The Communication Patterns between Online Transportation Applicators and Driver Partners in Bandung

`¹**Dasrun Hidayat,** ²**Anis Aliya Azrifatin,** ³**Adi Gusdianto**

Faculty of Communication and Design, Adhirajasa Reswara Sanjaya University, Indonesia

E-mail: ¹dasrun@ars.ac.id, ²anisaliyaazrifatin@gmail.com, ³adhieghe02@gmail.com

Abstract: *The online transportation transactions in Indonesia are projected to hit approximately. Rp124.84 trillion in 2022, signifying substantial growth in transaction volume. This surge correlates with the e-Conomy Southeast Asia 2022 report, indicating a 19% increase from the previous year's US$7 billion in transactions for online motorcycle taxi rides and food delivery services to reach US$8 billion in the current year. This underscores the pivotal role of online transportation in the Indonesian economy. This study aims to analyze the communication patterns of public relations in online transportation applications with driver partners in Bandung. Employing a descriptive-qualitative research approach, the research method is descriptive-qualitative, with data collection techniques through interviews with eight driver partners on these apps. The scientific findings show that communication barriers stemming from language, cultural disparities, varying communication interpretations, and limited communication channels. However, the applicators have implemented persuasive communication strategies by establishing online forums and offline meetings to bridge the communication gaps with their partners. In Conclusion, understanding and addressing these communication hurdles can fortify the public relations bond between online transportation platforms and driver-partners. Effective communication, coupled with the utilization of suitable communication channels, holds the potential to bolster partnerships, enhance partner satisfaction, and foster long-term loyalty.*

Keywords: *communication patterns, online transportation, public relations, effective communication*

INTRODUCTION

Communication in human relationships conveys messages, ideas, and information between individuals or groups to build and understand human relationships. This includes both verbal and non-verbal exchanges, such as speaking, writing, body language, facial expressions, and various other aspects used to communicate feelings, thoughts, and ideas among individuals. Communication in human relationships is crucial for understanding and building healthy relationships in personal, social, professional, or broader societal contexts. Today, the development of digital technology significantly impacts people's daily lives. Digital technology has many roles, including as a medium in the business world. The development of digital technology is inevitable; various kinds of businesses have been created from the internet and can bring about changes in society's economy towards modern transportation businesses that have used the sophistication of digital systems (Danuri, 2019).

The advancement of digital systems is increasingly visible, especially in transportation. Currently, the emergence of companies that provide access through digital media makes this technology needed by the community. "Online motorcycle taxi" services such as Gojek, Grab, and the like have significantly changed society because their presence has become a socio-cultural reality. Today, people are facilitated and spoiled by their

sophistication, allowing them to order transportation, food, and drinks to send goods anywhere and anytime quickly and easily (Danuri, 2019). This is known as the process of the social construction of technology, where technological development is influenced by the needs of society or the social construction of technology (SCOT). This view relates to human actions that shape technology, not vice versa. Therefore, technology is not deterministic in determining human behaviour. Thus, SCOT underlines that humans are not just passive users but actors who actively shape the direction and impact of technology based on their social context (Nathalia & Irwansyah, 2018).

Cultural change refers to shifts in people's values, norms, beliefs, and behaviours from generation to generation. Cultural change can occur slowly or quickly and is influenced by technology, globalisation, economic development, etc. Cultural change and online ojek transportation are closely related phenomena and have affected many aspects of people's lives, especially in big cities, one of which is the city of Bandung (Prayogi et al., 2016).

Transportation is moving people or goods from one place to another using vehicles driven by humans or machines. On the other hand, online transportation uses vehicles (such as motorcycles and cars) that adopt and utilise internet-based technological advances. Through applications that can be accessed through smartphones, users can perform various transactions related to online transportation, including booking, monitoring travel routes, making payments, and rating the services provided. The application provides service features to users or consumers (Fakhriyah, 2020).

