

MEASURING MULTIPLE BRAND CORPORATE IMAGE OF GARUDA INDONESIA'S INSTAGRAM

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Submitted:
08 May 2026

Revised:
17 May 2026

Accepted:
19 May 2026

Abstract

The aviation sector is vital for improving national connections and influencing a nation's reputation. Garuda Indonesia is the national airline of Indonesia that faces the challenge of maintaining the corporate image amid competition and rapid digital innovation. Social media, especially Instagram, has become an important medium to improve digital branding and interact with consumers. This study seeks to analyze the impact of brand performance, brand relationship, and brand personality on corporate image via Instagram as a digital branding platform. This research is using quantitative methodology with survey technique with purposive sampling. Multiple linear regression analysis was performed on data of 142 Instagram followers of Garuda Indonesia. The findings indicate that brand performance, brand relationship, and brand personality exert positive and significant influences on corporate image, both individually and collectively. Brand personality was the most influential of these elements. The coefficient of determination (R^2) was 0.583, which means that the model explains 58.3% of the variance in corporate image. Results show the relevance of integrating functional, emotional and symbolic dimensions in digital branding, with brand personality being a central factor in shaping corporate image.

Keywords: Brand Performance, Brand Relationships, Brand Personality, Corporate Image, Garuda Indonesia, Digital Branding, Airline Industry.

1. INTRODUCTION

Advancements in digital technology have revolutionized corporate engagement with customers, especially via social media. Social media is a tool of communication and a strategy to build and improve the company's brand. The aviation industry is one of the strategic sectors to improve the connectivity of the nation and economic growth in Indonesia (Keke et al., 2024). This business not only offers air transportation services but also serves a symbolic function in defining the nation's image and identity (Balmer, 2024).

As a national airline, Garuda Indonesia has a big responsibility in bringing the image of Indonesia to the international world. However, in recent years the airline has encountered various problems in terms of management crises, financial pressures, and increasingly high consumer expectations in the digital era (Putri & Kurniawan, 2023). Empirically, the data from the Top Brand Index (TBI) in Table 1 shows that the public's perception of Garuda Indonesia has actually decreased quite a lot. In 2021, Garuda's TBI was 42.3%, but in 2025 it dropped to 21.2% (TBI, 2025). The decline shows that there are problems in maintaining brand performance and corporate reputation. On the other hand, other airlines such as

Citilink and Batik Air have actually experienced an increase in positive public perception due to more innovative and consistent digital branding strategies.

Table 1. Top Brands Index of Airlines in Indonesia (2021-2025)

Brand Name	2021	2022	2023	2024	2025
Air Asia	8.50 %	9.70 %	11.10 %	16.10 %	13.10 %
Batik Air	8.40 %	9.00 %	16.20 %	14.30 %	14.20 %
Citilink	12.30 %	23.00 %	17.40 %	15.90 %	15.50 %
Garuda Indonesia	42.30 %	29.70 %	21.70 %	22.50 %	21.20 %
Lion Air	9.80 %	10.10 %	11.00 %	13.60 %	10.80 %

Source: Data Processed, 2026

Furthermore, data from (NapoleonCat, 2025) shows that Indonesia ranks fourth among countries with the most Instagram users worldwide, with over 100 million active users as of September 2025. The user base is mostly in the age group of 18-34 years, which also is the main target market of the aviation industry. The digital behavioral changes of this generation require organizations such as Garuda Indonesia to develop branding strategies that are more interactive, emotional, and experiential. In this case, Instagram has become the main platform to display brand identity and values through captivating visuals and powerful narratives (Jamil et al., 2022).

In mid-2025, the government decided to acquire 50 Boeing 777 aircraft as a strategic measure to enhance the reputation and competitiveness of Garuda Indonesia as the national airline (The Guardian, 2025). However, this fleet revitalization and macro-level strategy does not automatically guarantee the improvement of public opinion without the necessary support of enhanced digital communication. This is all the more so because data from (HypeAuditor, 2025) shows that the engagement rate of Garuda Indonesia's official Instagram account is only around 0.12%, which is relatively low for a national brand. This situation underscores that the company's strategic moves must be balanced with an effective digital branding strategy so that institutional reforms are reflected in consumer perceptions on social media (Tazki Valeda et al., 2024).

