

A Study on GOJEK's Brand Image and Consumer Trust: An Analysis of the Influence of Digital Marketing Strategies and Promotions on GOJEK's Brand Image and Consumer Trust

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ABSTRACT

Digital marketing has become a central pillar in building and strengthening brand image in the contemporary information era. This study provides an in-depth analysis of the influence of digital marketing strategies and promotional activities on GOJEK's brand image, with consumer trust positioned as a critical mediating variable. A quantitative approach was employed, utilizing Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), implemented through the SmartPLS software. The sample consisted of 100 respondents—users of the GOJEK application in the Mustika Jaya District, Bekasi City—who were selected using purposive sampling. The analysis revealed that digital marketing strategies have a positive and significant effect on both brand image ($p = 0.041$) and consumer trust ($p = 0.027$). In contrast, promotional activities have a direct, significant effect on brand image, but also significantly and positively influence consumer trust ($p = 0.001$). The most notable finding is the significant mediating role of consumer trust in the relationships between digital marketing strategies and brand image ($p = 0.050$) and between promotion and brand image ($p = 0.007$). These results underscore that the effectiveness of digital marketing strategies and promotional efforts largely depends on their success in establishing consumer trust initially. The practical implication for companies is the need to prioritize transparency, data security, and two-way interaction as core elements of their digital marketing strategies to enhance brand image fundamentally.

Keywords: Digital Marketing Strategy, Promotion, Consumer Trust, Brand Image, GOJEK.

I. Introduction

In the midst of the digital transformation wave, marketing has evolved from a mere supporting tactic into an essential element that determines a company's success, particularly in building and maintaining a strong brand image. In Indonesia, GOJEK, a pioneer in super-app service platforms, has adopted diverse digital marketing strategies to enhance consumer engagement. Various initiatives, including interactive social media use, segmented digital advertising, and innovative loyalty programs, have become integral to their efforts to solidify their brand's position in a highly competitive market. Although existing literature widely supports the positive relationship between marketing strategies and brand image, there is an urgent need for a more in-depth exploration of the mechanisms behind this relationship, especially the role of mediating variables.

Previous research has often shown that effective service quality and digital marketing strategies can enhance brand image and consumer trust. However, a significant research gap has been identified: the lack of a detailed empirical analysis on the specific mediating role of consumer trust that connects digital marketing strategies and promotions with brand image, particularly in Indonesia's dynamic digital service market.

Broader industry reports underscore the urgency of this gap. A collaborative study by Deloitte Digital and Twilio revealed a "trust gap," where many companies fail to meet the most critical trust elements for consumers, despite business leaders often being overly confident in this regard. Furthermore, an Adobe report in 2025 showed that while 88% of consumers expect guarantees of secure personal data handling, only 49% of organizations successfully meet those expectations. This highlights that investments in personalization and digital strategies will be futile if not supported by a strong foundation of trust. This research aims to bridge this gap by empirically investigating how building consumer trust functions as a critical prerequisite for effective digital marketing strategies in strengthening brand image. By focusing on GOJEK users in the Mustika Jaya District, Bekasi City, this study aims to provide a significant theoretical contribution and offer more explicit practical guidance for digital service companies.

II. Literature Review and Hypothesis Development

The digital revolution has fundamentally reshaped the landscape of marketing, transforming it from a peripheral function into a core strategic element for corporate success, particularly in the cultivation and maintenance of a robust brand image. This section synthesizes existing literature to build a theoretical framework that examines the intricate relationships between digital marketing strategies, promotional activities, consumer trust, and brand image.

2.1. Digital Marketing Strategy and Its Influence on Brand Image

Digital marketing has become a central pillar for building and strengthening brand identity in the modern business environment. It represents a comprehensive strategic approach that leverages a multitude of online tactics, including social media engagement, Search Engine Optimization (SEO), targeted digital advertising, content marketing, and email campaigns, all designed to effectively engage with audiences in the digital sphere. A substantial body of research has firmly established a significant positive relationship between digital marketing efforts and brand image. For instance, a study by Khan et al. (2021) found that digital marketing, especially when executed via social media platforms, directly correlates with an increase in both brand image and brand equity. Similarly, research by Rahman and Islam (2023) in the ride-hailing industry confirms that digital marketing significantly enhances brand awareness and image. These findings are further supported by studies demonstrating that consistent and authentic digital interactions foster a perception of the brand as both positive and innovative. However, this relationship is not without its complexities. O'Connor & Jones (2020) highlighted that the efficacy of digital marketing is contingent upon the industry context and consumer perceptions of data transparency and ethics, underscoring the need for mediating factors to be explored. Based on the predominant evidence suggesting a positive correlation, the first hypothesis is proposed:

2.2. The Complex Role of Promotion on Consumer Trust and Brand Image

Promotions—encompassing tactics such as discounts, coupons, loyalty programs, and giveaways—are traditionally viewed as short-term instruments to stimulate sales. In the context of digital services like GOJEK, they serve the dual purpose of attracting new users and fostering the retention of existing ones. Interestingly, while intuitively linked to brand perception, this study's findings indicate that promotions do not exert a direct and significant influence on brand image. This can be attributed to the nature of brand image as a long-term, cognitive construct built from cumulative experiences, which is not easily swayed by short-

term, transactional incentives. However, the literature strongly suggests that promotions are a crucial catalyst for building consumer trust. A 2023 study by Chen and Chang established that consistent and fair promotions cultivate a perception of brand reliability. When consumers repeatedly receive the value promised in a promotion, it builds a more concrete foundation of trust than a simple brand promise can achieve. Furthermore, well-designed loyalty programs not only increase usage frequency but also strengthen emotional bonds and trust, which ultimately contributes to a positive long-term brand perception. This suggests that the primary role of promotions is not to shape image directly, but to build the trust that underpins it. Therefore, the following hypotheses are formulated.