In recent years, ride-hailing applications have become integral to daily life in many cities across Indonesia. These online transportation applications provide convenience in ordering transportation services and open opportunities for cooperation with driver partners or transportation service providers. The relationship between applicators and driver partners in the online transportation industry is significant. Partners are an essential asset for applicators because they are the backbone of online transportation operations. Without partners, the applicator will find it challenging to develop and even threaten to walk in place. A good working relationship between the applicator and driver partners is the key to success in running the daily operations of online transportation applications. Cooperation is based on the principles of mutual need, mutual strengthening, and mutual benefit. The main objective of partnership and cooperation is to achieve mutual benefits. These benefits are based on a mutually beneficial principle that emphasises mutual need, strengthening, and mutual benefit (Dewantoro et al., 2021).

According to the principle of cooperation, communication is a crucial element influencing the interaction and cooperation between online transportation applicators and partners. Effective and transparent communication can help build trust, facilitate the exchange of important information, and increase partner satisfaction. In the context of communication between online transportation applicators and partners, the discipline of public relations (PR) has a significant contribution. PR is closely related to building good relationships between organisations and stakeholders, including partners or employees. In this study, PR can be a relevant framework for analysing communication patterns between online transportation applicators and partners in Bandung City (Hidayat, 2014).

The research data supporting the need for this study includes projections of the growth of the online transportation transaction value in Indonesia from 2022 to 2025, as documented in various sources such as Google, Temasek, and Bain & Company research, as well as the e-Conomy Southeast Asia 2022 report. The value of online transportation transactions in Indonesia in 2022 is estimated to reach approximately US$8 billion or around Rp124.84 trillion, indicating rapid industry growth in transaction scale. This significant increase aligns with the e-Conomy Southeast Asia 2022 report, which indicates that online motorcycle taxi (ojek) and food delivery transactions in Indonesia reached US$7 billion the previous year and are predicted to increase by 19% to US$8 billion in the current year. This fact underscores the pivotal role of online transportation services in Indonesia's economy. The data also notes that the value of online transportation transactions in Indonesia is projected to increase by 22% from 2022 to reach US$15 billion in 2025. This high growth projection signifies that the online transportation industry will continue to expand, indicating significant economic potential in the future. However, a crucial communication aspect needs attention beneath this impressive industry growth. Communication between online transportation applicators and driver partners can impact efficiency, productivity, and service quality. Therefore, research on communication patterns in this relationship is relevant and essential, particularly in the context of Bandung City. This research aims to identify, analyse, and understand the communication patterns used in interactions between applicators and driver partners in Bandung City. As such, this research is expected to provide valuable insights into the online transportation industry, leading to

improved communication practices that can support sustainable growth and better service quality. With the rapid growth of the online transportation industry, this research becomes highly relevant and essential to ensure that communication between applicators and driver partners can operate effectively and efficiently, thereby supporting the development of this dynamic industry.

Studies that specifically analyse public relations communication patterns between online transportation applicators and partners in Bandung City are still limited. Previous studies focus more on the legal aspects of online application-based transportation business activities (Permatasari, 2020). Research related to patterns in the communication of online motorcycle taxi drivers and consumers in the city of Pare-pare (Maylya et al., 2018) and research that focuses on analysing the impact of online ojek transportation on conventional ojek income in Jambi city (Ferdila et al., 2021).

The difference in this research, compared to several previous studies, lies in the focus of the research on the communication patterns of public relations of online transportation applicators and partners in Bandung City. This research is the latest contribution to exploring novelty in understanding the pattern of communication relationships between online transportation applicators and partners in Bandung City by integrating a comprehensive approach and in-depth interpretation to reveal the dynamics of the relationship and expand the understanding of the factors that influence communication relationships, mutual understanding, and partner satisfaction in an ever-changing and evolving context. Recent research has identified the need for a more comprehensive and in-depth study of emerging communication patterns, especially in Bandung City.

This study aims to understand

the communication pattern between online transportation applicators and driver partners in Bandung City. This research is expected to provide in-depth insights into the relationship, the factors influencing it, and the implications for partner cooperation, service, and satisfaction. In addition, this research will inform relevant policies, communication practices, and development strategies to strengthen relationships with partners and improve service quality in Bandung City. Significant scientific and practical contributions are expected from this research, following recent developments in the ride-hailing industry, especially in Bandung City. This research will be a crucial reference in understanding the public relations communication patterns between ride-hailing applicators and partners by providing a solid foundation for development, improvement, and innovation in the context of ride-hailing applicators in Bandung City.

