



## Communication Patterns of Silverbird Taxi Drivers in Providing Services to Passengers

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### Abstract

This study analyzes the communication patterns of Silverbird drivers in providing services to passengers, focusing on the application of the 5S Standard (Salam, Sapa, Senyum, Sopan, Selamat) and reward and punishment-based performance evaluation. Using a qualitative approach and case study method, data was collected through interviews, observations, and literature review of drivers in the Ciputat Pool. The results showed that communication is structured in three stages: pre-trip (route confirmation and luggage assistance), on-trip (passenger-initiated interaction), and post-trip (contact exchange for loyalty). The 5S standard is key in ensuring ethical communication, while rigorous evaluation covers four aspects: service, accidents, working days, and tenure bonus. Critical findings highlighted that 70% of passenger complaints were related to SOP violations, especially fleet cleanliness and driver appearance. Reward systems such as “Dedicated Car” cars for high-performing drivers and punishment (relegation to Bluebird Taxi) are effective in maintaining a premium image. Key barriers include language differences (particularly Mandarin) and passive feedback from passengers. The research recommends the development of intercultural communication training, integration of real-time feedback through the MyBluebird app, and transparency in coach evaluation. Academic implications emphasize the need for further studies on the impact of nonverbal communication (fleet cleanliness, appearance) on customer loyalty and perception of foreign passengers.

**Keywords:** *Communication Patterns; Driver Services; Communication Barriers; Evaluation; Silverbird*

## I. INTRODUCTION

Silverbird, a premium taxi service under Bluebird Group, has been a pioneer in Indonesia’s transportation sector since its inauguration in 1992 by Almh. Mutiara Djokosoetono a key figure recognized for her visionary leadership in establishing Silverbird as a symbol of executive transportation. Initially launched to support the Non-Aligned Summit with Nissan Cedric fleets, Silverbird evolved significantly, adopting electric vehicles (Tesla) in 2019 and expanding its services through platforms like MyBluebird, WhatsApp Bebi, and partner applications (Bluebird Group, 2023).

As a premium service, Silverbird emphasizes Service Excellence and Integrity as core corporate values. Service Excellence is operationalized through strict adherence to Standard Operating Procedures (SOP), including the 5S Standard (Salam, Sapa, Senyum, Sopan, Selamat), which ensures consistent quality in driver-passenger interactions. Meanwhile, Integrity is

reflected in initiatives like returning over 13,000 lost items (Kumparan, 2023), aligning with Indonesia's Comfort Standard (SNI) to build trust among middle-to-upper-class passengers.

In the communication implementation process, evaluation is an important part. Evaluation is a process of making a judgment about the meaning and value of an action on a level of achievement or achievement of a process, activity, product, and program (Haryanto, 2020). In the process of providing services, the driver conducts evaluations which are carried out regularly or periodically as an effort to improve or improve their quality. The evaluation process is carried out because of the communication barriers experienced by Silverbird drivers. Communication barriers are anything that hinders or disrupts the creation of effective communication (Emeilia & Muntazah, 2021). To minimize this, an evaluation is needed in order to know the steps or actions so that the service process can run more optimally in the future. This is because the driver is the main guard in providing services to customers. Silverbird Pool Ciputat has a different characteristic from other Silverbird pools. This difference can be seen from the age range of drivers who have many senior drivers.

The importance of service quality in transportation is underscored by Indonesia's high public transport mobility, with 1.3 million users recorded in 2023 (Ministry of Transportation, 2023). However, existing studies on driver-passenger communication predominantly focus on ride-hailing services (e.g., Gojek, Grab), leaving a gap in understanding premium taxi dynamics. Silverbird's unique position combining luxury, technology (e.g., MyBluebird App), and stringent SOPs makes it a critical case study to explore how communication patterns influence customer loyalty and service excellence in high-end markets.