2.3. Consumer Trust as the Linchpin Mediating Variable

The concept of consumer trust is central to this research framework. Trust is formally defined as a consumer's belief in a brand's reliability, integrity, and good intentions, a concept rooted in the commitment-trust theory of relationship marketing. This study posits that trust functions as a critical intermediary, transforming the effects of digital marketing and promotions into a resilient and positive brand image. In the digital era, the importance of trust has been magnified due to pervasive consumer concerns regarding data privacy, security, and the lack of transparency in algorithms. Industry reports have identified a critical "trust gap," where businesses are overconfident in the level of trust they have earned from consumers. A collaborative study by Deloitte Digital and Twilio (2025) underscores this gap, and a separate Adobe report from 2025 revealed that while 88% of consumers demand guarantees of secure data handling, fewer than half of organizations meet this expectation. This evidence strongly suggests that investments in digital strategies and personalization are rendered ineffective if not built upon a solid foundation of trust. Trust, therefore, is not merely a desirable outcome but a prerequisite for marketing success. Based on this theoretical and empirical foundation, the following hypotheses are proposed: This literature review reveals a significant research gap: the absence of a detailed empirical analysis of the specific mediating role of consumer trust that connects digital marketing and promotions with brand image, particularly within the dynamic digital service market in Indonesia.

Therefore, based on this relationship, the hypothesis proposed in this study is as follows:

- H1: Digital Marketing Strategy (X1) has a positive effect on Brand Image (Z).
- H2: Digital Marketing Strategy (X1) has a positive effect on Consumer Trust (Y).
- H3: Promotion (X2) has a positive effect on Brand Image (Z).
- H4: Promotion (X2) has a positive effect on Consumer Trust (Y).
- H5: Consumer Trust (Y) has a positive effect on Brand Image (Z).
- H6: Consumer Trust (Y) mediates the effect of Digital Marketing Strategy (X1) and Promotion (X2) on Brand Image (Z).
- H7: Brand Image (Z) has a positive effect on consumer loyalty.

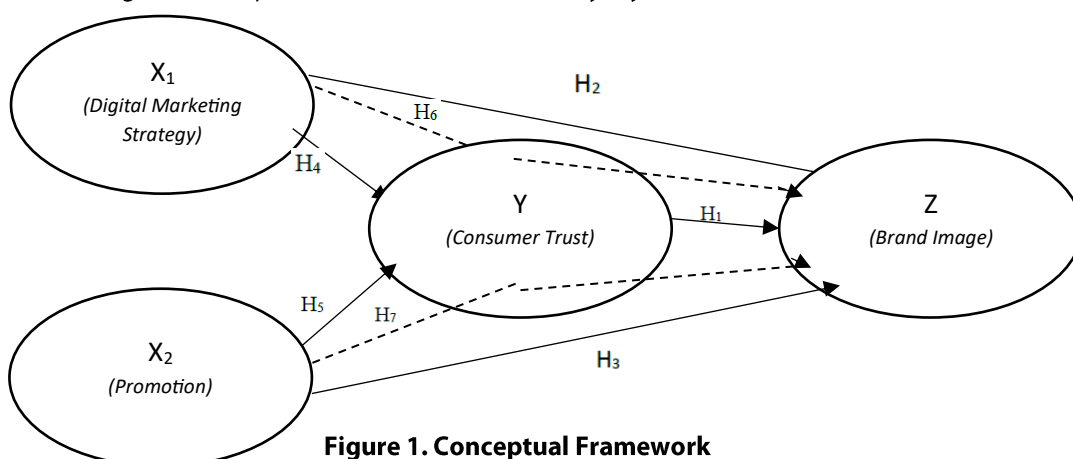


Figure 1. Conceptual Framework

III. Research Method

3.1. Research Design and Population

This research utilized a quantitative approach with an explanatory descriptive design to examine the causal relationships between variables. The study's population consisted of active GOJEK application users residing in the Mustika Jaya District of Bekasi City. This specific population was chosen to provide a clear focus on a market segment characterized by a high level of digital service usage. This narrow scope allows for a deeper analysis of user behavior and perceptions within a concentrated area, providing valuable insights into how marketing strategies influence consumers who are highly engaged with the platform.

3.2. Sampling Procedure and Bias Consideration

The study's sample comprised 100 respondents who were selected using purposive sampling, a non-probability technique where researchers subjectively choose sample units deemed most relevant to the research objectives. The primary criterion for inclusion was that respondents had been active users of GOJEK's services for a minimum of one year. The decision to use a sample size of 100 was based on established guidelines for Structural Equation Modeling (SEM) using Partial Least Squares (PLS). While general rules of thumb, such as those introduced by Hair et al., suggest a minimum sample size, more recent literature, including a 2024 study by Prastowo, emphasizes that the sample size must be sufficient to ensure the model can be properly estimated. These guidelines often consider the number of indicators within the model. In this study, the total number of indicators used was 20: 5 for Digital Marketing Strategy (X1), 5 for Promotion (X2), 5 for Consumer Trust (Y), and 5 for Brand Image (Z). Based on the recommended ratio of 5–10 respondents per indicator, a sample of 100 ($100/20 = 5$) was considered adequate to meet the criteria for PLS-SEM analysis. However, it is acknowledged that a larger sample size would provide greater statistical power and reduce the risk of bias.

