



# THE IMPACT OF SERVICE PERSONAL VALUES ON CONTINUANCE INTENTION TOWARDS ON-DEMAND RIDESHARING SERVICES

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## ABSTRACT

Competition in the on-demand ridesharing service industry is becoming increasingly intense, and sustainability of this innovative business model is uncertain. Studying service personal values may provide insight for service providers to implement appropriate customer retention strategies. Therefore, the objectives of this study was to validate a structural model where service personal values influence perceived value, and perceived value acts as the predictor of satisfaction, which in turn, affects customers' continuance intention. Through a purposive sampling technique, 280 questionnaires were collected from respondents with experience using on-demand ridesharing services in Malaysia. The findings revealed that service personal values influenced perceived value, perceived value influenced satisfaction, and satisfaction influenced continuance intention. Furthermore, perceived value mediated the relationship between service personal values and satisfaction. Implications and future research directions were discussed.

**Keywords:** Continuance Intention, Customer Satisfaction, On-demand Ridesharing Services, Perceived Value, Service Personal Values

## INTRODUCTION

The advancement of Internet technology has led to the emergence and widespread of sharing economy. Sharing economy is changing various business models and consumer behavior in a large scale. One of the most significant influenced industries is transportation. The disruption towards transportation industry was created by on-demand ridesharing services, technology based applications of both local and international companies, Uber and Grabcar respectively. On-demand ridesharing services are taxi-like services which leverage on the use of mobile application. This popularity has not gone unnoticed in Malaysia, as more and more people are opting to use, as well as offering ridesharing services in the face of challenging economy (The Star, 2016).

Competition among on-demand ridesharing services providers is becoming increasingly intense as exemplified by Uber which no longer able to dominate the market share after Grab was introduced. A study conducted by Google and their associates showed that on-demand ridesharing market in Southeast Asia is estimated to worth 13.1 billion dollars in 2025 (Minter, 2017), which pose a profitable market for on-demand ridesharing services companies. In order for on-demand ridesharing services to succeed and sustain, enlarging and fortifying the customer base become the priority. To enhance customer share and retention rate, service providers have to manage customer relationship well (Verhoef, 2003). Therefore, it is imperative for service providers to understand customer behaviors, especially in the post-consumption stage because it is where customers determine their continuance intention by evaluating service experience and value gained. Although there are several studies on motivations to participate in sharing economy (Lamberton and Rose, 2012), study on



continuous adoption of sharing economy services remains scant (Prothero et al., 2011). Furthermore, antecedents of satisfaction and continuance intention towards sharing economy services might vary from traditional business to-consumer (B2C) setting (Möhlmann, 2015). Past studies had emphasized the link between service quality and customer satisfaction, thus it had been the most prevalent trend among service firms to make improvement (Durvasula et al., 2011). As such approach gradually reaches saturation point, the concept of value creation comes into play (Durvasula et al., 2011). A superior value proposition offered to customers can result into benefits desired by firms, such as profits and referrals (Payne et al., 2008). Despite the importance of the value concept, questions on how value is created, by whom and for whom remains largely unexplored (Grönroos and Ravlud, 2011). Furthermore, Chen and Dubinsky (2003) asserted that customer value's components are different according to specific consumption context, which posed the need to further investigate the perceived value concept in a different context. Therefore, this study aims to fill the gap by investigating into the roles of personal values and perceived value in determining continuance usage of services, as suggested by Means-End Theory (Gutman, 1982). An in-depth understanding on customers' desired personal values enables marketers to enhance their services accordingly to fit customers' goals.

In brief, this study intends to establish and test on a structural model where service personal values influence perceived value, and perceived value as the predictor of satisfaction and mediator between service personal values and satisfaction. Subsequently, the impact of satisfaction on continuance intention towards on-demand ridesharing services is investigated. To the authors' best knowledge, this study is perhaps the first to apply service personal values in sharing economy context, different from previous study regarding service personal values which centered on education and consumer products. In addition, this study answers the call by Hau and Thuy (2012) to investigate service personal values in developing countries instead of developed western nations. To address the objectives, this paper will be organized by conducting a literature review and developing hypotheses. Methodology will subsequently follow. Next, analysis result will be presented and this paper will be concluded with result discussion, implications, limitations and future research suggestion.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **Service Personal Values**