Communication between drivers and passengers occurs through primary (verbal/nonverbal cues) and secondary channels (MyBluebird App). During pre-trip, trip, and post-trip stages, drivers apply the 5S Standard to foster positive interactions. However, challenges such as cultural barriers (e.g., foreign passengers) and passive customer feedback persist. These issues highlight the need to analyze communication patterns systematically, particularly at Silverbird's Ciputat Pool, where senior drivers dominate the workforce and face diverse passenger demographics. Communication is an interaction process that allows the exchange of information, thoughts, and feelings between individuals or groups, both verbally and non-verbally (Aulia & Ritonga, 2024). Effective communication not only creates understanding, but also builds positive interpersonal relationships and facilitates conflict resolution in various contexts, including in family relationships, organizations, and public services (Arafah & Destiwati, 2024). In the context of interpersonal communication, important elements such as openness, empathy, and support have a significant role in creating meaningful and deep communication (Azzahra & Rahmawati, 2025). Therefore, understanding and implementing the right communication strategy is

crucial, especially in premium services such as those offered by Silverbird, to increase customer loyalty and satisfaction.

The purpose of this study is to analyze the communication patterns of Silverbird drivers in implementing SOP 5S during service, identify communication barriers experienced by drivers, especially in Ciputat Pool, evaluate the impact of communication patterns on passenger loyalty and service quality. This research is expected to provide strategic recommendations to improve communication effectiveness in premium transportation services, while enriching academic literacy on the dynamics of driver-passenger interaction in the high-end context.

## II. RESEARCH METHODS

This research adopts a qualitative approach to explore and explain the communication patterns of Silverbird Taxi Pool Ciputat drivers in providing services to passengers. The study focuses on understanding the drivers' preparation processes, communication implementation, strategies to overcome communication barriers, passenger responses, and communication evaluation processes. Participants were selected through a purposive sampling technique to ensure diverse representation from both senior and junior Silverbird drivers. The selection criteria included drivers with varied lengths of service, ensuring comprehensive insights into communication patterns. This criterion was essential to capture the perspectives of both experienced and newer drivers. The case study method was chosen to enable an in-depth examination of communication practices among Silverbird drivers. This approach allows researchers to capture detailed and contextual information about real-life communication patterns, making it ideal for analyzing service interactions within the premium transportation sector (Lincoln and Guba, in Mulyana, 2018). Data collection techniques included interviews, literature review, and observations:

1. Interviews  
Conducted with selected drivers to gain insights into their communication strategies and challenges.
2. Literature Review  
Provided theoretical grounding and contextual understanding.
3. Observations  
Enabled the researchers to witness real-time communication practices.

Data analysis followed the Miles and Huberman model (Sugiyono, 2022), which consists of four components:

1. Data Collection  
Gathering data from interviews, literature, and observations.
2. Data Reduction  
Filtering and categorizing data to focus on relevant information.
3. Data Display

- Presenting data in organized formats for easier interpretation.
4. Verification  
Drawing conclusions and validating findings.

The study adhered to ethical research standards, ensuring participant confidentiality and voluntary participation throughout the research process. This comprehensive approach allowed researchers to examine communication patterns in detail, leading to valuable insights into service interactions between drivers and passengers at Silverbird Taxi Pool Ciputat.

### III. RESULTS AND DISCUSSION

#### Implementation of Silverbird Driver Communication in Providing Services to Passengers

1. Communication Standards

The role of communication is considered vital in providing services to passengers. According to a Silverbird exemplary driver, communication is crucial for both passengers and drivers. Silverbird Taxi drivers adhere to specific communication standards established by Silverbird Pool Ciputat, which guides their interactions with passengers.

The communication process is implemented during three stages: pre-trip, during the trip, and post-trip. Different booking methods influence how communication unfolds between drivers and passengers. The MyBluebird application aids in seamless communication between both parties.

2. Passenger Interaction

- a. Pre-Trip Communication

Silverbird Taxi bookings from hotels and malls are often assisted by local officers, while residential bookings require drivers to confirm addresses and assist with luggage. The drivers greet passengers and inquire about travel routes as part of the 5S Standard (Salam, Sapa, Senyum, Sopan, Selamat).

- b. On-Trip Communication

Drivers adjust their communication based on passenger preferences. While drivers are trained not to initiate conversations, they engage in discussions when prompted by passengers. Topics often include traffic conditions, viral news, or passenger-specific inquiries, such as shopping destinations for tourists or expedited routes for business travelers.

- c. Post-Trip Communication

At the end of a trip, drivers thank passengers, remind them of their belongings, and may provide business cards if requested. This practice often leads to the development of loyal customer relationships. One driver reported having regular passengers for over 18 years.