METHOD

The method used in this research is qualitative. According to Creswell, the purpose of qualitative methods is to understand certain situations, events, groups, or social interactions that are intended to be an investigative process for researchers to slowly interpret a social phenomenon by distinguishing, comparing, duplicating, cataloguing, and classifying research objects. Qualitative analysis also intends to analyse the situation, symptoms, and phenomena naturally occurring in the field. Where the researcher is the main instrument, qualitative research is inductive, and the results obtained by research focus on the meaning of generalisation (Sugiyono, 2009).

This research aims to gain a deep understanding of the interactions and dynamics between the online transportation application providers and driver-partners in the environment of Bandung City. The results of this observation will provide deeper insights into how communication, collaboration, and interactions take place in this context and how they affect the relationship between the two parties. Observation is a powerful method in qualitative research, which can provide in-depth insights into the observed phenomena. In the context of this research, observation plays a crucial role in gathering information that may be difficult to obtain through other methods, and it will support a more comprehensive analysis related to the communication and collaboration between online transportation application providers and driver-partners in Bandung City.

This research was conducted in Bandung on individuals related to the research, namely the online transportation application and driver partners. Bandung, one of Indonesia's major cities, has a high usage rate for online transportation applications. This condition makes the city an appropriate location to conduct this research. The observed part consists of the preparation, planning, and implementation stages of the visit of online transportation driver-partners in the city of Bandung. The sample of this study used purposive sampling. It was then supported by snowball sampling techniques, totalling eight people from representatives of each online transportation driver-partner in Bandung.

In collecting data using unstructured interview techniques, namely interviews that are free and open but in-depth, researchers do not use interview guidelines that have been prepared systematically and thoroughly for data collection. The technique used in checking data validity is data triangulation or data sources. Triangulation of data or data sources is intended to allow researchers to use multiple data sources in their collection.

TABLE 1. Informant Data

Code	Name	Age
P1	Munir	30 years old
P2	Goddess	46 years old
P3	Irfan	36 years old
P4	Ardi	41 years old.
P5	Achmad	29 years old.
P6	Diki	30 years old
P7	Adang	30 years old
P8	Son	30 years old

Source: Field Data, 2023

The research data analysis technique used includes several stages, namely data reduction (reduction), presenting data (display), and drawing conclusions (Rijali, 2018). The results of the reduction are in the form of original data attachments in the format of rewriting questions and answers from informants, the stage of presenting data (display) in the form of classifying or mapping data in the form of tables by displaying the essence of the informant's explanation (highlights), and the final stage of concluding or the theorisation stage in the form of explaining the results of research by confirming between data and theories as an effort to introduce novelty to research findings (Hidayat et al., 2023).

RESULTS AND DISCUSSION

The results and discussion of the qualitative research entitled "Analysis of Public Relations Communication Patterns of Online Transportation Applicators with Their Partners in Bandung City" will be explained in this section. From the field studies, observations, and interviews conducted, this research produces findings that cover several essential aspects of public relations communication patterns between online transportation applicators and their partners in Bandung City. First, the barriers often occurring in communication between the applicator and the partners were identified. These include technical obstacles in the communication platform, differences in language, culture, and understanding of communication, and a lack of effective coordination. Table 2 below presents the main findings about communication barriers between applicators and partners.

The interview discussion and data analysis results show several findings relevant to the communication barriers between online transportation applicators and partners in Bandung City. One common barrier is the difference in language, culture, and understanding of

TABLE 2. Communication Barriers between Applicators and Their Partners

Informant	Key Findings
P1, P3, P4, and P7	Differences in language, culture, and understanding of communication, as well as the way messages are delivered
P6	Misunderstandings in communication are also less responsive.
P2	Because virtual communication

Source: Research Results, 2023

communication between driver-partners and applicators. Informant P7 stated:

> "*Often a problem occurs because of barriers in communication due to language and cultural differences (Interview P7, May 8, 2023).*"

This is in line with the statement from informant P3.