According to Rokeach (1973), personal values are defined as “an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence”. Personal values can be deemed as desired goal and guidance in lives of people (Schwartz, 1992). Hence, personal values are expected to influence individual's decision making process. By understanding personal values, firms can grasp a richer understanding in customers' expectation towards their offerings. Indeed, Durgee et al. (1996) recommended that understanding and gaining customers can be effectively done through knowing of their personal values system. Previous literature has exhibited personal values as determinants of behavioral orientation (Schwartz, 1992), such as in the context of ethical decision making (Weber, 2017) and automobile purchase behavior (Pimenta and Piato, 2016). Despite its importance, relatively less works has been done on the impact of personal



values in the area of services (Thuy et al., 2016), and even less so in the context of sharing economy.

In the context of services, the concept of service personal values (SERVPAL) has been introduced by Lages and Fernandes (2005) based on previous works by Rokeach (1973) and Schwartz (1992). Service personal values can be described as “a customer’s overall evaluation of the use of a service based on the perceived achievement in terms of his or her own personal values” (Lages and Fernandes, 2005). Under the model of service personal values, there are three components, namely: value to peaceful life, value to social recognition, and value to social integration. The first dimension, value to peaceful life refers to the judgment of customers whether the service brings them a pleasurable, harmony and tranquility life. Second, value to social recognition is related to the gaining of respect from others, enhancing social status, and achieving a more fulfilled and stimulating life to be revealed to others. Third, value to social recognition is related to the assessment of service, whether it helps in promoting better relationships and social integration.

### **Service Personal Values and Perceived Value**

Perceived value is the overall evaluation by consumers regarding to the utility of products consumed based on perception of difference between cost and benefit received (Zeithaml, 1988). In this study, perceived value was treated as a multidimensional construct because the uni-dimensional perceived value was argued to be insufficient in capturing concept richness (Carlson et al., 2015). Thus, this study applied PERVAL developed by Sweeney and Soutar (2001) to operationalize perceived value in this study context. There are four dimensions proposed in PERVAL, namely functional value, monetary value, emotional value, and social value. Functional value refers to the utility a market offering provides through its expected performance and perceived quality. Monetary value refers to the utility an offering provides in proportion to the overall costs. Emotional value is the utility an offering creates through feelings or affective states. Lastly, social value is the utility an offering provides through enhancing the individual’s social self-concept.

It is prevalently agreed that perceived value is subjectively determined by consumers instead of objectively decided by sellers (Zeithaml, 1998) which rendered the concept to draw major attention in marketing literature (Yu et al., 2017). Ledden et al. (2007) asserted the need to differentiate personal values and consumption values as they are two discrete constructs. One important notion discussed is that perceived value should be a preference judgment while personal values refer to the criteria by which people make such preference judgment (Holbrook, 1994). Although the relationship of quality, satisfaction, and value has been extensively probed, the inclusion of both personal values and perceived value within a framework is scarce (Ledden et al., 2007).

The Means-End Chain model facilitates the understanding on how consumers perceive regarding the outcomes of product use and consumption (Gutman, 1982). Means-End Chain Model explains the sequence of hierarchy from products attributes (lowest level) to personal values (highest level). Taking the lens of Means-End Theory in service context, service attributes are the mean and service personal values are the end. That is, within the service context, the ultimate goal in service consumption is achieving service personal values, which

translate into continuance intention. Customers of on-demand ridesharing services are expected to evaluate whether service personal values are achieved and in turn be used as criteria in determining perceived value towards the service used, which will eventually lead to continuance intention.

Huber et al. (2001) pointed out that personal values can be comprehended through individual's consumption and possession, implying that perceived value of goods or services consumed is influenced by the personal values they uphold, and thus a certain interrelationship exists between the twos. For example, an individual who values a pleasurable life may value services which are easy to use and personalized because such service attributes reduce their efforts needed to consume the service and promote convenience. Therefore, personal values guide the individual's attitude and value formation towards the products and services (Rokeach 1973; Richin, 1994a) and services consumed and their judgment on products and services reflects their personal values. In brief, service personal values drive consumers to look for benefits offered and evaluate the perceived value based on how well it fits their personal values. Based on the reasoning above, the following hypothesis is developed:

H1: There is a positive relationship between service personal values and perceived value towards on-demand ridesharing services.

