective in driving customer loyalty and satisfaction following service failures. The significance of brand equity as a mediator in these relationships highlights its role as a crucial asset for companies aiming to strengthen their resilience against service failures. Companies with strong brand equity are better equipped to maintain customer trust and loyalty, even when service does not meet expectations. These findings emphasize the need for companies, especially in highly competitive industries, to build a positive brand image and a passionate brand following, as this dual approach can significantly enhance customer retention and recovery outcomes.

6.10 Managerial Implication

This study provides valuable insights for brand managers and marketing professionals in the ride-hailing industry. The findings emphasize the critical roles that brand image, passion, affective commitment, and brand equity play in shaping customer satisfaction and repatronage intentions after service failures. The results offer several actionable strategies.

First, given the strong positive impact of brand image and passion on affective commitment and brand equity, managers should focus on strategies that reinforce these attributes. Investing in consistent and compelling branding messages through various media channels will help customers form a positive perception. Building brand passion requires creating emotional connections through authentic storytelling, customer engagement initiatives, and personalized marketing efforts that resonate deeply with users.

Second, this research found that affective commitment significantly influences recovery satisfaction and repatronage intentions. Managers should develop loyalty programs and

personalized incentives that strengthen the emotional bonds between customers and the brand. Regularly engaging with customers through surveys and community events can reinforce their loyalty and reduce churn rates.

Third, both affective commitment and brand equity significantly impact recovery satisfaction. Managers should prioritize swift and empathetic recovery strategies that address the specific issues faced by customers. This involves training customer support teams to handle complaints professionally and empowering them to resolve issues proactively. Personalized recovery measures like discounts, free rides, or priority access should align with customer expectations to rebuild trust effectively.

Fourth, brand equity strongly influences both recovery satisfaction and repatronage intentions. Managers should invest in brand-building activities that enhance customer perceptions and foster positive associations. This includes corporate social responsibility (CSR) initiatives, partnerships with local businesses, and innovative service features that set the brand apart. A strong brand equity provides a cushion against service failures, as customers are more likely to remain loyal when they perceive the brand positively.

Lastly, in competitive markets like Indonesia, where customers have multiple choices, managers must ensure that their recovery strategies are timely, efficient, and aligned with customer expectations. Continuous monitoring of market trends and competitor activities will help refine these strategies and maintain a competitive edge. In conclusion, this research provides actionable guidance for managing brand image, passion, and affective commitment in the ride-hailing industry. By integrating these insights into their strategies, managers can create more effective recovery efforts, foster stronger customer relationships, and secure long-term loyalty even after service failures.

6.11 Theoretical Contribution

This research provides significant theoretical contributions to branding, consumer psychology, and service recovery, particularly within the ride-hailing sector. The findings have some theoretical implications. First, this study builds on the Consumer-Brand Relationship Theory by demonstrating how brand image and passion significantly influence affective commitment and brand equity in the ride-hailing industry. The strong influence of these factors confirms the theory's assertion that emotional connections between consumers and brands lead to deeper loyalty. The study expands the theory by showing how these relationships translate into recovery satisfaction and repatronage intentions following service failures.

Second, the findings underscore the importance of branding as a foundational element influencing customer responses to service recovery strategies. The research highlights the mediating role of affective commitment and brand equity between branding and post-recovery outcomes, providing a nuanced understanding of how branding shapes consumer behavior after a negative service encounter. This insight adds depth to the existing literature by delineating the distinct pathways through which branding affects recovery satisfaction and loyalty.

Third, this research reinforces existing knowledge about the role of affective commitment and brand equity in service failure and recovery contexts. By confirming that these variables directly impact recovery satisfaction and repatronage intentions, the study strengthens

theoretical models linking service recovery efforts to post-failure customer behavior. The findings support the positive influence of affective commitment and brand equity, reinforcing their significance in recovery strategies.

Lastly, by focusing on the Indonesian ride-hailing sector, this study provides insights into how brand image, passion, and affective commitment interact uniquely in highly competitive markets. It fills a gap in the literature by offering a comprehensive exploration of customer responses to service recovery efforts in a context where competition is high, and customer expectations are evolving. Overall, the research advances theoretical knowledge by elaborating on the dynamics between branding, affective commitment, and customer responses to service recovery efforts in the ride-hailing sector. This enriches theoretical discourse and provides a basis for further studies on service recovery, customer loyalty, and branding.

6.12 Limitations

While the study establishes a solid foundation for understanding how branding and customers' emotions shape their perceived recovery satisfaction and patronage intention post-service failure, several limitations must be acknowledged. Focusing solely on Gojek customers in Indonesia may limit the findings' generalizability to other regions or ride-hailing markets, where cultural norms and competitive landscapes differ. The cross-sectional design limits the establishment of causal relationships, warranting longitudinal studies for stronger evidence. Additionally, reliance on self-reported data introduces the potential for social desirability bias, suggesting the need for objective behavioral data in future research. Furthermore, omitting moderating factors, such as customer demographics and service failure severity, limits the understanding of nuanced customer behaviors. Expanding the model to include other relevant constructs, such as trust and perceived fairness, would offer a more comprehensive view of customer satisfaction and loyalty.

7. Conclusions

This research examined how brand image, passion, affective commitment, and brand equity influence service recovery satisfaction and repatronage intentions in the Indonesian ride-hailing sector, using Gojek as a case study. The results support all hypotheses, confirming that brand image and passion positively impact affective commitment and brand equity. In turn, affective commitment and brand equity significantly influence recovery satisfaction and repatronage intentions.

The findings underscore the importance of branding in fostering affective commitment and brand equity, which serve as protective buffers against service failures. This research provides practical insights for managers to tailor recovery strategies that align with customer expectations, thus enhancing satisfaction and loyalty. Theoretically, this study extends the Consumer-Brand Relationship Theory by demonstrating how branding affects post-recovery outcomes through affective commitment and brand equity. In competitive markets like Indonesia, integrating branding with effective recovery efforts will help organizations build trust, strengthen customer relationships, and maintain a competitive advantage.

8. Recommendation

To build on this study's insights into how brand image and passion influence customer recovery satisfaction and loyalty, future research should expand beyond Indonesia to explore cultural differences in customer behavior across regions. Conducting longitudinal studies would establish the temporal impact of branding on recovery satisfaction and repatronage intentions, while multi-industry comparisons would highlight best practices in diverse service contexts. Including moderating factors like demographics, usage frequency, and objective behavioral data would offer a more nuanced and accurate view of customer loyalty. Additionally, incorporating constructs like trust, fairness, and corporate social responsibility will provide a comprehensive understanding of customer-brand relationships. Finally, identifying the effectiveness of various recovery strategies in meeting customer expectations will refine theoretical models and practical approaches, enhancing customer loyalty after service failures.

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