> "*Because there are many partners who are not from the Bandung area, and then meeting the applicator who is not native to Bandung, it sometimes makes occasional misunderstandings during communication because of the language used* (Interview P3, 10/05/2023)."

Another obstacle experienced by driver-partners expressed by informant P1 is that some driver-partners find it challenging to understand the new policies implemented by the applicator due to a lack of understanding of communication from driver-partners, so the delivery of messages is poorly received.

> "*The driver partners who register with our application may not all be educated to a high level; indeed, many of our partners have graduated from Strata 1, but not a few are only high school or junior high school graduates, so that makes the communication understanding of each partner when there is a new policy different and eventually causes misunderstanding in responding to it (*Interview P1, 12/05/2023*)*."

Furthermore, informant P2 revealed that the limitation of direct communication due to the absence of an offline office from the applicator is an obstacle to building a better relationship. This limitation limits communication channels to virtual or online communication, making it difficult to solve problems directly or face-to-face. Such barriers reflect the importance of face-to-face interaction in strengthening communication relationships and minimising potential misunderstandings. This is in line with what was expressed by informant P2.

> "*In the* application *that my mother registered, there is no offline office, so if there is a problem, you can only go online or chat with a robot, so you are confused about where to go if you have a problem. So, getting the solution immediately is rare* (Interview P2, 24/05/2023)."

The communication process can be defined as delivering messages by communicators to communicants using communication channels. Lasswell made this brief definition: the right way to explain an act of communication is to answer the question "who conveys, what is conveyed, through what channel is used, to whom, and what is the effect".

Communication is the bridge that connects two or more individuals. However, communication barriers such as language, culture, and understanding differences can damage the quality of the relationship between each individual and, in this case, between the applicator and the driver-partner. One of the factors that can hinder communication is sociocultural barriers that involve factors of a communicant's social and cultural environment. Sociocultural barriers are divided into several types, namely ethnic diversity, differences in social norms, lack of language skills, semantic factors, lack of education, and various mechanical barriers (Ardianto et al., 2010).

Cultural public relations is an approach that emphasises the importance of understanding culture and social context when communicating with various stakeholders. In this study, communication barriers caused by differences in language, culture, and communication understanding indicate the importance of considering cultural aspects to build effective relationships between online transportation applicators

TABLE 3. Communication Approach Strategies of the Applicant with Their Partner

Informant	Statement
P1, P3, P4, and P8	Discussion
P5 and P7	Family
P2	Chat Bot (Technology)

Source: Research Results, 2023

and partners in Bandung City. Language and cultural differences can affect how individuals or groups understand and respond to communication messages. For example, different communication styles or norms prevailing in a particular culture can lead to misunderstandings or incompatibilities. Therefore, understanding the local culture, values, and communication norms in Bandung City is essential in designing effective communication strategies between online transportation applicators and partners (Hidayat et al., 2023).

Other communication barriers can also arise when there are differences in expectations, perceptions, or understanding. In the context of online transportation applicators and driver-partners, differences in policy interpretation or unclear policies can disrupt the quality of the relationship (Harahap, 2021).

In addition, different understandings of communication, including understanding new policies or directives from ride-hailing applicators, also reflect cultural influences in interpreting and responding to communication messages. In that context, this study shows the importance of understanding and adapting communication to the cultural context of driver-partners in Bandung City to minimise misunderstandings and achieve better understanding.

Furthermore, there is this research, in addition to finding communication barriers that occur in the communication process between online transportation applicators and driver partners. It was also found that the communication approaches taken by the online transportation applicator to its partners helped overcome problems or obstacles between the two parties. The findings are presented in Table 3.

Differences in language, culture, and understanding of communication affect communication between the two parties. However, the communication approach taken by online transportation applicators also plays a significant role in overcoming these barriers. Informants P1, P3, P4, and P8 revealed that applicators provide a forum for discussion through online forums and offline meetings to facilitate communication between applicators and driver-partners. This statement is in the words of informant P8.

> "*Alhamdulillah, if there is a problem with the application, I immediately discuss it with representatives of both parties, namely the application and the partner* (Interview P8, 26/05/2023)".