Table 1. Sample Criteria (N = 100)

		Total	Percentage
Age	18 – 24 years old	6	6%
	25 – 34 years old	83	83%
	35 – 44 years old	9	9%
	45 – 64 years old	1	1%
	> 65 years old	1	1%
Job	BUMN Employee	3	3%
	Private Employee	78	78%
	Student	5	5%
	Civil Servant	3	3%
	Entrepreneur/ Self-employed	7	7%
	Others	4	4%
Frequency of Using the Gojek Service Application (per month)	5 – 10 times	14	14%
	> 10 times	55	55%
	> 50 times	31	31%
Duration of using GOJEK application	1 – 3 years	14	14%
	3 – 5 years	59	59%
	> 5 years	27	27%

Table 1 presents a detailed profile of the demographic and behavioral characteristics of the GOJEK application users who participated in the study.

a. Demographic and Employment Distribution

The majority of respondents (83%) were in the productive age range of 25–34 years, followed by those aged 35–44 years, who accounted for 9% of the sample. In terms of employment, most respondents (78%) were private employees, followed by entrepreneurs (7%), and students (5%). This data collectively indicates that the study's respondents were predominantly individuals in their prime working age, actively engaged in the private sector.

b. Usage Frequency and Duration

The usage patterns among the respondents demonstrated a high and consistent adoption rate of the GOJEK application. A significant portion of the respondents (55%) used the service 5–10 times per month, while another 31% were very active users, with a frequency exceeding 50 times per month. The duration of use also confirmed strong loyalty, with 59% of respondents having used the GOJEK app for 3–5 years, indicating sustained adoption and retention. Overall, the data from Table 1 provides a clear picture of GOJEK's user profile in the Mustika Jaya District, Bekasi City. They are highly active individuals working in the private sector who have integrated GOJEK services into their daily routines over several years. This profile is highly relevant for further analysis as it reflects a mature and familiar market segment for super-app services, which gives the study's findings strong validity within the context of established consumer behavior

3.3. Variable Operationalization

The research instrument utilized in this study is a questionnaire meticulously designed based on an extensive literature review to measure four primary variables: Digital Marketing Strategy (X1), Promotion (X2), Consumer Trust (Y), and Brand Image (Z). Each variable was operationalized into several measurable indicators to comprehensively capture the essence of each construct. The operational definitions and indicators for each variable are as follows:

- a. Digital Marketing Strategy (X1): This variable measures a brand's multifaceted efforts to promote its products or services through online channels. Digital marketing has emerged as a central pillar for building and strengthening brand image in the contemporary era. This strategic approach encompasses a wide array of tactics, including social media engagement, Search Engine Optimization (SEO), targeted digital advertising, content marketing, and email campaigns, all designed to effectively reach audiences online. The indicators for this construct include the brand's presence on social media, its use of digital advertising, and its online interactions with consumers. These indicators were selected as they reflect how digital initiatives—such as interactive social media use, segmented digital advertising, and innovative loyalty programs—have become an integral part of a company's efforts to solidify its brand's position in a highly competitive market.
- b. Promotion (X2): This variable assesses short-term tactics designed to drive purchases and enhance customer retention. Within the digital service context, promotions serve a dual role: attracting new users and fostering retention. The indicators used to measure promotion encompass discounts, coupons, loyalty programs, and special offers. While promotions are often viewed as a short-term tactic to boost sales, existing literature suggests that consistent and fair promotions can foster a perception of brand reliability, which is a key component of trust
- c. Consumer Trust (Y): This variable gauges consumers' belief in a brand's reliability, integrity, and goodwill. Trust is defined as a consumer's belief in a brand's reliability, integrity, and good intentions. In the digital context, trust has become increasingly crucial, as issues related to data privacy, security, and non-transparent algorithms can erode consumer confidence. Its indicators include perceptions of data security, service transparency, and the consistency of brand promises. These indicators are highly relevant given the "trust gap" identified in industry reports, where many companies fail to meet the most critical trust elements for consumers, such as guarantees of secure personal data handling.

- d. Brand Image (Z): This variable captures the perceptions and associations that consumers hold about a brand. Brand image is a long-term construct, meticulously built from the cumulative experiences, interactions, and deep-seated perceptions of consumers over time. The indicators utilized for this construct measure a brand's positive, modern, and reliable image. The measurement of this variable is critical, as a strong brand image has been shown to directly correlate with an increase in both brand equity and consumer purchase intention.

3.4. Research Ethics

This study was conducted in strict adherence to fundamental ethical principles. All respondents participated voluntarily and were fully informed about the research objectives. To protect their privacy, the identity of each respondent was kept confidential, and the data collected will be used exclusively for academic purposes. Importantly, no financial incentives were offered to respondents, ensuring that any form of compensation did not influence their decision to participate.

3.5. Data Analysis Process

Data analysis was performed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), with SmartPLS software. The analysis followed a standard workflow comprising three main stages:

- a. Data Cleaning

Before beginning model analysis, the raw data underwent a cleaning process. This crucial step involved addressing missing values, outliers, or other data quality issues that may have arisen from respondent behavior. This process was essential to ensure the validity of the dataset for further analysis.

- b. Measurement Model Evaluation (Outer Model)

This stage aimed to evaluate the quality of the indicators used to measure the latent constructs. The following tests were conducted:

- 1) Convergent Validity: Measured by the outer loading values and the Average Variance Extracted (AVE). An outer loading value exceeding 0.7 and an AVE value exceeding 0.5 indicated that the indicators adequately represented their constructs.
- 2) Reliability: Evaluated using Cronbach's Alpha and Composite Reliability. A value greater than 0.6 for both metrics indicated good internal consistency of the instrument.
- 3) Discriminant Validity: Tested to ensure that each construct was unique and distinct from the others. This study used a comparison of the square root of the AVE and the Heterotrait-Monotrait Ratio (HTMT). A higher square root of the AVE value than the correlation between the relevant constructs, and an HTMT value smaller than 0.9, confirmed that discriminant validity was met.