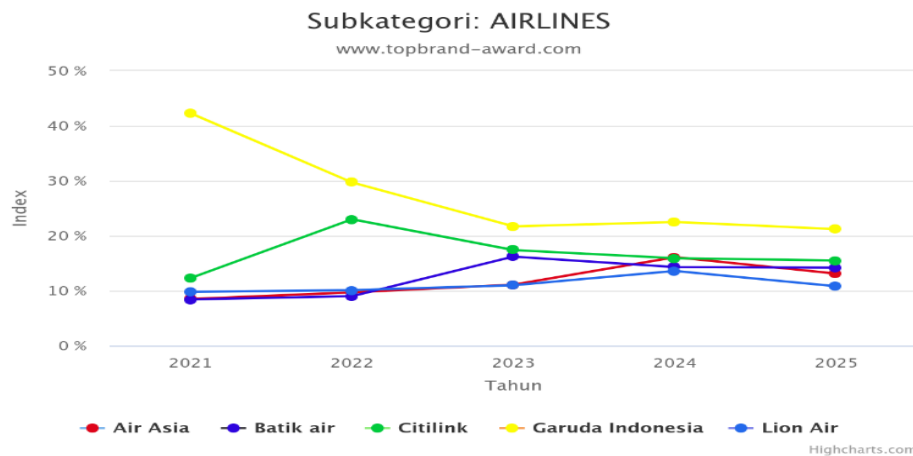


Figure 1. Subcategory AIRLINES Indonesia

Source: Data Processed, 2026

This study empirically analyzes the influence of brand performance, brand relationship and brand personality on the corporate image of Garuda Indonesia through the Instagram platform. This research is expected to provide academic benefits to the literature of digital marketing communication and strategic recommendations to the national aviation industry. In this context, Garuda Indonesia as the national airline should maintain and increase its corporate image through consistent brand marketing efforts on social media, especially Instagram. This study seeks to address existing research deficiencies and examine the influence of Garuda Indonesia's branding initiatives on Instagram on its corporate image, emphasizing the significance of three essential branding components in defining public opinion of Garuda Indonesia as the national airline. This study presents originality, as no previous research has particularly examined the impact of brand performance, brand relationships, and brand personality on Garuda Indonesia's corporate image via the Instagram platform. Earlier research has been more directed towards issues such as customer satisfaction, purchase decision or consumer loyalty in general, whereas the development of the company image through digital branding in social media has not been investigated much. This research is not only providing useful information for Garuda Indonesia to improve its corporate reputation and public perception in the digital world, but also providing a new empirical contribution to the literature on digital marketing communication, especially in the aviation field.

2. LITERATURE REVIEW

Brand Performance

Brand performance reflects a brand's capacity to fulfill functional objectives and customer expectations via superior service delivery (Kotler & Keller, 2019). Operational dimensions such as punctuality, service reliability, in-flight service quality, booking convenience, and response to customer complaints are reflected in the aviation industry (Keke et al., 2024). These elements are supported by dimensions such as reliability, service effectiveness, design, and price alignment, affecting consumers' perception of service quality and overall experience (Tazki Valeda et al., 2024).

Brand performance is communicated not only through direct service but also through Instagram as an element of digital branding. Visual components, including cabin interiors and flight attendant professionalism, enhance perceived quality and brand identity. The frequent presentation of these aspects on social media increases the brand recognition and has a positive impact on the corporate image (Balmer, 2024; Jamil et al., 2022).

Brand Relationship

Brand Relationship Brand relationship refers to the emotional, psychological, and symbolic bonds that consumers develop with a brand based on regular interactions and consistent service experiences (Allen et al., 2018). These bonds are not only formed by functional satisfaction but also by perceptions of trust, intimacy, and involvement, which in turn influence customer loyalty and long-term commitment (Haudi et al., 2022; Japutra et

al., 2014). Love, passion, dedication, intimacy, and self-connection are the key components that indicate the intensity of consumer devotion to a brand (Robertson et al., 2022).

Brand relationships are strengthened by audience engagement, reciprocal communication, and the ability of brands to meet consumers' emotional needs (Putri & Kurniawan, 2023; Shetty & Fitzsimmons, 2022). Garuda Indonesia strengthens these relationships by displaying cultural stories, promoting friendly service values, and providing interactive content on Instagram, which creates a sense of belonging. These strategies enhance emotional connections and the corporate image of the company (Sanusi Warwefubun & Cinantya, 2024).