### **Perceived value and Customer Satisfaction**

Oliver (1980) interpreted satisfaction as a subjective evaluation of experience and consequence associated with the consumption of products (services). When customers' perception of product or service performance meet or goes beyond the predetermined expectation, they will be satisfied with the product (services). According to Yang and Peterson (2004), customer satisfaction can be measured as transaction-specific term or overall satisfaction. Transaction-specific customer satisfaction is related to a customers' specific encounter with the service providers while overall satisfaction refers to the cumulative impression of service providers (Olsen and Johnson, 2003; Jones and Suh, 2000). In this study, overall satisfaction is examined because it has better predictive capability toward loyalty (El-Adly and Eid, 2016).

Although perceived value and customer satisfaction share similar outcomes, and are both important domains in determining purchasing behavior (Erjavec et al., 2016; Malik, 2012), they are indeed different from each other (El-Adly and Eid, 2016). According to Sweeney and Soutar (2001), perceived value can occur at any stages of consumers' purchasing process; however, satisfaction may only happen in the post-purchase stage. Through this notion, it can be derived that perceived value is the antecedent of satisfaction. A number of empirical researches have supported this idea (Chebat et al., 2014; Sands et al., 2015) by demonstrating that perceived value significantly positively influences satisfaction. Therefore, it is hypothesized that:

H2: There is a positive relationship between perceived value towards on-demand ridesharing services and customer satisfaction.

### **Customer Satisfaction and Continuance Intention**

According to June (2014), continuance intention is a psychological state which mirrors customers' decision to repeat certain behaviors, and it is similar to repurchase intention in marketing perspective. Customer satisfaction is one of the customers' critical selection criteria

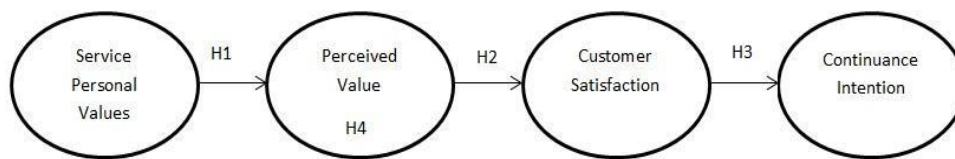
and key predictor of the post-purchase behavior (Ozer and Gultekin, 2015). For instance, lying on the foundation of expectancy confirmation theory, Liao et al. (2017) exhibited the role of satisfaction in determining online repurchase intention. Similarly, Shin et al. (2017) also articulated that satisfaction determines online service continuance. Hence, it can be assumed that on-demand ridesharing services’ customers will continue to use the services if they are satisfied. Thus, the third hypothesis is postulated as below:

H3: There is a positive relationship between customer satisfaction and continuance intention.

**Mediating Role of Perceived Value**

Although previous literature provides evidence for the interrelationships among service personal values, perceived value, and satisfaction, little had been done to explain the mediating role of perceived value between service personal values and customer satisfaction. Therefore, this study intends to further investigate the indirect effect of service personal values on customer satisfaction to gain deeper understanding on service personal values-behavior process. Previous studies demonstrated that service personal values positively influence service value (Thuy et al., 2016; Hau and Thuy, 2012) and satisfaction (Durvasula et al., 2011, Natalia et al, 2016) respectively. Meanwhile, perceived value has long been exhibited as the antecedent for customer satisfaction (El-Adly and Eid, 2016). It is likely that service personal values affect satisfaction through perceived value. In other words, for on-demand ridesharing services customers, they will first assess whether the services are meaningful to them in terms of personal values achievement, and based on that, evaluation on on-demand ridesharing services will take place and subsequently influence the level of satisfaction obtained from consuming the service. That is, the mechanism in which service personal values influence customer satisfaction can be uncovered by investigating the mediating role of perceived value, corresponding to the notion of past studies (El-Adly and Eid, 2016). Based on the reasoning above, we hypothesize that:

H4: There is a mediating effect of perceived value between service personal values and customer satisfaction.