- c. Structural Model Evaluation (Inner Model)

This stage tested the relationships between the latent variables. The following were assessed:

- 1) This stage tested the relationships between the latent variables. The following were assessed:
- 2) Coefficient of Determination (R^2): Measured the proportion of variance in the endogenous variables that could be explained by the exogenous variables in the model
- 3) Hypothesis Testing (Bootstrapping): Used to determine the statistical significance of the relationships between constructs. A relationship was considered significant if the p-value was less than 0.05 and the t-statistic was greater than 1.96.

Table 2. Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Brand Image (Z)	0.911	0.912	0.934	0.738
Consumer Trust (Y)	0.892	0.897	0.921	0.700
Promotion (X2)	0.912	0.914	0.934	0.741
Digital Marketing Strategy (X1)	0.931	0.932	0.948	0.785

The data presented in Table 1 demonstrate that all research variables meet the recommended threshold values, indicating the strong reliability and convergent validity of the measurement instrument. Specifically, the table indicates that the Cronbach's Alpha and Composite Reliability values for all variables exceed the recommended threshold of 0.6. This confirms the internal consistency and reliability of the questionnaire items. Additionally, the Average Variance Extracted (AVE) values for all variables exceed the 0.5 threshold, providing strong evidence of convergent validity. These results collectively assure that the instrument is sound and capable of accurately measuring the latent constructs under investigation.

d. Hypothesis Testing (Bootstrapping)

The bootstrapping procedure was employed to determine the statistical significance of the relationships between the constructs. The test results, which include the path coefficients, t-statistics, and p-values, provide the basis for evaluating the hypotheses. Specifically, a t-statistic greater than 1.96 and a p-value less than 0.05 are used as criteria to indicate that the alternative hypothesis is accepted, and the relationship is considered statistically significant. This rigorous statistical approach ensures that the findings on the causal relationships between the variables are robust and not due to chance, providing a strong foundation for the study's conclusions.

IV. Results and Discussion

4.1. Analysis Result

The results of the data analysis, collected from GOJEK application users in Mustikajaya District, Bekasi City, were used to identify and provide a detailed overview of the demographic characteristics of each respondent. The respondent characteristics gathered and analyzed in this study included age, employment status, monthly frequency of GOJEK application usage, and the duration of application use. This data set is crucial because it provides a strong contextual foundation for understanding the study's findings. By analyzing these characteristics, the research can identify the primary user profile that served as the study's subject, which in turn helps to interpret the results related to digital marketing strategies, promotions, consumer trust, and brand image more accurately.

Table 3. Outer Loading Result

	Brand Image (Z)	Consumer Trus (Y)	Promotion (X2)	Digital Marketing Strategy (X1)
BI1	0.842			
BI2	0.829			
BI3	0.877			
BI4	0.892			
BI5	0.855			
CT1		0.838		
CT2		0.752		
CT3		0.891		

CT4		0.836		
CT5		0.861		
P1			0.840	
P2			0.893	
P3			0.863	
P4			0.863	
P5			0.843	
DMS1				0.850
DMS2				0.896
DMS3				0.894
DMS4				0.874
DMS5				0.913

Based on the comprehensive analysis, Table 3 presents the results of the outer loading tests. All 20 indicators used to measure the variables of digital marketing strategy, promotion, consumer trust, and brand image were found to have loading values above the recommended threshold of 0.7. Specifically, the indicators for digital marketing strategy ranged from 0.850 to 0.913, promotion from 0.840 to 0.893, consumer trust from 0.752 to 0.891, and brand image from 0.829 to 0.892. These results demonstrate that each questionnaire item has a strong and significant relationship with its intended latent construct. Consequently, the research instrument has met the criteria for convergent validity. This finding ensures that the collected data is valid and can accurately represent the theoretical concepts tested in the model, providing a solid foundation for subsequent hypothesis analysis.

Table 4. Reliability Test Result

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Brand Image (Z)	0.911	0.912	0.934	0.738
Consumer Trust (Y)	0.892	0.897	0.921	0.700
Promotion (X2)	0.912	0.914	0.934	0.741
Digital Marketing Strategy (X1)	0.931	0.932	0.948	0.785

Based on the analysis, the research instrument has demonstrated robust validity and reliability, thereby ensuring the quality of the data used. The convergent validity test demonstrated that all research variables had an Average Variance Extracted (AVE) value above the 0.5 threshold, which is considered an excellent criterion for convergent validity. Specifically, the AVE values for the variables were as follows:

- a. Digital Marketing Strategy: 0.785
- b. Promotion: 0.741
- c. Consumer Trust: 0.700
- d. Brand Image: 0.738

These figures collectively affirm that the indicators used for each variable accurately measure their respective latent constructs. Furthermore, the reliability testing yielded highly satisfactory results, confirming the instrument's internal consistency. The Cronbach's Alpha value for all variables exceeded 0.6. The specific values were:

- a. Digital Marketing Strategy: 0.931
- b. Promotion: 0.912
- c. Consumer Trust: 0.892
- d. Brand Image: 0.911

These findings were reinforced by the Composite Reliability values, which also surpassed the 0.6 threshold for all variables, including Digital Marketing Strategy at 0.932. These results collectively strengthen the reliability of the constructs, aligning with the criteria established by Ghozali and Latan (2015). In conclusion, the instrument utilized in this study has been proven to be both convergently valid and reliable in measuring the intended constructs, providing a solid methodological foundation for further data analysis