Tabel 1. Implementation of 5S Standard Procedures (Greetings, Greetings, Smile, Polite, and Congratulations)

<b>Beginning of the Journey</b>	<ul style="list-style-type: none"> <li>- Giving a <i>greeting</i> or</li> <li>- Greeting guests</li> <li>- confirm destination</li> <li>- ask for travel route options</li> <li>- permission to use <i>maps</i> navigation</li> <li>- Assist in lifting passenger luggage</li> </ul>
<b>On the Go</b>	<ul style="list-style-type: none"> <li>- Not participating in conversations</li> <li>- initiate conversation topics with</li> <li>- answer passengers' questions if communication is established</li> </ul>
<b>End of the journey</b>	<ul style="list-style-type: none"> <li>- Reminding passengers not to leave their luggage behind in the fleet.</li> <li>- Saying thank you to passengers</li> <li>- Apologize if there is unsatisfactory service</li> <li>- Provide a business card or phone number (optional, if requested by the passenger)</li> </ul>

### 3. Evaluation Processes

The evaluation of communication practices follows Standard Operating Procedures (SOPs). Coaches play a key role in this evaluation by assessing service quality, driver grooming, and passenger feedback. Silverbird employs both punitive and reward-based systems, with demotions to Bluebird services as a possible consequence for repeated complaints.

### 4. Communication Patterns Analysis

The communication process between drivers and passengers can be mapped to the stages of Social Penetration Theory (Altman & Taylor):

- a. Orientation Stage  
Formal communication such as greetings and travel confirmations.
- b. Explorative Affect Exchange Stage  
Comfortable discussions on general topics like traffic or news.
- c. Affective Exchange Stage  
Sharing personal information, with passengers sometimes requesting the driver's contact details.
- d. Stable Exchange Stage  
Trust-based interactions, often leading to long-term customer relationships.

Table 2. Social Penetration Stages in Silverbird Driver Communication

Orientation Stage	Initial greetings and formal communication
Explorative Affect Exchange	Comfortable discussions on traffic, news, and experiences
Explorative Affect Exchange	Comfortable discussions on traffic, news, and experiences
Affective Exchange	Sharing personal information and exchanging contact details
Stable Exchange	Long-term relationships with loyal passengers

### 5. Notable Passenger Experiences

Silverbird drivers often recount unique passenger interactions. One driver served the Deputy Chief of Police of Maluku Region for a five-day trip from Jakarta to Bandung. Another driver has regular foreign passengers from Singapore, Thailand, and the UK, who contact him on every visit to Indonesia.

#### **Evaluation of Silverbird Driver Communication in Providing Services to Passengers**

The process of providing services between drivers and passengers is part of the communication evaluation process. The evaluation process between Silverbird Drivers and passengers can be said to be a strict process. Any Silverbird Taxi driver who has been exposed to Standard Operating Procedure (SOP) complaints will potentially be demoted from Silverbird Taxi to Bluebird Taxi. Silverbird Taxi's supervisor provided one example of this.

There are strict standards for each driver when operating a fleet. They must be able to maintain the condition of their fleet and carry out all Standard Operating Procedures (SOPs) to the maximum. The Silverbird Pool Ciputat coach stated that the potential complaint rate for Silverbird Taxi is higher than Bluebird Taxi.

Silverbird drivers must be able to provide service with maximum quality. From the example in the statement, it shows that nonverbal aspects such as driver dress or *grooming* that are not up to standard can be a potential for complaints.

To find out passenger customer complaints about the services provided by Silverbird Drivers, the Ciputat Silverbird Pool Supervisor stated that this could be known from the reports he received from the Central Bluebird Group team.

Silverbird drivers who receive complaints from passengers on an ongoing basis will also be reprimanded by the central Bluebird Group team. After receiving a report from the center, the Ciputat Pool Silverbird Taxi Supervisor will decide to take action against the driver who received the complaint or reprimand

In Silverbird, the evaluation conducted by the coach is divided into several parts. These include injury evaluation, service evaluation, working day evaluation, and Period of Service Bonus (BMK) evaluation.

Silverbird divides the evaluation into several parts. However, the most rigorous evaluation is in the service evaluation.

