

## **How Social Media Marketing Shapes Brand Personality: Evidence from Users of Gojek Super-App Platform**

**Boby Putra Pratama**<sup>1</sup>✉

<sup>1</sup>Management Study Program, Faculty of Economics and Business, Halu Oleo University

### **Abstract**

This study investigates the effect of social media marketing on brand personality in the context of Gojek in Indonesia. The objective of this research is to examine how the dimensions of social media marketing communication, content, characteristics, security, and reputation influence consumers' perceptions of brand personality. A quantitative research design was adopted using a survey method. Data were collected from Gojek users in Indonesia and analyzed using multiple linear regression to assess the relationships among the variables. The results indicate that social media marketing has a significant simultaneous effect on brand personality. However, at the individual level, only the characteristics dimension demonstrates a statistically significant effect, whereas communication, content, security, and reputation are not significant. These findings suggest that the formation of brand personality in digital platforms is more strongly shaped by perceived brand characteristics than by broader social media marketing activities. In conclusion, this study contributes to the digital branding literature by evidencing the limited explanatory power of social media marketing dimensions. Future research is encouraged to develop more robust and formative measurement models and to incorporate additional variables to better explain brand personality formation in digital contexts.

**Keywords:** *Digital Marketing, Social Media Marketing, Brand Personality.*

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✉ Corresponding author :

Email Address : [bobyputrapratama@gmail.com](mailto:bobyputrapratama@gmail.com)

### **INTRODUCTION**

The rapid growth of information and communication technology in the digital era has fundamentally transformed the way companies conduct their marketing activities. One of the most significant transformations is the emergence of social media platforms as an effective, interactive, and relatively low cost marketing communication medium. Social media has opened unprecedented opportunities for consumers to connect with brands more deeply and broadly than ever before, prompting marketers to actively facilitate the engagement of consumers who are willing to participate productively (Kotler et al., 2023:317). In Indonesia, this phenomenon is further reinforced by the high rate of internet penetration and the exponentially growing number of social media users year after year.

In the context of digital marketing, social media marketing has become one of the most relied upon strategic instruments by companies. Social media marketing can be understood as the use of social media technologies, platforms, and tools to create, communicate, deliver, and exchange offerings of value to organizational stakeholders (Tuten & Solomon, 2018:13). Through social media marketing, companies are able to communicate bidirectionally with

consumers, convey brand messages in a personal and emotional manner, and build a strong brand character and identity in the digital space. In Indonesia, with 139 million active social media users and an average daily usage of 3 hours and 11 minutes (We Are Social, 2024), social media marketing has become a powerful force in shaping brand perceptions among millions of consumers.

The ability of social media marketing to shape brand perceptions has made brand personality an increasingly strategic dimension for companies. Brand personality defined as a set of human characteristics associated with a brand (Aaker, 1997) has emerged as an increasingly strategic dimension. Modern consumers do not evaluate brands solely on functional attributes, but also on the character and values they perceive from those brands (Fournier, 1998). Gojek, as Indonesia's largest super app, actively builds its brand personality across multiple social media platforms to create differentiation and emotional attachment with its consumers.

However, scientific inquiry into the extent to which social media marketing directly shapes brand personality remains limited. Prior studies have predominantly positioned brand personality as an independent or mediating variable, rather than as a dependent variable formed by social media marketing activities (Garanti & Kissi, 2019; Liu & Yan, 2022; Pamuksuz et al., 2021; Wantini & Yudianta, 2021). Furthermore, existing findings reveal inconsistencies, as the influence of social media marketing on branding dimensions varies depending on industry context, platform characteristics, influencer brand congruence, and content attributes (Bruhn et al., 2012; Schivinski & Dabrowski, 2016; Zhang & Choi, 2023; Zwicker et al., 2024). Recent literature also highlights that brand personality research has increasingly shifted toward emerging digital contexts such as influencer marketing, artificial intelligence, storytelling, and social media engagement, yet empirical investigations examining brand personality as an outcome of social media marketing activities remain relatively scarce (Calderón-Fajardo et al., 2023; Pamuksuz et al., 2021; Zwicker et al., 2024). These gaps constitute the core urgency of this research.