**Figure 1 Research model**

**METHODOLOGY**

**Sample and Data**

In this study, survey questionnaires were distributed to respondents by using purposive sampling technique. Both online questionnaire and face-to-face administration were used to achieve better response rate (Dillman et al., 2009). This study was a cross-sectional study where the 280 useable survey questionnaires were collected from individuals who were above 18 years of age and had experienced using on-demand ridesharing services in Malaysia. The sample collected exceeded the minimum sample size requirement of 200 suggested by Hair et al. (2009). The demographic data is depicted in Table 1. It is shown that the respondents consist of

45% male and 54% female respondents. Majority of the respondents are aged below 30 years old (71.8%) followed by 23.2% who aged between 31 to 40 years old. Only 5% of respondents are from the age group of 41 and above, indicating that younger consumers are more likely to utilize on-demand ridesharing services. Most of the respondents (65.7%) are holding or pursuing Bachelor's degree. In terms of income, 55% of respondents fall into the income category of RM1000 and below, followed by income category of RM1001-RM3000, with 66 respondents (23.6%).

**Table 1 Demographic Profile**

Demographic	Frequency	Percentage (%)
<b>Gender</b>		
Male	126	45.00
Female	154	54.00
Total	280	100.00
<b>Age</b>		
20 and Below	36	12.90
21-30	165	58.90
31-40	65	23.20
41 and Above	14	5.00
Total	280	100.00
<b>Education</b>		
High School	29	10.40
Diploma	33	11.80
Bachelor	184	65.70
Master	29	10.40
PhD	5	1.80
Total	280	100.00
<b>Income</b>		
Less than RM1000	154	55.00
RM1001-RM3000	66	23.60
RM3001-RM5000	40	14.30
RM5001-RM7000	13	4.60
RM7001 and Above	7	2.50
Total	280	100.00

### Measures

In this research, the measurement of service personal values is adapted from Lages and Fernandes (2005). As service personal values construct is a reflective-formative second order construct, a global measure item was added. Respondents were asked to answer questions such as, "The service I received from my on-demand ridesharing service provider allows me to achieve tranquility" and "The service I received from my on-demand ridesharing service provider allows me to achieve more social recognition". Walsh et al. (2014)'s PERVAL-Short scale was adapted. Examples of questions included: "On-demand ridesharing service provides consistent quality" and "On-demand ridesharing service provides makes me feel good". Next, the measurement of customer satisfaction was adapted from Kim and Lee (2009). Respondent have to respond to questions such as, "Generally, I am satisfied with using on-demand ridesharing service" and "I am pleased to use on-demand ridesharing services". Lastly, continuance intention scale was adapted from Bhattacharjee (2001b), consists of questions such as, "I intend to continue using on-demand ridesharing service rather than discontinue its use" and "If I could, I would not discontinue my use of on-demand ridesharing service". All the items adapted exhibited robust reliability above threshold value of 0.7 (Gefen et al., 2000).

### Data Analysis

Harman's single-factor test (Podsakoff et al., 2003) was conducted for common method variance evaluation. The results revealed that the largest variance explained by the first factor was 35.92% of the total variance. All variables were not loaded on one factor and one factor did not explain the majority of the variance. Therefore, common method bias was not a concern in this data set. For model testing purpose, Partial Least Square Structural Equation Modeling (PLS-SEM) was applied because it is a preferred analysis tool for the objective of maximizing variance explained (prediction of constructs) (Hair et al., 2017). The two-stage analytical procedure suggested by Anderson and Gerbing (1998) was followed, where measurement model was tested followed by structural model.

### Measurement Model

Reliability and validity are two major components to be assessed in measurement model. As shown in Table 2, all the constructs' reliability are above threshold value of 0.7 (Gefen et al., 2000) and all the AVE are above the cut-off value of 0.5 (Bagozzi and Youjae, 1988). Result has indicated the achievement of reasonable reliability and convergent validity of reflective measurement model.