In another statement, the Ciputat Silverbird Pool Supervisor also provided an example of service evaluation. Silverbird Drivers' working period is no more than 21 working days. From this working period, drivers who are considered unproductive can also be evaluated.

Silverbird has a strict evaluation process for each driver. The Ciputat Pool Silverbird coach also said that Silverbird Drivers who are evaluated and demoted will usually try to request that they remain part of Silverbird.

However, behind this, the Ciputat Silverbird Pool Supervisor said that Silverbird has several programs for drivers who get praise.

The existence of this indicates that one form of Silverbird's appreciation to its drivers is by providing good cars in providing services to passengers. In addition to this, Silverbird also has a "Dedicated Car" program which is usually reserved for drivers who serve VIP guests at certain hotels.

The evaluation of Silverbird Drivers' communication shows that the evaluation process for Drivers is rigorous. During the interview process, the Silverbird Supervisor said that Silverbird Drivers must have zero complaints. If a Silverbird driver has a complaint, he will be demoted to Bluebird Taxi. However, this standard is implemented when the driver has a complaint about Standard Operating Procedures (SOP). He gave examples such as the dirty state of the fleet and the way the driver was dressed. This is because in the interview, Silverbird's coach said that Silverbird has a higher potential to receive complaints from passengers than Bluebird Taxi, because Silverbird sells an executive impression to passengers.

The evaluation process is from the coach to the driver. However, the coach cannot know the complaints directly from passengers because the access is in the central team. The Silverbird coach admitted that, usually the central team will contact him if there are drivers who have complaints from passengers. Then he as a coach will process the matter. In this case, the Silverbird coach said that the driver will be assessed with several indicators of worthy or unworthy, if the driver can still be *upgraded* then it will not be directly demoted, but if the driver is considered unworthy then it will be directly demoted to Bluebird Taxi. Evaluation is a process of making a judgment about the meaning and value of an action on a level of achievement or achievement of a process, activity, product, and program (Haryanto, 2020).

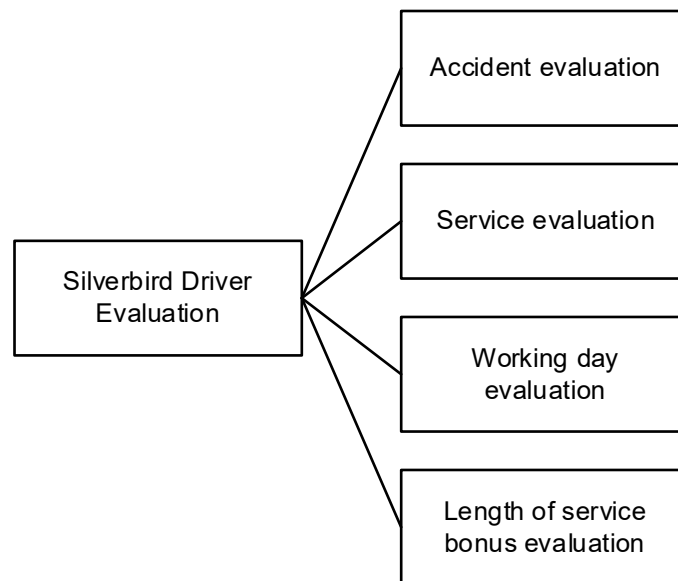


Figure 1: Overview of Silverbird Driver Evaluation Types  
Source: Researcher's Process, 2025

Description: This figure categorizes the evaluations used to assess driver performance at Silverbird Pool Ciputat.

The Silverbird Pool Ciputat supervisor acknowledged that there are no specific specifications regarding the evaluation of driver communication. However, in providing services, the evaluation process carried out at Silverbird is divided into several types, namely:

1. Accident evaluation  
During the interview process, the Silverbird coach revealed that if a driver has an accident with 2.5 points and a half-day fleet justification work, it can still be tolerated. He gave an example, when the car was scratched by a motorcycle.
2. Service evaluation  
Service evaluation is the most rigorous evaluation and is related to Standard Operating Procedures (SOPs). In the interview, Silverbirds coach said that service evaluation should be kept to a minimum. In this case, he gave an example where when the driver does not help the passenger to carry the goods, then he will be subject to service type evaluation.
3. Workday evaluation  
The working day evaluation is related to the driver's tenure, where Silverbird drivers are given 20 working days with a minimum working size of 19 days. If the driver does not fulfill this, he/she will be evaluated.
4. Length of service bonus evaluation  
The evaluation of the tenure bonus is related to the driver's working days. If a driver does not receive the tenure bonus for several months due to not fulfilling 19 working days, the driver will be evaluated.