Table 5. Discriminant Validity Testing

	Brand Image	Consumer Trust	Promotion	Digital Marketing Strategy
<i>Brand Image</i>	0.859			
<i>Consumer Trust</i>	0.808	0.837		
<i>Promotion</i>	0.685	0.723	0.861	
<i>Digital Marketing Strategy</i>	0.723	0.680	0.795	0.886

To ensure that each construct within the research model is unique and can be distinguished from others, a discriminant validity test was conducted. The methods used included a comparison of the square root of the Average Variance Extracted (AVE) with the relevant inter-construct correlations, as well as an examination of the Heterotrait-Monotrait Ratio (HTMT), which has a threshold of 0.9. The test results showed that all constructs—Digital Marketing Strategy (0.886), Promotion (0.861), Consumer Trust (0.837), and Brand Image (0.859)—met these criteria. The square root of the AVE for each construct was found to be higher than its correlation with other related constructs, confirming that each variable measures a distinct phenomenon. Furthermore, the HTMT values for all variable pairs were below the 0.9 threshold, which further strengthens the discriminant validity of the research instrument. Specifically, the HTMT values were:

- a. Consumer Trust-Brand Image (0.888)
- b. Promotion-Brand Image (0.746)
- c. Promotion-Consumer Trust (0.797)
- d. Digital Marketing Strategy-Brand Image (0.779)
- e. Digital Marketing Strategy-Consumer Trust (0.743)
- f. Digital Marketing Strategy-Promotion (0.859)

In conclusion, the instrument for each variable has met the discriminant validity requirements, and the constructs can be clearly differentiated within the research model. Success in this testing provides confidence that each latent variable is truly separate, with no significant conceptual overlap.

Table 6. Heterotrait-Monotrait Ratio (HTMT) Test Result

	Brand Image	Consumer Trust	Promotion	Digital Marketing Strategy
<i>Brand Image</i>				
<i>Consumer Trust</i>	0.888			
<i>Promotion</i>	0.746	0.797		
<i>Digital Marketing Strategy</i>	0.779	0.743	0.859	

In addition to the comparison of the square root of the AVE values, discriminant validity was also rigorously evaluated using the Heterotrait-Monotrait Ratio (HTMT). This method is considered a more accurate approach for assessing differences between constructs. Based on Table 6, the HTMT values for every pair of variables in this study were below the 0.9 threshold, confirming that the questionnaire possesses strong discriminant validity. Specifically, the HTMT test results are as follows:

- a. The pair of variables Consumer Trust and Brand Image had an HTMT value of 0.888.
- b. The pair of variables Promotion and Brand Image had a value of 0.746.
- c. The pair of variables Promotion and Consumer Trust had a value of 0.797.

- d. The pair of variables Digital Marketing Strategy and Brand Image had a value of 0.779.
- e. The pair of variables Digital Marketing Strategy and Consumer Trust had a value of 0.743.
- f. The pair of variables Digital Marketing Strategy and Promotion had a value of 0.859.

This finding is crucial as it ensures that each construct in the research model—specifically Brand Image, Consumer Trust, Promotion, and Digital Marketing Strategy—is genuinely unique and measures a conceptually distinct phenomenon. The successful fulfillment of the HTMT criteria provides greater confidence in the integrity of the structural model and the validity of the hypotheses to be tested.

Table 7. Collinearity Statistics (VIF) Test Result

	<i>Brand Image (Z)</i>	<i>Consumer Trust (Y)</i>
<i>Brand Image</i>		
<i>Consumer Trust</i>	2.230	
<i>Promotion</i>	3.263	2.718
<i>Digital Marketing Strategy</i>	2.902	2.718

The analysis of the Variance Inflation Factor (VIF) values, as presented in Table 7, revealed that there were no significant multicollinearity issues among the exogenous variables in the research model. The VIF value for each variable was well below the recommended threshold of 5. Specifically, the VIF values for the Promotion variable and Digital Marketing Strategy were 3.263 and 2.902, respectively, when measured against Brand Image; additionally, the VIF values for both were also high. The promotion and digital marketing strategy scored 2.718 when assessed against Consumer Trust. These figures robustly confirm the absence of high linear intercorrelation among the independent variables. Consequently, the structural model is deemed valid and reliable for testing the proposed causal relationships outlined in the hypotheses.

Table 8. Determination Coefficient (R Square) Test Result

	R-square	R-square adjusted
<i>Brand Image (Z)</i>	0.708	0.699
<i>Consumer Trust (Y)</i>	0.552	0.542

The analysis of the coefficient of determination (R^2) values, as shown in Table 8, provides insight into the explanatory power of the model's exogenous variables on the endogenous variables. The findings indicate that the structural model has a reasonably good predictive capability.

- a. The R^2 value for the Brand Image (Z) variable was 0.708. This indicates that 70.8% of the variance in Brand Image can be attributed to the independent variables in the model: Digital Marketing Strategy, Promotion, and Consumer Trust. The remaining 29.2% is influenced by other factors not included in this study. Based on standard categorization, this value of 0.708 falls into the.
- b. The R^2 value for the Consumer Trust (Y) variable was 0.552. This indicates that the Digital Marketing Strategy and Promotion variables can explain 55.2% of the variance in Consumer Trust. The remaining 44.8% is attributed to other factors not accounted for in the tested model. The value of 0.552 is also classified as moderate.

Collectively, these findings demonstrate that the variables under investigation make a substantial contribution to explaining the phenomena of Brand Image and Consumer Trust. However, they also acknowledge the existence of other factors outside the scope of this research that may influence the final results.