This research is expected to provide benefits for several stakeholders. For academics, it contributes to the literature on the influence of social media marketing on brand personality within Indonesia's digital technology industry and serves as a reference for future studies. For Gojek, the findings offer strategic insights into the social media marketing dimensions that most strongly influence brand personality. For digital marketing practitioners, this study provides guidance on leveraging social media as a tool for effective brand building. Furthermore, for future researchers, it offers both theoretical and methodological foundations for investigating digital consumer behavior and branding strategies in the digital economy.

## METHODOLOGY

This study adopts a quantitative research design. As explained by Sugiyono (2016:7), quantitative research is a scientifically structured method aimed at systematically examining relationships between measurable variables through objective analysis. This approach was chosen because the study focuses on testing the influence of social media marketing dimensions ((Mohammadian & Mohammadreza, 2012) namely communication, content, characteristics, security and reputation on brand personality (Aaker, 1997) among Gojek consumers. By employing this approach, the study is capable of producing findings that are measurable, empirically verified, and generalizable to the broader population under investigation.

The number of samples in this study was determined using the Sample Size Calculator developed by Calculator.net (2012). This tool assists researchers in identifying the minimum number of respondents required to ensure that survey results sufficiently represent the target population. It also provides an estimated margin of error based on the selected sample size.

Since the calculator allows the population field to remain blank when the population size is either extremely large or cannot be clearly identified, researchers can establish a proportional sample without relying on precise population data. Based on this calculation, a sample of 52 respondents was considered adequate to meet the required level of precision for producing statistically valid and accountable findings.

This study employed a non-probability sampling technique, specifically purposive sampling, in which respondents were selected based on criteria relevant to the research objectives (Sugiyono, 2016). The respondents consisted of active Gojek users residing in major urban areas in Indonesia who had completed more than one transaction. Data were collected through an online questionnaire distributed via Google Forms across various social media communities.

Prior to the main survey, a pilot study was conducted to evaluate the validity and reliability of the research instrument. This process ensured that the questionnaire items were clear, understandable, and aligned with the constructs being measured (Sugiyono, 2016). Validity testing was performed using item correlation analysis, with items considered valid when the correlation coefficient exceeded 0.30 (Ghozali, 2013). Reliability was assessed using Cronbach's Alpha, with values above 0.60 indicating acceptable internal Sunyoto (2013:81).

Before conducting multiple linear regression analysis, classical assumption tests were performed, including tests for multicollinearity, heteroscedasticity, and normality, to ensure that the regression model met the assumptions of Ordinary Least Squares (OLS) (Ghozali, 2013). After these assumptions were satisfied, multiple linear regression was applied to examine the effects of the independent variables on the dependent variable. Hypothesis testing included the F-test to assess the simultaneous effect of all independent variables, the t-test to evaluate the individual effect of each predictor, and the coefficient of determination ( $R^2$ ) to measure the explanatory power of the model.

## RESULTS AND DISCUSSION

### Validity and Reliability Test

The validity and reliability test results indicate that all variables met the required criteria for use as measurement instruments. All constructs produced Cronbach's Alpha values above 0.60, confirming their reliability and demonstrating adequate internal consistency (2013:81). Furthermore, all questionnaire items obtained correlation coefficients greater than 0.30, satisfying the validity threshold proposed by Ghozali (2013). These findings confirm that the instruments used to measure communication, content, characteristics, security, reputation and brand personality are both valid and reliable.

### Classical Assumption Test

#### Normality Test

The P-P plot results show that the data points are closely aligned with the diagonal line, indicating that the data is normally distributed. Although there are a few small

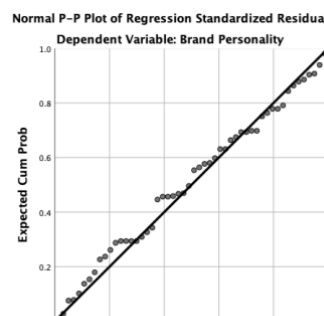


Figure 1. Normality Test Results

deviations, they are not large enough to cause concern or suggest a problem with the data. This means that the normality assumption required for regression analysis has been satisfied.