The existence of this indicates that the evaluation process carried out by Silverbird in the context of rule enforcement is a very good thing. He sees that as a service company, it must want to provide a good *branding* to consumers. The existence of rules that are enforced can give an impression or trust to consumers. According to him, from the results of the research analysis, the evaluation process has a good *marketing* strategy or tactic to maintain the company's *branding* in the eyes of customers with the concept of *punishment* and *reward* given to drivers.

However, there are programs provided for drivers to get appreciation or praise. In Silverbird there is the term "Good people will get good cars", from this it indicates that one of the appreciations given to Silverbird Drivers is a fleet with the latest facilities or features. However, drivers who get this must have a good level of income or daily work bonus. In addition to this, Silverbird also has a "Dedicated Car" program where this car is designed to carry VIP passengers who are usually found at Grand Hyatt, Shangrila, Intercontinental Pondok Indah, Ritz-Carlton, JW Marriott hotels. From the above statement, it shows that Silverbird also rewards drivers with *good* English skills and *good looking* appearance to serve special guests at certain hotels. To deal with this, special criteria are needed in providing services, especially in the field of transportation in big cities. By providing the best fleet and supported by drivers who have a certain competence with certain experience can maintain the credibility and trust of customers and make them loyal.

Rismawati and Mattalata (2018) state that a good evaluation includes several indicators. In this stage Silverbird involves *who, what, where, when, why, how*.

Table 2. Key Indicators Used in Silverbird Driver Evaluation

Aspect	Description
Who	The coach responsible for evaluating the driver.
What	Accident evaluation, service evaluation, tenure evaluation, and workday bonus evaluation.
Where	Silverbird Pool Ciputat.
When	Conducted monthly.
Why & How	The evaluation is carried out to improve service quality for passengers and assess driver performance through direct evaluation by the coach.

The evaluation process carried out by Silverbird in the context of rule enforcement is a very good thing. According to him, from the results of the research analysis, the evaluation process has a good *marketing* strategy or tactic to maintain the company's branding in the eyes of customers with the concept of punishment and reward given to drivers. Not only that, he also views that the evaluation process can give confidence to drivers to improve their performance to passengers. The evaluation process through the coach can

maintain the dignity of a driver. In providing evaluation, the coach must provide solutions, not just justify the driver. For this reason, a more objective assessment is needed and there is information disclosure from the coach to each Silverbird driver in providing an assessment.

### Communication Patterns of Silverbird Drivers in Providing Services to Passengers

From the results of the explanation above, the communication pattern of Silverbird drivers in providing services to passengers can be described through the following figure:

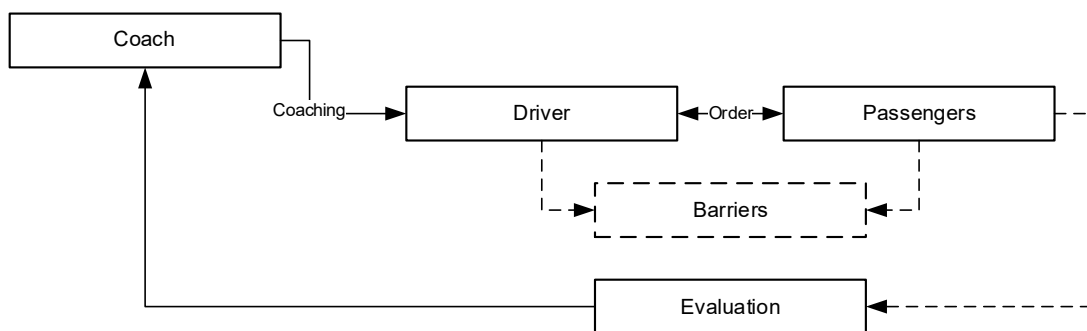


Figure 2. Communication Patterns of Silverbird Taxi Drivers in Providing Services to Passengers

Source: Processed by Researcher, 2024

Note: This table outlines the key aspects used in the evaluation process of Silverbird drivers.