Table 9. Effect Size (f2) Test Result

	Brand Image	Consumer Trust
<i>Brand Image</i>		
<i>Consumer Trust</i>	0.526	
<i>Promotion</i>	0.000	0.200
<i>Digital Marketing Strategy</i>	0.119	0.067

The effect size (f2) was used to evaluate the relative contribution of each exogenous variable to the endogenous variables within the structural model. Based on the test results shown in Table 9, the following (f2) values were obtained:

- a. The effect of the Digital Marketing Strategy (X1) variable on Brand Image (Z) showed an f2 value of 0.119, which is categorized as a small effect, as it falls below the threshold for a moderate effect ($0.15 \leq f2 < 0.35$).
- b. The effect of the
- c. Digital Marketing Strategy (X1) variable on Consumer Trust (Y) had an F2 value of 0.067, also categorized as a small effect.
- d. The effect of the Promotion (X2) variable on Brand Image (Z) was 0.000, which is categorized as a small effect.
- e. The effect of the Promotion (X2) variable on Consumer Trust (Y) showed an f2 value of 0.200, which falls into the moderate effect category ($0.15 \leq f2 < 0.35$).

The results indicate that the Promotion variable has the most significant effect on Consumer Trust in the model. However, it is essential to note that most of the exogenous variables in this study exhibited a small to moderate overall effect size. This suggests that while these variables do have an impact, their individual contributions to the endogenous variables are not overwhelmingly significant.

Table 10. Predictive Relevance (Q) Test Result

	Q ² (=1-SSE/SSO)
<i>Brand Image (Z)</i>	0.519
<i>Consumer Trust (Y)</i>	0.515

The predictive relevance of the model was evaluated using Stone-Geisser's Q2 criterion, with the results presented in Table 10. The Q2 value is used to assess the model's ability to predict the observed values of the endogenous variables. A Q2 value greater than zero indicates that the model has predictive relevance.

- a. The Q2 value for the endogenous variable Brand Image (Z) was 0.519, which is greater than zero. This finding suggests that the research model has a good predictive capability for Brand Image, meaning it can accurately predict the observations for this variable.
- b. Similarly, the Q2 value for the endogenous variable Consumer Trust (Y) was 0.515, also exceeding zero. This result indicates that the model likewise has a strong predictive relevance for Consumer Trust, confirming its ability to forecast the observed values for this variable.

These results collectively confirm that the model exhibits good out-of-sample predictive power, a key criterion for evaluating the quality of a PLS-SEM model.

- a. Fit Model Test Result

The purpose of the model fit test is to evaluate how well a model achieves its desired output. For this evaluation, one key criterion is the Standardized Root Mean Square Residual (SRMR) value. A model is considered to have a good fit if its SRMR value is less than 0.10 or 0.08. A low SRMR value indicates a slight

discrepancy between the observed and model-implied correlations, suggesting that the model accurately represents the empirical data. This test is crucial for confirming the overall validity and structural soundness of the research model.

Table 11. Model Fit Test Result

	<i>Saturated model</i>	<i>Estimated model</i>
SRMR	0.074	0.074
Chi-square	547.400	547.400
NFI	0.739	0.739

The Standardized Root Mean Square Residual (SRMR) value was found to be 0.074. Since this value is less than the commonly accepted thresholds of 0.10 and 0.08, it can be concluded that the model demonstrates a good fit with the empirical data. This finding confirms the strong structural integrity of the proposed model, indicating that the relationships between the variables are well-represented and the model is suitable for hypothesis testing.

b. Goodness Of Fit Index

The Goodness of Fit (GoF) Index is a metric used to assess the overall model fit by considering both the measurement (outer) and structural (inner) models. The GoF value is calculated as the square root of the product of the average commonality index and the average R2 value. The criteria for interpreting the GoF index, as established by Ghozali & Latan (2015), are as follows:

- 1) A GoF index value between 0.10 and 0.24 indicates a small GoF.
- 2) A value between 0.25 and 0.35 indicates a medium GoF.
- 3) A value between 0.35 and 1.0 indicates a large GoF.

Based on the research findings, the GoF index was calculated as follows:

$$GoF = \sqrt{AverageCommonality \times AverageR^2}$$

$$GoF = \sqrt{0.741 \times 0.63}$$

$$GoF = \sqrt{0.46683}$$

$$GoF = 0.683$$

Since the calculated GoF index of 0.683 is greater than 0.35, it can be concluded that the overall model—encompassing both the outer and inner models—has a high level of fit. This indicates a strong congruence between the observed values and the values predicted by the model.

Table 12: Bootstrap Test Result

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Consumer Trust (Y) -> Brand Image (Z)	0.585	0.622	0.115	5.065	0.000
Promotion (X2) -> Brand Image (Z)	0.010	0.137	0.178	0.057	0.954
Promotion (X2) -> Consumer Trust (Y)	0.494	0.664	0.149	3.312	0.001
Digital Marketing Strategy (X1) -> Brand Image (Z)	0.317	0.186	0.155	2.040	0.041

Digital Marketing Strategy (X1) -> Consumer Trust (Y)	0.287	0.108	0.129	2.216	0.027
Promotion (X2) -> Consumer Trust (Y) -> Brand Image (Z)	0.289	0.284	0.107	2.712	0.007
Digital Marketing Strategy (X1) -> Consumer Trust (Y) -> Brand Image (Z)	0.168	0.176	0.085	1.963	0.050

1) Impact of Consumer Trust on Brand Image

The bootstrapping analysis, as detailed in Table 12, robustly demonstrates that consumer trust exerts a positive and highly significant influence on brand image. With an original sample path coefficient of 0.585, a t-statistic of 5.065 (exceeding the critical value of 1.96), and a p-value of 0.000 (below the 0.05 significance level), this hypothesis is strongly supported by the empirical data. This finding unequivocally asserts that a higher level of consumer trust in GOJEK's services directly correlates with a more positive perception of the company's brand image. This result aligns perfectly with established theories of relational marketing, which underscore trust as a fundamental element in fostering enduring relationships between businesses and their clientele. Essentially, trust transcends a mere byproduct of marketing strategies; it serves as a foundational pillar upon which a strong and sustainable brand image is built, reflecting consumers' unwavering belief in the quality, security, and consistent delivery of promised services.