**Table 2 Measurement Model of First and Second Order Reflective constructs**

First Order Construct	Indicator	Loading	Scale	CR	AVE
Value to Peaceful Life	VPL1	0.829	Reflective	0.897	0.686
	VPL2	0.799			
	VPL3	0.878			
	VPL4	0.803			
Value to Social Recognition	VSR1	0.774	Reflective	0.916	0.783
	VSR2	0.788			
	VSR3	0.716			
	VSR4	0.789			
	VSR5	0.704			
Value to Social Integration	VSI1	0.872	Reflective	0.869	0.570
	VSI2	0.909			
	VSI3	0.873			
	VSI4				
Functional Value	FUNC1	0.903	Reflective	0.942	0.844
	FUNC2	0.938			
	FUNC3	0.915			
Monetary Value	MONEY1	0.884	Reflective	0.931	0.818
	MONEY2	0.927			
	MONEY3	0.903			
Emotional Value	EMO1	0.881	Reflective	0.924	0.801

	EMO2	0.923			
	EMO3	0.880			
Social Value	SOC1	0.906	Reflective	0.944	0.849
	SOC2	0.940			
	SOC3	0.918			
Customer Satisfaction	SAS1	0.717		0.857	0.546
	SAS2	0.718			

**Table 2 Cont.**

Continuance Intention	CII	0.774		0.889	0.617
	CI2	0.816			
	CI3	0.720			
	PI3	0.962			
Second Order Construct	Dimensions	Loadings	Scale	CR	AVE
Perceived Value	FUNC	0.910	Reflective	0.936	0.786
	MONEY	0.912			
	EMO	0.870			
	SOCIAL	0.854			

Note: AVE= Average Variance Extracted and CR= Composite Reliability

As suggested by Diamantopoulos and Winklhofer (2001), indicator loadings, reliabilities and AVE are not appropriate or meaningful measurements when evaluating formative constructs. Instead, indicators' weights, t-value, and VIF were assessed (Hair et al., 2017). As shown in Table 3, all the dimensions of service personal values are below threshold value of 3.33 (Diamantopoulos and Siguaw, 2006), indicating that there is no multicollinearity problem. Next, all the dimensions achieved significance in terms of t-value except value to social integration. However, it was retained because its removal could result in failing to capture the full essence of service personal values. Diamantopoulos and Winklhofer (2001) asserted that the failure to include all facets of the conceptual domain of a construct leads to exclusion of the construct itself.

**Table 3 Measurement Model of Second Order Formative Construct**

Second Order Construct	Dimensions	Weights	t-value	VIF
Service Personal Values	Value to Peaceful Life	0.755	3.820**	1.596
	Value to Social Recognition	0.361	1.978*	1.288
	Value to Social Integration	0.046	0.199	1.465

Note: \*\*p < 0.01, \*p < 0.05

Table 4 illustrated discriminant validity analysis of the model. Discriminant validity was tested using Heterotrait- Monotrait ratio of correlations (HTMT) approach (Henseler et al., 2015) due



to its highest sensitivity and specificity. All the values passed the criterion of HTMT.90 (Gold et al., 2001), indicating the establishment of discriminant validity in the measurement model.

**Table 4 Discriminant Validity using HTMT Criterion**

	CI	PV	SAS
CI			
PV	0.704		
SAS	0.889	0.706	

Note: HTMT < 0.90 (Gold et al., 2001); PV (Perceived Value), SAS (Satisfaction), CI (Continuance Intention)

In addition, the Standardized Root Mean Square Residual (SRMR) was examined to test the model fit (Hu and Bentler, 1999). The only approximate model fit criterion implemented for PLS path modeling currently is the SRMR (Henseler et al., 2016). In this study, SRMR value calculated was 0.042, below the threshold value of 0.08 (Hu and Bentler, 1999), implying sufficient model fit.

**Structural Model**

The structural model exhibits the hypothesized relationship between exogenous and endogenous variables in the model. As shown in Figure 1 and Table 5, there is a positive relationship between service personal values and perceived value ( $\beta=0.317, p<0.01$ ), explaining 10.00% variance. Perceived value is significant related to customer satisfaction ( $\beta=0.625, p<0.01$ ), explaining 39.10% variance. This study also found a positive relationship between customer satisfaction and continuance intention ( $\beta=0.786, p<0.01$ ), with 61.80% variance explained. Subsequently, the mediating effect of perceived value between service personal values and customer satisfaction was assessed using Preacher and Hayes (2008)’s method of bootstrapping the indirect effect. The result shows that the indirect effect is significant with  $\beta=0.198$  and t-value of 4.716, suggesting significant mediating effect of perceived value. In brief, all the hypotheses proposed are significant and supported.