### Multicollinearity Test

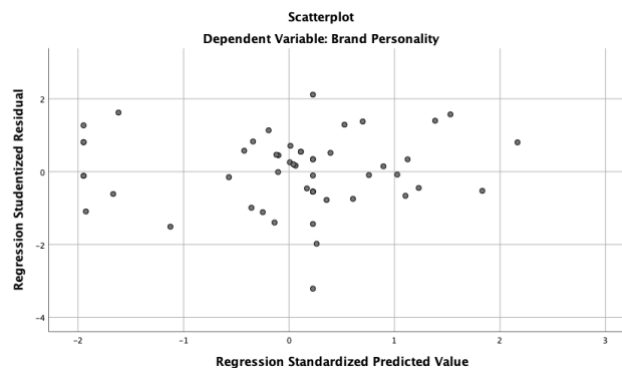
**Table 1. Multicollinearity Test Results**

Model	Collinearity Statistics	
	Tolerance	VIF
Comunication	0.318	3.147
Content	0.212	4.718
Charateristics	0.172	5.825
Security	0.394	2.538
Reputation	0.255	3.926

a. Dependent Variable: Brand Personality

The regression model shows no signs of multicollinearity, as every independent variable produced Tolerance values above 0.10 and VIF values below 10. These figures serve as key indicators that the independent variables maintain a sufficiently distinct relationship with one another, meaning that each variable contributes its own unique information to the model rather than duplicating the effects of another. These findings indicate that the predictor variables do not overlap or interfere with one another, which is a critical requirement in regression analysis to ensure that the estimated coefficients accurately reflect the true influence of each variable.

### Heteroscedasticity Test



**Figure 2. Heteroscedasticity Test Results**

The heteroscedasticity test demonstrated that the variance of residuals remained consistently stable without displaying any discernible pattern in its distribution, leading to the conclusion that the model satisfies the homoscedasticity assumption and is free from heteroscedasticity issues.

**Table 2. Multiple Linear Regression Analysis Test Results**

Independent Variable (Social Media Marketing)	Dependent Variabel = Brand Personality				sig
	Unstandardized Coefficients		Standardized Coefficients	t-Test	
	B	Std. Error	Beta		
(Constant)	3.283	2.841		1.156	.254
Communication	.210	.280	.100	.751	.457
Content	.129	.333	.063	.389	.699

<b>Charateristics</b>	.803	.364	.399	2.207	<b>.032</b>
<b>Security</b>	.401	.237	.202	1.693	<b>.097</b>
<b>Reputation</b>	.604	.443	.202	1.363	<b>.180</b>
<b>Multiple R</b>	<b>= .861<sup>a</sup></b>	<b>Sig. F = .000<sup>b</sup></b>			
<b>Adjusted R Square</b>	<b>= .714 <math>\alpha</math></b>	<b>Confidence Level = 0.05 (95%)</b>			

Based on the regression analysis results, each independent variable contributes differently to brand personality. The communication variable has a coefficient of 0.210, indicating that a one-unit increase in communication is associated with a 0.210 increase in brand personality, assuming other variables remain constant. Similarly, the content variable has a coefficient of 0.129, suggesting a positive but relatively small contribution to brand personality. The security variable shows a coefficient of 0.401, while the reputation variable records a coefficient of 0.604, indicating stronger positive effects on brand personality.

Among all variables, characteristics has the largest regression coefficient ( $\beta = 0.803$ ), making it the most influential predictor of brand personality in this model. This finding suggests that consumers perceptions of Gojek's characteristics play a more substantial role in shaping brand personality than communication, content, security, or reputation. Overall, the results indicate that characteristics is the strongest determinant of brand personality, followed by reputation, security, communication, and content.

### Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination (R<sup>2</sup>) is used to measure how well the independent variables explain the variation in the dependent variable. Based on the analysis results (table 2), the Multiple R value obtained is 0.861, indicating a strong and positive relationship between social media marketing (communication, content, characteristics, security, and reputation) and the dependent variable (brand personality). This value reflects that communication, content, characteristics, security, and reputation collectively have a high degree of correlation with brand personality.

Furthermore, the Adjusted R Square value (table 2) is 0.714, which means that approximately 71.4% of the variation in brand personality can be explained by communication, content, characteristics, security, and reputation. The remaining 28.6% is explained by other variables outside of this research model. The Adjusted R Square value is considered more reliable than the standard R Square, as it accounts for the number of predictors included in the model and penalizes the addition of variables that do not significantly contribute to explaining the dependent variable. Overall, the value of 71.4% indicates that the regression model constructed in this study has a reasonably strong explanatory power in predicting brand personality.