Brand Personality

The set of human characteristics associated with a brand that enables consumers to develop emotional and symbolic relationships based on shared values and self-image (Aaker, 2023). In the digital age, the expression of brand personality is not only through products and services, but also through communication style, visual storytelling, and interaction on digital platforms (Kotler & Keller, 2019).

The perceived congruence of their identity with the brand's persona increases emotional connection, loyalty, and long-term preference (Shetty & Fitzsimmons, 2022). According to (Aaker, 2023) there are five primary elements of brand personality: sincerity, excitement, competence, sophistication, and ruggedness that serve as symbolic cues impacting consumer impressions.

In the context of Garuda Indonesia, the brand personality is mostly reflected through competence and sophistication as communicated via visual representations of skilled cabin personnel, sophisticated aircraft interiors, and culturally enriched narratives shared on Instagram (Dwivedi & McDonald, 2018; Roy et al., 2016; Wang et al., 2025). This routine communication reinforces the perception of Garuda Indonesia as a reliable and prestigious airline, generating a positive corporate image in the digital space (Sherlyta et al., 2024).

Corporate Image

Corporate image is the cumulative perception of a corporation held by the public, shaped by encounters, interactions, and the values it projects (Balmer, 2024). It functions as a strategic resource that impacts trust, loyalty, and competitive positioning, especially within service industries (Khoo, 2022). The corporate image consists of three facets: reputation, communication, and emotional image, reflecting the public's evaluation of a firm's legitimacy, messaging, and emotional appeal (Antwi et al., 2024).

Brand-related elements, particularly brand performance, significantly influence company image. Superior service quality, dependability, and continuous communication augment public trust and fortify a company's reputation (Kotler & Keller, 2019; Keke et al., 2024). Therefore, an increase in perceived brand performance correlates with an enhancement in corporate image (Balmer, 2024; Jamil et al., 2022).

H1: Brand performance has a positive impact on Garuda Indonesia's corporate image.

The emotional bond between a consumer and a brand is a crucial element in reinforcing a company's reputation. According to (Allen et al., 2018) brand relationships are established through repeated interactions between customers and the brand, which fosters trust and commitment. In social media environments, two-way communication and active audience involvement contribute to enhancing emotional connections (Cardoso et al., 2022; Shetty & Fitzsimmons, 2022). This is consistent with the finding that relationship marketing tactics that utilize social media have a substantial effect on a company's reputation and image (Sanusi Warwefubun & Cinantya, 2024). Therefore, the stronger the emotional bond between consumers and a brand, the more favorable the public opinion about the company's image.

H2: Brand relationships have a positive impact on Garuda Indonesia's corporate image.

In addition, a brand's character and personality influence the public's perception of a company. This is in line with the opinion (Aaker, 2023) where the brand personality can be associated with human traits that customers can associate with a brand, such as honesty, elegance, and professionalism. The suitability between the brand personality and the self-image of consumers will increase emotional bonds and loyalty (Roy et al., 2016; Wang et al., 2025). In the case of Garuda Indonesia, the brand identity that emphasizes competence and sophistication through visual storytelling on Instagram conveys the professional and elegant image of the company (Dwivedi & McDonald, 2018). Therefore, a consistent brand image can influence positive perceptions of the company.

H3: The brand personality has a positive impact on Garuda Indonesia's corporate image.

The three dimensions of branding - brand performance, brand relationships, and brand personality - are related in the construction of the company's image (Balmer, 2024). High performance increases functional attributes, emotional connections strengthen psychological bonds, and brand personality strengthens the symbolic identity of the company (Dwivedi et al., 2019). According to (Jamil et al., 2022) The synergy of a digital branding strategy incorporating these three dimensions can greatly improve public reputation and trust. Therefore, the integration of brand performance, brand relationships, and brand personality is expected to have a positive impact on Garuda Indonesia's image.

H4: Brand performance, brand relationships, and brand personality simultaneously have a significant impact on Garuda Indonesia's corporate image.