This approach reflects a persuasive effort to build effective communication and strengthen working relationships between applicators and partners. Through discussion and education, applicators seek to communicate new policies, understand the problems partners face, and find solutions together. However, other findings also show a lack of responsiveness in the communication approach of online transportation applicators. Informant 2 was revealed.

"There is no effort from the applicator; they cannot be met directly because there is no offline office; all complaints are only voiced online without face-to-face, and we cannot find a solution directly (Interview P2, 24/05/2023)".

The statement illustrates that the limitations of online communication and the lack of offline offices make it difficult for driver-partners to get solutions directly from the applicator. This shows the need to improve responsiveness in responding to complaints and problems submitted by driver-partners. This aligns with the concept of responsiveness, which refers to the ability to respond quickly and effectively to the needs, problems, or complaints raised by driver-partners. Lack of responsiveness can lead to partner dissatisfaction and ineffectiveness in resolving problems. Ineffectiveness in solving problems that arise (Rasdiana et al., 2021).

In the context of communication, the communication approach taken by online transportation applicators can contribute to overcoming communication barriers between applicators and partners. By providing a forum for discussion, education, and persuasive approaches, applicators can build more effective communication, strengthen understanding, and increase partner satisfaction. However, to improve communication effectiveness, it is also necessary to improve responsiveness in responding to complaints and problems. Thus, the discussion and data analysis results highlight the importance of an effective and responsive communication approach for online transportation applicators in overcoming communication barriers with driver-partners in Bandung City. The right communication approach in public relations can strengthen working relationships, minimise misunderstandings, and increase driver-partner satisfaction (Suhaeri, 2018).

In a cooperative relationship between online transportation applicators and driver-partners, driver-partners' job loyalty plays a vital role in maintaining the company's smooth operation. Driver-partners' job loyalty reflects their attachment, trust, and loyalty towards the applicator. When driver-partners have a high level of loyalty, they tend to contribute more, work with dedication, and maintain a good relationship with the applicator (Risyan, 2019).

This positively impacts the company's smooth operation, including the availability of adequate drivers, good service, and high customer satisfaction. Based on the data submitted by informants P4 and P7, namely

"Because the positive response from the applicator every time there is a problem makes me feel at home partnering with this application, even from 2017 I joined until now I have no thoughts of trying to move to another application (Interview P7, 13/05/2023)".

It can be observed that the strategic communication approach taken by ride-hailing applicators, including good responsiveness to partners' problems and needs, has a positive impact on partners' loyalty to the company. Informant P4 stated that the positive response from the applicator in handling problems made him feel at home and loyal to partner with the application for many years. A similar statement was made by informant P7, who felt comfortable and loyal to the app because the applicator provided reasonable solutions when problems occurred.

Conversely, driver-partners who face communication barriers, a lack of responsiveness, and opportunities to participate in the communication process are likely to feel dissatisfied. They may consider switching to another applicator, as expressed by informant P2.

"The communication *management is still messy, which* I feel *causes conflicts with drivers because sometimes the account is suddenly inactive and the solution is not fast, so many partners withdraw and choose other applications; if not because they need it, I also want to register with other applications* (Interview P2, 24/05/2023)".

A lack of good communication management and slow solutions to problems can affect partner satisfaction and cause them to look for alternatives.

All informant statements outlined in various aspects of the statement are in line with the objectives of this study, namely, to expand understanding of how communication between applicators and partners is established, including the communication strategies used, the communication channels chosen, the communication barriers that may occur, and to assess the impact of public relations communication patterns of online transportation applicators on driver partner loyalty in Bandung City.

The analysis results of the polarised data presented are almost entirely related to the relevant communication theory and based on statements put forward by experts. The communication process can be defined as conveying messages by the communicator to the communicant with the aim that the communicant understands what the communicator means. Rogers defines communication as "the process by which a person tries to overcome uncertainty by sharing messages that are considered helpful or pleasant to the recipient (Fazri et al., 2022).

Communicators refer to individuals or groups who act as message senders in the communication process. They are the person who initiates the communication and is responsible for conveying information, ideas, or messages to the receiver or audience. Communicators can act as leaders, resource persons, advertisers, or representatives of an organisation or company. The information dissemination process is designed and carried out in an organised manner. The role of communicators is vital to the success of delivering information to gain trust or a good response from the audience. Communicators will be determined based on the suitability of the terms and criteria determined by the party undergoing the activity (Kustiawan et al., 2022).