### F Test

The F test (simultaneous test) is conducted to determine whether all independent variables in the model jointly have a significant effect on the dependent variable. The hypothesis tested states that if the significance value is below the confidence level, then all independent variables simultaneously have a significant effect on brand personality.

Based on the analysis results (table 2), the F test yields a significance value (Sig. F) of 0.000, which is significantly below the predetermined confidence level of 0.05 (95%). Therefore, it can be concluded that social media marketing, namely communication, content, characteristics, security, and reputation, simultaneously and significantly influence brand personality.

This finding confirms that the overall regression model is statistically fit and valid for explaining the relationship between social media marketing and brand personality. The

significance value of 0.000 further reinforces that the probability of obtaining these results by chance is extremely low, thereby strengthening the conclusion that social media marketing, when evaluated through its five dimensions, plays a meaningful and collective role in shaping brand personality. In other words, the combined effect of communication, content, characteristics, security, and reputation on social media platforms is proven to be a significant determinant of how a brand's personality is perceived by consumers.

#### **t-Test**

The t-test (partial test) is conducted to determine if individually has a significant effect on the dependent variable, namely brand personality. A variable is considered to have a significant partial effect if its significance value is below the confidence level of 0.05 (95%).

Based on the analysis results, the communication obtained a significance value of 0.457, which is greater than 0.05. This indicates that communication does not have a significant effect on brand personality, meaning that changes in communication on social media marketing do not independently produce a statistically significant impact on brand personality.

The content variable obtained a significance value of 0.699, which is also greater than 0.05, indicating that content does not have a significant effect on brand personality. This suggests that content alone, as a dimension of social media marketing, is insufficient to independently influence brand personality in a statistically meaningful way.

The characteristics obtained a significance value of 0.032, which is less than 0.05. This indicates that characteristics have a significant effect on brand personality, confirming that this variable is the only dimension of social media marketing that individually and significantly contributes to shaping brand personality. This result is also consistent with the regression coefficient findings, where characteristics recorded the highest coefficient value of 0.803.

The security obtained a significance value of 0.097, which is greater than 0.05, indicating that security does not have a significant effect on brand personality. Although security plays a role in social media marketing, its individual contribution to brand personality is not statistically significant at the 95% confidence level.

Finally, the reputation obtained a significance value of 0.180, which is greater than 0.05, indicating that reputation does not have a significant effect on brand personality. Despite reputation being an important dimension of social media marketing, its standalone influence on brand personality is not statistically proven in this study.

#### **The Effect of Social Media Marketing on Brand Personality**

The results of this study indicate that social media marketing has a positive and significant effect on the brand personality of Gojek consumers in Indonesia. This finding suggests that consumers' perceptions of a brand's personality are not formed solely through direct service experiences but are also influenced by the overall digital interactions facilitated through social media platforms. Effective communication, engaging content, interactive platform characteristics, reliable security measures, and a strong corporate reputation collectively contribute to shaping how consumers perceive Gojek as a brand. This result is consistent with the findings of Kim and Ko (2012), Godey et al. (2016), Bilgin (2018), and Yadav and Rahman (2017), who concluded that social media marketing activities play a crucial role in influencing consumer perceptions and strengthening brand related associations.

The findings of this study are consistent with Aaker's Brand Personality Theory (1997), which defines brand personality as a set of human characteristics associated with a brand and categorizes it into five dimensions: sincerity, excitement, competence, sophistication, and ruggedness. Aaker (1997) further suggests that brand personality is shaped by various marketing related factors that create associations in consumers minds. In the contemporary

digital environment, social media marketing can be viewed as one of these marketing mechanisms through which consumers develop perceptions about a brand. Through effective communication, engaging content, platform characteristics, security assurance, and a positive reputation, Gojek is able to create meaningful brand associations that contribute to the development of sincerity, excitement, competence, sophistication, and ruggedness. This interpretation is supported by the findings of Kim and Ko (2012), Godey et al. (2016), Schivinski and Dąbrowski (2016), and Yadav and Rahman (2017), which demonstrate that social media marketing activities significantly influence consumers' perceptions of brands and strengthen brand-related associations.