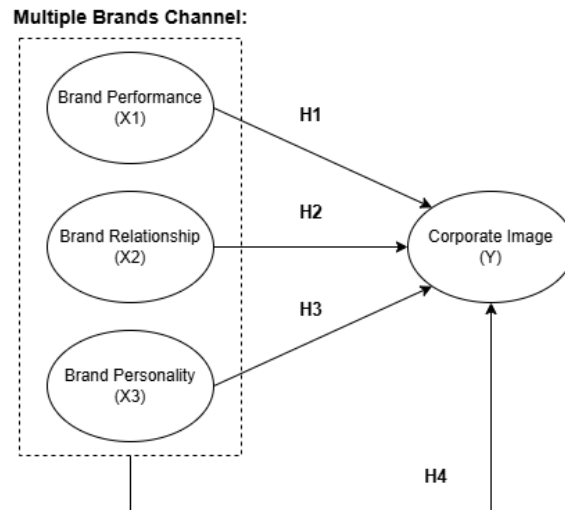


Figure 3. Framework

Source: (Keke et al., 2024; Mega Ryana & Haryanto, 2023)

3. RESEARCH METHOD

This research utilizes a quantitative methodology using a survey to examine the impact of brand performance, brand relationship, and brand personality on corporate image (Cresswell JV & Cresswell JD, 2022). The population is the followers of Instagram account of Garuda Indonesia and the respondents are determined by purposive sample based on the relevant criteria (Bougie & Sekaran, 2020).

Primary data were obtained via an online questionnaire employing a 5-point Likert scale to assess respondents' attitudes (Koo & Yang, 2025; Sullivan & Artino, 2013). The sample size was established according to the guideline of 5–10 times the quantity of study indicators (Hair et al., 2019, 2014).

Table 2. Operational Research Variables

Variables	Dimensions	Indicator	Source
Brand Performance (X₁)	Primary Characteristics & Secondary Features	Core service attributes and additional features that influence consumer evaluations of a brand	(Kotler & Keller, 2019)
	Product Reliability, Durability & Serviceability	Consistency of service, timeliness, and ease of process	(Keke et al., 2024; Kotler & Keller, 2019)
	Service Effectiveness, Efficiency & Empathy	Service capability in providing comfort, attention and efficiency	(Kotler & Keller, 2019)

Variables	Dimensions	Indicator	Source
Brand Relationship (X₂)	Style & Design	Visual aesthetics and sensory experiences perceived by consumers	(Balmer, 2024; Kotler & Keller, 2019)
	Price	Perception of value based on the balance between price and quality	(Kotler & Keller, 2019)
	Love & Passion	Consumer emotional bonds that foster a sense of closeness and attraction to the brand	(Allen et al., 2018)
	Self-Connection	The accuracy of brand association with consumer self-identity	(Japutra et al., 2014)
	Commitment	Consumer willingness to continue to choose and support the brand in the future	(Cardoso et al., 2022)
Brand Personality (X₃)	Intimacy & Partner Quality	Psychological closeness and the perception that the brand cares about consumers with good relationship quality	(Allen et al., 2018; Cardoso et al., 2022)
	Sincerity	Perception of brand sincerity and honesty in communication and service	(Aaker, 2023)
	Excitement	Perception of a dynamic, modern and attractive brand image	(Aaker, 2023)
	Competence	Perception of professionalism and brand ability to provide high-quality service	(Aaker, 2023; Roy et al., 2016)
	Sophistication	Perception of an elegant, exclusive and classy brand image	(Aaker, 2023; Dwivedi et al., 2019)
Corporate Image (Y)	Ruggedness	Perception of brand resilience, strength and ability to face challenging circumstances	(Aaker, 2023; Wang et al., 2025)
	Reputation Image	Public evaluation of the company's overall professionalism, credibility, and reputation	(Balmer, 2024)
	Communication Image	Public evaluation of the company's overall professionalism, credibility, and reputation	(Antwi et al., 2024; Jamil et al., 2022)
	Emotional Image	Positive emotions and a sense of pride that arise in the public towards the company	(Khoo, 2022; Urde, 2013)

Source: Data processed by researchers (2026)

The study sample comprises active followers of Garuda Indonesia's Instagram account (@garuda.indonesia). Since the population is large and unclear, purposive sampling was used where the respondents were selected based on certain criteria; followed the account for at least 3 months, interacted with the material of the account and are at least 17 years old (Bougie & Sekaran, 2020). This method guarantees that respondents possess adequate exposure and experience to deliver pertinent assessments of the company's image.