2) Impact of Digital Marketing Strategy on Brand Image

Hypothesis testing confirms that the digital marketing strategy has a positive and statistically significant impact on brand image. This is evidenced by an original sample path coefficient of 0.317, a t-statistic of 2.040 (greater than 1.96), and a p-value of 0.041 (less than 0.05), providing robust empirical evidence. These results validate that the proper implementation of digital marketing strategies can effectively enhance GOJEK's brand image in the eyes of its consumers. Such strategies encompass a diverse range of approaches, including highly interactive social media engagement, intuitive and user-friendly application design, and responsive communication channels. Through these concerted efforts, the company can strengthen consumer perceptions of its professionalism, innovation, and modernity. This positive effect highlights that GOJEK's strategic investment in digital platforms has successfully reshaped consumer perspectives, firmly positioning the brand as a relevant and dynamic leader in the market.

3) Impact of Digital Marketing Strategy on Consumer Trust

The bootstrapping analysis further reveals that digital marketing strategy exerts a positive and significant influence on consumer trust. With an original sample path coefficient of 0.287, a t-statistic of 2.216 (exceeding 1.96), and a p-value of 0.027 (less than 0.05), this hypothesis is statistically robust. This finding indicates that every endeavor undertaken by GOJEK in digital marketing, such as consistent social media interactions, the development of a user-friendly application interface, and engaging communication, effectively contributes to building consumer confidence. These efforts not only enhance brand visibility but also foster a positive and reliable perception, which is crucial for establishing and maintaining long-term relationships with consumers.

4) Impact of Promotion on Brand Image

Based on the bootstrapping analysis presented in Table 12, it is concluded that promotion does not have a direct and significant influence on brand image. This is supported by an original sample path coefficient of 0.010, a t-statistic of 0.057 (less than 1.96), and a p-value of 0.954 (greater than 0.05). This finding underscores that promotional tactics, such as discounts or coupons, which are typically transactional and short-term, value-oriented, are insufficient to shape or alter a brand's image fundamentally. Brand image is a long-term construct, meticulously built from the cumulative experiences, interactions, and deep-seated perceptions of consumers over time. Therefore, while promotions can effectively drive short-term sales or

usage, they lack the sustained power required to forge emotional bonds or create a robust and lasting perception of the brand itself.

5) Impact of Promotion on Consumer Trust

The path analysis, as presented in Table 12, clearly indicates that promotion has a positive and significant influence on consumer trust. This is substantiated by an original sample path coefficient of 0.494, a t-statistic of 3.312 (exceeding 1.96), and a p-value of 0.001 (less than 0.05). This finding strongly suggests that consumers respond favorably to various promotional tactics, including discounts, special offers, and loyalty programs. This positive response, in turn, significantly enhances their belief in the value and consistency of the brand's services. This implies that well-designed promotions not only stimulate immediate transactions but also serve as an effective tool for building and strengthening the foundation of trust, which is paramount for long-term customer relationships.

6) Impact of Digital Marketing Strategy on Brand Image through Consumer Trust

The mediation analysis in this study reveals that consumer trust (Y) serves as a significant mediator in the relationship between digital marketing strategy (X1) and brand image (Z). This finding is substantiated by an original sample path coefficient of 0.168, a t-statistic of 1.963 (exceeding 1.96), and a p-value of 0.050 (less than 0.05). These results suggest that digital marketing strategies will be considerably more effective in cultivating a strong brand image if accompanied by a concomitant increase in consumer trust. In other words, the impact of digital marketing on brand image is not solely direct but is also indirectly mediated by consumer trust. This highlights that investments in digital personalization are ultimately futile if not underpinned by a robust foundation of trust. This finding also aligns with industry reports from Deloitte Digital and Adobe, which highlight the existence of a "trust gap" where companies often fail to meet consumer expectations regarding data security and transparency, despite making significant investments in digital marketing. Therefore, cultivating trust must be a paramount priority to maximize the positive impact of digital marketing strategies on brand image.

7) Impact of Promotion on Brand Image through Consumer Trust

The mediation analysis further demonstrates that consumer trust also plays a significant mediating role in the relationship between promotion (X2) and brand image (Z). This finding is supported by an original sample path coefficient of 0.289, a t-statistic of 2.712 (exceeding 1.96), and a p-value of 0.007 (less than 0.05). These results provide a crucial explanation for why promotion does not have a direct impact on brand image, as observed in previous tests. The effectiveness of promotion in shaping brand image is highly contingent upon its ability first to build consumer trust. In essence, promotion cultivates consumer confidence through consistent promises and delivered value. It is this established trust that subsequently transforms the short-term perceptions generated by promotions into a positive and sustainable brand image. Trust, therefore, functions as a vital element, converting transactional tactics into valuable brand equity.