Based on the results and discussion, the communication pattern of Silverbird Taxi Driver Ciputat Pool in providing services to passengers. Shows several things, namely:

1. Coach

The communication process in providing Silverbird driver services to passengers involves coaches who will provide training and evaluation. Not only that, there are obstacles faced by coaches when providing training to Silverbird drivers.

- a. Training

In providing training, Silverbird Pool Ciputat coaches implement two methods, namely the unscheduled method and the scheduled method. Unscheduled methods are conducted when drivers and coaches meet directly and are not bound by time. While role play is done to perform sequences of how drivers provide services to passengers starting from before with passengers, while with passengers, and after with passengers using the Fast Break and Briefing Class methods. The Fast Break method is carried out to

discuss material that is trending at that time. In the results of the interview, the Silverbird coach gave an example, when the problem faced was about communication problems, the method session would discuss about the problem. While the Briefing Class method has two forms, namely the lecture and role play methods. The lecture method, carried out by the coach to discuss Standard Operating Procedures (SOP), in the lecture method can be said to be subjective because the coach will call drivers who are considered potentially exposed to complaints. While role play is carried out to perform sequences of how drivers provide services to passengers starting from before with passengers, while with passengers, and after with passengers.

b. Evaluation

In the implementation process, Silverbird coaches are the ones who evaluate Silverbird drivers. In the evaluation process for Silverbird drivers, the coach takes an important role that will determine the next step or decision for the driver. The evaluation process carried out in Silverbird has various forms such as service evaluation, accident evaluation, workday evaluation, and tenure bonus evaluation.

2. Driver

After Silverbird drivers have received training and direction from Silverbird coaches, drivers will provide services to passengers. In this case there is communication between the two parties. Drivers exchange messages with passengers directly. The communication process between drivers and passengers occurs before the trip, the trip, and the end of the trip. However, it is not uncommon for some Silverbird drivers to have loyal customers or continue to use their services when using Silverbird Taxi. In providing services to passengers, each Silverbird driver will provide services in accordance with the established Standard Operating Procedures (SOP), such as providing 5S (Greetings, Greetings, Smiles, Polite, and Congratulations).

3. Passengers

Passengers or guests are important and always involved in the service delivery process of Silverbird drivers. In the implementation process, Silverbird passengers exchange messages about a general or specific topic with the driver directly without involving the coach again. Based on the results of the interview, guests are now more varied than before. The implementation of communication between Silverbird drivers and passengers often does not only use Indonesian, but many foreign guests who become Silverbird passengers use English or Mandarin.

4. Order

The message exchange process between Silverbird drivers and passengers occurs before the trip, during the trip, and after the trip by applying 5S (Greetings, Greetings, Smiles, Polite, and Congratulations). Before the trip, passengers who book through the MyBluebird App will be

able to interact with the driver. There are options sent by the driver to passengers, such as "Is the pick-up location appropriate?". Not only that, passengers and drivers can exchange messages via *chat* or *call* provided in the application. At the beginning of the trip, the Silverbird driver will carry out Standard Operating Procedure (SOP) by *greeting* and asking or confirming the passenger's travel route. While on the road, Silverbird has a Standard Operating Procedure (SOP) where Silverbird drivers are not allowed to invite passengers to chat or start topics first during the trip. Trip topics are initiated by chatter from passengers, these topics can be casual topics, experiences, traffic conditions, tourist attractions, and viral news. At the end of the ride, drivers follow the Standard Operating Procedure (SOP) by reminding passengers of their luggage, saying thank you or other affirmative sentences, but Silverbird drivers are allowed to give business cards or provide phone numbers to passengers. In these cases, it is not uncommon for Silverbird drivers to get loyal passengers or the communication process continues. There are aspects of verbal communication that involve the use of language by drivers such as words and language, such as when drivers and passengers talk and provide services. Not only this, aspects of nonverbal communication in providing services can be seen from how the condition of the fleet, body language, manner of dress, paralanguage, odors, and time involving Silverbird drivers and passengers.