**Table 5 Result of Hypothesis Testing**

Hypothesis	Relationship	Path coefficient ( $\beta$ )	Standard Error	t-value	p-value	Decision
H1	SPV->PV	0.317	0.057	5.571**	0.000	S
H2	PV->SAS	0.625	0.044	14.368**	0.000	S
H3	SAS->CI	0.786	0.029	27.465**	0.000	S
H4	SPV->PV->SAS	0.198	0.042	4.716**	0.000	S

Note: \*\*p < 0.01; S=Supported

**DISCUSSION, IMPLICATIONS AND CONCLUSION**

The purpose of this study is to investigate the effects of service personal values on perceived value, effects of perceived value on customer satisfaction, and subsequently the impact of customer satisfaction on continuance intention towards on-demand ridesharing services. Furthermore, the mediating effect of perceived value in the relationship between service personal values and customer satisfaction were examined. Results indicated that all the hypotheses proposed in this study were supported, and was discussed in the following section. Firstly, results showed that service personal values positively influenced perceived value,



supporting previous studies (Hau and Thuy, 2012; Koo et al., 2008) and the notion of Means-End Theory, where personal values as the final desired end states can influence customers' judgment on products or services consumed. As personal values play important roles in post-consumption stage, on-demand ridesharing service providers should be aware and strive to attain customers' goal accordingly for firms' competitiveness and sustainability. Specifically, personal values represent the underlying and enduring motives of customers in deciding continuance of services. In this study, value to peaceful life dimension has highest weight in forming service personal values, implying that pleasure, harmony, and safety are components which on-demand ridesharing service providers should emphasize when marketing their services. In fulfilling value to peaceful life which related to peace, pleasurable, and security, marketers should put great effort in designing platforms by adding more humanized attributes to enhance performance in terms of entertainment, convenience and safety. Tightening driver selection and giving guidance to drivers are also concerning areas to promote secure rides. Besides that, creating a good image for on-demand ridesharing riders is a way to fulfill value to social recognition. Heavy advertisement can be done through social medias or even embed in the on-demand ridesharing services mobile applications to portray users as being fashionable, innovative, youthful, and even environmental friendly. Improvement in vehicle selection in term of vehicle type availability and vehicle condition help in satisfying the image customers desire to portray.

Secondly, this study found perceived value significantly influence customer satisfaction, and customer satisfaction in turn leads to continuance intention towards on-demand ridesharing services. The finding is in line with previous studies (Yang and Peterson, 2004; El-Adly and Eid, 2016, Hidayat et al, 2016 and Othman et al, 2017), indicating that customers are more likely to continue using the service if the service provided is matched or exceeded their expectation. The study also confirms the existence of different dimensions in overall perceived value, comprised of functional, social and emotional value aside monetary value, which could be used to provide more information to improve customers' perceived value towards on-demand ridesharing services. Hence, this study provided on-demand ridesharing service providers a basis to understand the behavioral process and an insight to the aspects of customer value assessment to be concern on.

Finally, past pertinent studies mostly provided evidence of the direct effects of perceived value; through the analysis of the study, the mediating role of perceived value was also established. The established mediation suggested a sequential mechanism where service personal values influence customer satisfaction indirectly through perceived value gained. In other words, achievement of service personal values motivates favorable evaluation of perceived value towards on-demand ridesharing services, and in turn leads to higher customer satisfaction. Hence, by understanding the behavioral process, on-demand ridesharing services providers can be more strategic in developing their offering for greater customer retention.

## **LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH**

There are several limitations to this study. Firstly, this study only focused on the service personal values as the main "mean" to "end", without taking into account of other antecedents. For example, although service personal values were a significant predictor to perceived value,



it only explains 10% of perceived value, suggesting other antecedents should be identified in future studies. Future studies may explore more specific attributes of on-demand ridesharing services which drive customers' continuance intention. Second, this study is based on cross-sectional data, and such data has the limitation of only capturing the perception of the respondents at a certain time period. More similar studies can be conducted using longitudinal approach to provide additional insights into the relationships discussed. Third, this study collected data from single source country, which may pose as a limitation on generalizability. As an added value, further research on service personal values may also be carried out and compared across different cultures.

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