4.2. Discussion of Analysis Result

This study's findings reveal that digital marketing strategy has a positive and significant impact on GOJEK's brand image, with a p-value of 0.041. This result is consistent with previous research, which demonstrates that a strong online presence and interactive digital engagement can enhance positive brand perceptions. Such strategies, which include interactive social media use and user-friendly app interfaces, strengthen consumer perceptions of the brand's professionalism and innovative nature. In contrast, promotions were found to have no direct and significant impact on brand image. This can be explained by the tactical nature of promotions, which are often transactional and focused on short-term value, making them less capable of forming a deep and sustainable brand perception. While this outcome may seem counterintuitive, it aligns with several studies that categorize brand image as a long-term construct not easily

influenced by short-term tactics. However, this finding cannot be viewed in isolation from the mediating role of consumer trust. The research suggests that promotions have a positive and significant impact on consumer trust. This means that while promotions do not directly shape a brand's image, they act as a crucial catalyst for building consumer trust through consistent and fair promises, such as offering valid discounts or loyalty programs.

4.3. Discussion of The Role of Consumer Trust Mediation

The most crucial finding of this study is the significant mediating role of consumer trust, which effectively connects both digital marketing strategies and promotions to brand image. This analysis provides a deeper understanding of the mechanisms by which these marketing efforts influence brand perception.

a. Mediation of Digital Marketing

Consumer trust proved to be a significant mediator in the relationship between digital marketing strategies and brand image ($p = 0.050$). This expands upon previous findings by demonstrating that the positive impact of digital marketing on brand image is enhanced when the strategies also succeed in fostering consumer trust. This is particularly relevant given the findings from Deloitte Digital and Adobe, which highlight a "trust gap" in the industry. Their reports suggest that investments in digital personalization will be ineffective unless a strong foundation of trust supports them.

b. Mediation of Promotions

Consumer trust also acts as a significant mediator in the relationship between promotions and brand image ($t = 2.712, p = 0.007$). This finding explains the apparent paradox that promotions have no direct impact on brand image. Promotions work by first building trust, and it is this trust that then transforms the short-term perceptions from promotions into a positive and sustainable brand image.

c. Overall Causal Relationship

This causal relationship provides empirical evidence that aligns with the concept of the "trust gap" reported in the industry. Innovative and aggressive marketing strategies, such as digital marketing and promotions, cannot create a lasting positive brand image if they are not based on consumer trust. Trust acts as a bridge, converting marketing tactics into valuable brand equity. This indicates that investing in data security, transparency, and responsive customer service is not just about ethical compliance; it is the most effective and sustainable marketing strategy.

4.4. Study Limitations and Implications for Future Research

This study has a primary limitation in its sampling methodology. The use of purposive sampling with a relatively small sample size (100 respondents) from a single geographical area (Mustika Jaya District, Bekasi City) restricts the generalizability of the findings. The results may only accurately reflect the behavior of the dominant demographic within the sample—specifically, private employees aged 25–34 with high usage frequency.

Given these limitations, future research is highly recommended to build upon these findings.

- 1) Expanded Scope: Future studies should aim to expand the geographic and demographic scope to obtain a more representative sample of the broader GOJEK user population.
- 2) Mixed Methods Approach: Employing a mixed-methods approach that combines quantitative analysis with qualitative insights (through interviews or focus groups) could provide a more in-depth understanding. For instance, interviews could offer detailed explanations for why promotions do not directly influence brand image.

- 3) Inclusion of Additional Variables: Subsequent research could also integrate other variables such as service quality, user experience, and innovation to create a more comprehensive model. This would help explain the contribution of other factors that are also critical in shaping the brand image of digital services.

V. Conclusion

This study demonstrates that consumer trust serves as the central foundation for building and sustaining GOJEK's brand image. While digital marketing strategies exert a significant direct impact, their long-term effectiveness depends on the extent to which they succeed in fostering trust. Promotions, though not directly shaping brand image, act as important catalysts that support the development of trust. In turn, this trust functions as a bridge, transforming short-term promotional outcomes into sustainable perceptions of brand value. Consequently, GOJEK's ability to secure its competitive market position is closely tied to its success in managing and reinforcing consumer trust, making it the most critical element of its overall marketing strategy. Based on these findings, several actionable recommendations are offered for practitioners at GOJEK and within the broader digital services industry. First, digital marketing should be repositioned as a guarantee of security rather than merely a promotional tool. Companies need to address the prevailing "trust gap" by prioritizing investments in data security and transparency, while highlighting privacy and safety as core components of their marketing messages. Second, firms are encouraged to adopt data-driven personalization strategies, utilizing predictive analytics and artificial intelligence to design customer experiences that feel genuinely supportive rather than intrusive. Such approaches can enhance trust while simultaneously strengthening long-term loyalty.

Third, short-term promotional activities should be rationalized to contribute to sustainable brand relationships. Loyalty programs, for example, should go beyond discounts to deliver consistent value that resonates with consumers' long-term expectations. Communication surrounding promotions should reinforce the broader brand value proposition, rather than focusing solely on temporary incentives. Fourth, proactive and transparent communication is essential. Companies should establish responsive two-way communication channels that allow customers to voice concerns or seek assistance in real-time. This openness will not only enhance consumer trust but also contribute to a more positive and enduring brand image. Finally, it is critical to evaluate marketing strategies through a trust-based lens. Performance assessments should move beyond traditional metrics, such as reach or conversion, and incorporate indicators like brand trust scores and trust-driven retention rates. Embedding these metrics into marketing performance dashboards will enable companies to monitor, refine, and strengthen strategies that prioritize trust. Taken together, these recommendations underscore that cultivating consumer trust is not merely an outcome but a strategic imperative for digital service providers like GOJEK in building sustainable competitive advantage.

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