From a managerial perspective, the significant influence of social media marketing on brand personality highlights the importance of maintaining an integrated and consumer-oriented social media strategy. Gojek should continue to prioritize responsive communication, high-quality content creation, platform security, and reputation management to strengthen its brand personality. The findings also contribute to the existing literature by providing empirical evidence that social media marketing serves not only as a promotional tool but also as a strategic mechanism for building and reinforcing brand personality in the digital service industry. This conclusion is supported by previous studies conducted by Alalwan et al. (2017), Ebrahim (2020), Dwivedi et al. (2021), Keller & Swaminathan (2019:54), which highlight the growing role of social media in shaping consumer perceptions and enhancing brand value in highly competitive digital markets. Through continuous interaction, information sharing, and relationship-building activities, social media enables companies to communicate their brand identity more effectively.

### **The Effect of Communication on Brand Personality**

The results of this study indicate that communication does not have a significant effect on the brand personality of Gojek in Indonesia. This finding suggests that communication activities conducted by the company through social media are not necessarily capable of shaping strong brand personality among consumers. This result is consistent with the findings of Mutsikiwa and Maree (2019), who reported that the brand personality characteristics of social media platforms do not fully align with the established dimensions of brand personality. As a result, communication and interactions occurring on social media may not always generate clear and consistent brand personality perceptions among consumers.

This finding is further supported by Schivinski and Dąbrowski (2014), who argued that the effectiveness of social media communication depends on the type of communication and consumers' responses to it. Their study revealed that firm-related social media communication significantly influenced brand attitude but did not have a direct effect on brand equity. These findings imply that communication activities on social media are not always capable of strengthening consumers' perceptions of a brand across all dimensions. In the context of Gojek, consumers may perceive social media communication primarily as a source of information about services, promotions, and functional benefits rather than as a representation of the brand personality. Furthermore, the findings indicate that the variables included in this study do not fully explain consumers' perceptions of brand personality, as the remaining variance is explained by other variables outside of this research model.

Overall, the findings contribute to the existing empirical gap (Miles, 2017) in the literature regarding the relationship between communication and brand personality. While prior studies have generally suggested that social media communication can positively influence consumers' perceptions of brands, the present study demonstrates that such communication does not significantly affect the brand personality of Gojek consumers in Indonesia. The inconsistency gap (Miles, 2017) suggests that the effectiveness of social media communication in shaping brand personality may vary depending on the research context,

industry characteristics, and consumer attributes. Therefore, consumers may rely more heavily on their direct experiences with Gojek's services and brand interactions than on social media communication when forming perceptions of the brand personality.

### **The Effect of Content on Brand Personality**

The results of this study indicate that content does not have a significant effect on brand personality. This finding suggests that consumers do not directly develop perceptions of a brand's personality solely based on the content published on social media platforms. Consistent with the findings of Mutsikiwa and Maree (2019), the formation of brand personality in social media environments is complex and does not always conform to the traditional dimensions of brand personality proposed in previous literature.

The findings of this study can be explained through Service Dominant Logic (Vargo & Lusch, 2017), which emphasizes that value and brand perceptions are co-created through interactions among multiple actors within a service ecosystem. From this perspective, brand personality is not solely formed through social media content but also through consumers direct experiences with the service, interactions with service providers, and participation in the value creation process. In the context of Gojek, consumers may develop perceptions of the brand personality primarily through their experiences using the application, interacting with drivers, and evaluating service performance rather than through exposure to social media content. Therefore, social media content alone may not be sufficient to significantly influence consumers perceptions of Gojek's brand personality.

Overall, the findings contribute to the existing empirical gap (Miles, 2017) in the literature concerning the relationship between social media content and brand personality. While previous studies have generally suggested that social media content can positively influence consumers perceptions of brands, the present study demonstrates that social media content does not significantly affect the brand personality of Gojek among consumers in Indonesia. This inconsistency reflects an inconsistency gap (Miles, 2017), indicating that the effectiveness of social media content in shaping brand personality may vary across research contexts, industry characteristics, and consumer attributes. Therefore, consumers may rely more heavily on their direct experiences with Gojek's services, interactions with the brand, and overall service performance than on social media content when forming perceptions of the brand personality.