Communicants are recipients of messages in the communication process. They are parties or individuals who receive, understand, and respond to messages delivered by communicators. Communicators can be audiences, communities, consumers, or target audiences expected to respond to or react to messages received from communicators. Participants in this study are driver-partners or online motorcycle taxi drivers in Bandung. They are the party who receives the message or information conveyed by the online transportation applicator as the communicator (Oktavia, 2016).

The communication process can be defined as delivering messages by communicators to communicators with the aim that communicators understand what the communicators mean. In the communication process, one of the things that needs to be considered is that the message received by the communicator must be by the message sent by the communicator. In the process, many factors affect the success of communication. One factor that affects the communication process is that it is not going well due to communication barriers (Vardhani et al., 2018).

In the communication process, communication barriers between online transportation applicators and driver partners result in messages not running

smoothly and effectively. As a result, the message the communicator wants to convey, namely the online transportation applicator, is not well received by the communicant or driver-partner. This often causes misunderstandings between communicators and communicants, often referred to as communication errors or miscommunication (Yudha et al., 2019).

There are various kinds of barriers that may arise in the communication process. These barriers include sociological barriers related to social status or relationships between individuals. There are also anthropological barriers that occur due to cultural differences between communicators and recipients of messages, which often become obstacles in communication, namely because of psychological barriers. Communication success is tricky to achieve if the message's recipient is experiencing sadness, confusion, anger, disappointment, envy, or other psychological conditions. In addition, there are semantic barrier factors related to the use of language by communicators as a means of conveying their thoughts and feelings to message recipients, mechanical barrier factors that are often encountered in the use of communication media, and ecological barrier factors caused by environmental disturbances in the communication process (Nurdianti, 2014).

To achieve effective communication, a strategy is needed. Communication strategy is a combination of communication planning and communication management to achieve a goal. This strategy is needed to minimise the possibility of miscommunication. Miscommunication can occur due to various factors mentioned previously, one is the language difference that becomes a communication barrier between the online transportation applicator and driver-partners (Reisman, 2017).

Communication strategy is closely related to the role of PR practitioners in a company, in this case, PR (Public Relations) from the online transportation applicator in the city of Bandung, because PR is required to be able to understand communication patterns and appropriate communication approach strategies in order to reach external parties in this case, namely driver-partners, effectively and change their behaviour by planned PR objectives, including communicating any problems or obstacles that occur in the cooperative relationship between the applicator and driver-partners (Beckett et al., 2009).

The communication theory described by Watzlawick, Beavin, and Jackson reveals a link between the context of communication and public relations, which both have goals to be achieved in creating positive effects in the form of goodwill. This effect can be realised with effective communication and good relations between the parties involved (public relations). In addition, a public relations practitioner also has a role as a communication facilitator who connects the organisation with its public. The communication is sought to run in two directions and facilitate the exchange of information needed by both agency management and the public. The goal is to assist in making decisions or forming views that are mutually beneficial to both parties (Safitri, 2018).

There are five elements in the communication process: source, message, channel, communicant, and effect. However, an essential factor needs to be considered in the communication process, namely the role of communication channels, which includes the characteristics of the channel or media used (Reisman, 2017). Moreover, one of the most significant communication difficulties occurs when communication only goes one way without direct feedback

from the communicator. Therefore, two-way communication is essential in building a good relationship because it involves feedback (Maimunah, 2021).

Communication channels used by applicators, such as online forums and offline meetings, play an essential role in facilitating effective communication between applicators and driver-partners in Bandung City. According to Berlo, "communication channel theory is one of the theories in communication science that explains how messages are conveyed from sources to recipients through specific channels. There are several communication channels, both in interpersonal and mass communication. Through communication channels, feedback from information or complaints submitted by driver-partners can be responded to through media or other communication channels such as discussions, online forums, or other media (Kurniasari et al., 2018).