#### 5. Barriers

In Silverbird Pool Ciputat, barriers that occur are experienced by drivers, and passengers. Barriers that occur in providing services to passengers are cultural barriers, especially when dealing with guests who can only speak Mandarin. Not only that, barriers also occur personally when passengers do not provide feedback when the driver speaks such as when giving greetings, when passengers ask the driver to drive the vehicle faster so as not to miss the plane, luggage is left behind and personal barriers are also experienced by female drivers when she feels anxious when carrying a large number of male passengers. Environmental barriers are also experienced when traffic situations are congested and traffic accidents occur. Physical barriers are also experienced when using navigation tools that help the driver to find the passenger's home address. However, these barriers do not always occur in the process of providing services to passengers.

#### 6. Evaluation

The evaluation process carried out in the implementation of Silverbird driver communication to passengers is carried out and is the responsibility of a Silverbird coach. Evaluations made by passengers will be processed to the coach in the form of a report. In this category, the evaluation is categorized as a service evaluation. In Silverbird, service evaluation is an evaluation given to Silverbird drivers regarding the

implementation of Standard Operating Procedures (SOP) and passengers are dissatisfied with the services provided by Silverbird drivers. Passengers can conduct evaluations and the data is received by the central team and then reported to the supervisor. The service evaluation process is the evaluation that is considered the most stringent because it is directly related to passengers. In addition to the service evaluation, there is an accident evaluation, work day evaluation, and tenure bonus evaluation that are directly related to the Silverbird coach's assessment.

Not only that, the communication patterns of Silverbird drivers in providing services to passengers can occur on an ongoing basis or become customers. This is in accordance with the results of interviews with Silverbird drivers who stated that they already have subscriptions.

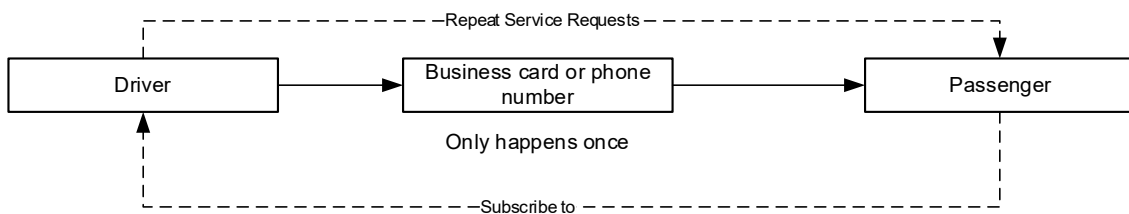


Figure 3. Cycle of Continuous Communication Between Drivers and Passengers

Source: Researcher's Process, 2025

The figure above shows that the communication process between the driver and the passenger undergoes a continuous process. Based on the results of the interviews, the Silverbird drivers admitted that they had a subscription initially because the passenger asked for a business card or phone number of the Silverbird Driver. The process of providing a business card or phone number is the starting point for the communication process between the driver and the passenger to continue. At that stage, the driver will usually be contacted again by the passenger to use his services again. Based on the interview results, some drivers have had subscriptions for more than 1 year or come from outside the city or abroad.

#### IV. CONCLUSIONS

Based on the results of the study, it can be concluded that the communication pattern of Silverbird drivers in providing services to passengers is based on the implementation of SOP 5S (Salam, Sapa, Senyum, Sopan, Selamat) structured through three stages: pre-trip, on-trip, and post-trip. This process emphasizes communication etiquette, such as not starting a conversation unless initiated by the passenger, as well as the exchange of contact information (business card or phone number) at the end of the trip to build customer loyalty. Driver

performance evaluations are conducted strictly by covering four aspects of service, accidents, days worked, and tenure bonus where service evaluation is a top priority as it has a direct impact on passenger satisfaction. A reward and punishment system (e.g., relegation to Bluebird Taxi or “Dedicated Car” award) not only encourages service quality improvement but also maintains the company's image as a premium service. Specific criteria such as foreign language skills and good looks are determining factors for drivers serving VIP passengers. For continuous improvement, the development of intercultural communication training modules, integration of real-time feedback through the MyBluebird app, and transparency in evaluation by coaches are required. Further research is also recommended to explore the impact of nonverbal communication (fleet cleanliness, driver appearance) on customer loyalty and foreign passengers' perceptions of Silverbird services to optimize global communication strategies.

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