### **The Effect of Characteristics on Brand Personality**

The results of this study indicate that characteristics play a significant role in shaping brand personality, because they influence how consumers perceive and emotionally interpret a brand. Previous studies have shown that visually appealing content such as engaging videos and attractive images increases consumer attention and emotional engagement, which ultimately strengthens the formation of brand related perceptions and contributes to brand personality development (Dwivedi et al., 2021; Schivinski & Dabrowski, 2016). Furthermore, visual branding consistency across social media platforms creates a clear and stable brand identity, enabling consumers to develop coherent personality associations such as reliability, sophistication, and professionalism (Aaker, 1997; Bruhn et al., 2012). Meanwhile, easily accessible links between social media channels enhance interactivity and perceived brand accessibility, making the brand appear more approachable, modern, and human like (Godey et al., 2016; Trainor et al., 2014).

Overall, the findings contribute to the existing knowledge gap (Miles, 2017) in the literature concerning the role of characteristics in shaping brand personality. While previous studies generally suggest that characteristics of social media content, such as visual attractiveness, visual consistency, and interactivity through accessible cross platform links can positively and significantly influence consumers perceptions of brand personality, the present

study demonstrates that these characteristics also have a significant effect on the brand personality of Gojek among consumers in Indonesia. This suggests that characteristics contribute to shaping brand personality in different degrees. In this case, consumers may still rely on direct service experiences, interactions with the brand, and overall service performance alongside social media marketing characteristics when forming perceptions of brand personality.

### **The Effect of Security on Brand Personality**

The hypothesis testing results in this study indicate that security does not significantly influence brand personality. This finding suggests that security, as a technical and functional attribute of social media platforms, does not directly shape how consumers perceive and associate personality traits with a brand. Consumers may regard security as a baseline expectation rather than a distinctive element that actively drives their brand related perceptions. Supporting this reasoning, Aboulnasr et al. (2022) found that perceived risk related to personal information on social media did not significantly affect consumers' behavioral engagement, highlighting that security concerns, even when recognized, do not necessarily translate into meaningful consumer responses toward a brand. This phenomenon is also referred to as the privacy paradox (Kokolakis, 2015), wherein consumers acknowledge security risks yet continue to interact with brands without allowing such concerns to alter their brand perceptions.

This finding can be explained through the lens of Service-Dominant Logic (S-D Logic) as proposed by Vargo and Lusch (2017), which argues that value is not embedded in the technical attributes of a service alone, but is instead co created through ongoing interactions and experiences between consumers and brands. From this perspective, security operates as a hygiene factor, something consumers expect to be present but do not actively associate with how they perceive a brand's personality. Brand personality, as a cognitive and affective construct, is more likely shaped by experiential and relational dimensions of consumer brand interactions rather than by technical safeguards that function in the background.

### **The Effect of Reputation on Brand Personality**

The results of this study indicate that reputation does not have a significant effect on brand personality in the context of Gojek Indonesia's social media marketing. This finding suggests that changes in a company's perceived reputation on social media do not directly shape or alter consumers perceptions of brand personality. From the perspective of Service-Dominant Logic proposed by Vargo and Lusch (2017), value is not directly delivered from the firm to consumers, but is instead co created through interactions between the company and its users. Accordingly, brand personality is more strongly formed through direct user interactions with the Gojek service, such as app usage experience, driver service quality, and customer service responsiveness, rather than through general and institutional reputation signals. In addition, within the social media context, reputation tends to function as a background factor that is not strong enough to influence deeper psychological perceptions such as brand personality. This explains why the relationship between reputation and brand personality was found to be statistically insignificant in this study.

## **Conclusion**

This study concludes that social media marketing has a significant influence on brand personality. However, when examined partially, only the characteristic dimension of social media marketing shows a significant effect on brand personality, while communication, content, security, and reputation do not exhibit a significant influence. These findings indicate

that not all aspects of social media marketing contribute equally in shaping consumers perceptions of brand personality, particularly in the context of Gojek Indonesia.

A key limitation of this study lies in the conceptualization of social media marketing. The construct used in this model reflects the evolving and dynamic nature of social media marketing, which may not represent a clear and definitive measurement framework. As a result, the multidimensional nature of social media marketing may reduce its explanatory precision in predicting brand personality.

For future research, it is recommended to develop a more robust formative measurement model for social media marketing that better captures its structural dimensions. In addition, future studies should consider incorporating mediating variables, such as brand trust, customer engagement, or perceived experience, in order to better explain how social media marketing influences brand personality formation.

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