Online discussions and forums are two communication channels that can be used as strategies for practical communication approaches in various contexts. Both provide a space for individuals to interact, exchange information, and share opinions. In this paper, we will explain in depth these types of communication channels, how they can be used as a communication engagement strategy, and the benefits they can derive from them. Discussion is a form of communication that involves the exchange of ideas, views, and information between several individuals or groups. Discussions are often conducted in person, face-to-face or through teleconferencing or digital communication platforms. Discussions allow participants to interact in real-time, exchange opinions, and get immediate feedback. In strategic communication approaches, discussions can facilitate dialogue, solve problems, and formulate joint decisions (Vera, 2020).

Each participant can contribute, convey ideas, and share knowledge in a discussion. A good discussion is characterised by equality in respecting and listening to the views of each participant. Through discussions, individuals can gain a deeper understanding of a particular issue or topic and broaden their horizons through diverse perspectives. An online forum is a digital platform allowing users to participate in discussions, exchange information, and share experiences. Online forums allow individuals to express their opinions in writing, and the messages can be read, responded to, or given feedback by other members. The main advantage of online forums is their flexibility and accessibility, which allow participation from different geographical locations at different times (Desrianti et al., 2015).

In the context of a strategic communication approach, online forums can be an effective platform for building communication links, providing information, and facilitating discussions on specific topics. Online forum users can share experiences, give advice, and support each other in finding solutions to their problems or questions. In addition, online forums are also an ideal place to discuss topics that may be difficult to talk about in person or everyday environments (Mustjib et al., 2021). Overall, interpersonal communication skills and interpersonal intelligence are essential aspects that a PR practitioner leader needs to improve. These two skills can help understand the world of others, their views, and their attitudes, which can generally lead the group. Conversely, leaders lacking communication and interpersonal intelligence proficiency can cause extensive interpersonal barriers and conflicts. In addition, effective communication, good communication strategies, the role of

proactive PR practitioners, and the proper communication channels can build driver-partner loyalty to online transportation applicators (Yuningsih & Mulyana, 2017)

Overall, effective communication, a good communication strategy, the role of proactive PR practitioners, and the proper communication channels can contribute to building driver partner loyalty to online transportation applicators. Loyalty is basically a partner's loyalty to the company; the loyalty of Mira drivers is very influential on a company's progress. When many partners are not loyal to the company or are passive partners and do not contribute much to the company, even leaving the collaboration and choosing to partner with other parties will be a big problem. A company's goals will be hampered if these problems cannot be adequately resolved. With excellent and continuous communication, driver-partners will feel satisfied, valued, and have trust in the applicator, so they tend to remain loyal to work together and maintain a positive relationship in the long run (Risyan, 2019).

CONCLUSION

In conclusion, this study underscores the significance of understanding and addressing communication barriers between online transportation applicators and driver partners in Bandung City, particularly regarding their impact on partner loyalty. An effective communication approach strategy, timely responsiveness, and the use of appropriate communication channels play a pivotal role in fortifying the working relationship between applicators and partners. This, in turn, leads to heightened partner satisfaction and the establishment of long-term loyalty. The findings of this research contribute to a deeper understanding of the dynamics of communication within the realm of public relations relationships between online transportation applicators

and driver-partners in Bandung City. By recognising potential communication barriers and implementing effective strategies, applicators can enhance their communication with driver-partners, minimise misunderstandings, and cultivate mutually beneficial relationships.

The implications of this research are expected to serve as a guiding light for online transportation applicators in developing more robust communication policies and strategies, coupled with increased responsiveness to partner concerns and needs. Therefore, this study is a noteworthy contribution to enhancing the quality of public relations communication between online transportation applicators and driver partners in Bandung City. Furthermore, it is anticipated to be crucial in establishing a mutually beneficial and sustainable partnership between the two entities.

This study comprehensively analyses the communication barriers within the context of online transportation applicators and driver-partners, shedding light on their profound impact on partner loyalty. By delving into the intricacies of these barriers and proposing practical solutions, this research offers a fresh perspective on enhancing communication strategies in this specific industry. The study provides practical insights and recommendations for stakeholders to navigate these challenges, ultimately improving the working relationship between applicators and partners in Bandung City.

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