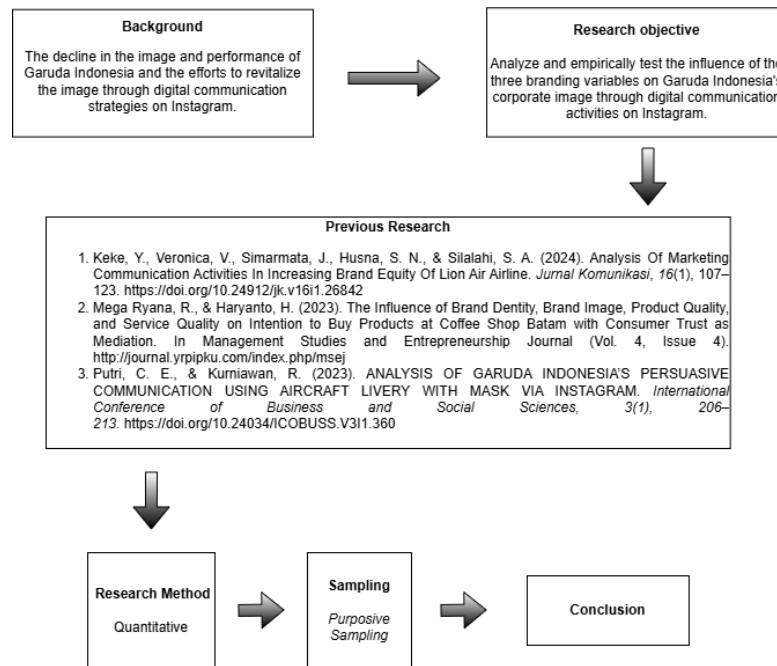


Figure 4. Research Flow

Source: Auto Researcher Design (2025)

Instagram was chosen as the research context as its visual and interactive characteristics play an important role in shaping consumer views of branding. Participants were deemed competent to evaluate brand performance, brand relationship, and brand personality, given their active engagement with the platform and exposure to the company's digital content. This decision corresponds with the study's quantitative methodology utilizing SPSS to examine links grounded in customer perceptions (Field, 2018).

4. RESULT AND DISCUSSION

Respondend Profile

Table 3. Respondent Profiles

Classification	Categories	Frequency	Cumulative Percent	Total
Gender	Man	89	62,7	62,7
	Woman	53	37,3	100,0
	Total	142	100,0	
Age	17 – 24 Years	64	45,1	45,1

	25 – 34 Years	58	40,8	85,9
	35 – 44 Years	18	12,7	98,6
	≥ 45 Years	2	1,4	100,0
	Total	142	100,0	
Education	Diploma (D3)	18	12,7	12,7
	Postgraduate (S2)	3	2,1	14,8
	Bachelor degree)	50	35,2	50,0
	High School/Vocational School	71	50,0	100,0
	Total	142	100,0	
Work	State Civil Apparatus	6	4,2	4,2
	Lecturer/Teacher	11	7,7	12
	Private sector employee	76	53,5	65,5
	Students	35	24,6	90,1
	Nurse	1	0,7	90,8
	Businessman	13	9,2	100,0
	Total	142	100,0	
Income	<3,000,000	23	16,2	16,2
	>20,000,000	3	2,1	18,3
	10,000,000 - <20,000,000	10	7,0	25,4
	3,000,000 - <5,000,000	63	44,4	69,7
	5,000,000 - <10,000,000	43	30,3	100,0
	Total	142	100,0	
How long have you been following the @garuda.indonesia account?	1 - 3 Months	88	62,0	62,0
	>3 Months	54	38,0	100,0
	Total	142	100,0	
Intensity of Instagram Use	≤ 1 times/week	66	46,5	46,5
	2–4 times/week	1	0,7	47,2
	1 times/day	6	4,2	51,4
	Several times/day	69	48,6	100,0
	Total	142	100,0	

Source: SPSS 26 Data Analysis Results, *Data Processed, 2026*

According to Table 3, the respondent profile reveals that the sample is primarily male (62.7%), while females constitute 37.3%. Most respondents are between the ages of 17 and 24 years old (45.1%), with a second group of respondents aged 25-34 years old (40.8%), suggesting a youthful and active social media demographic. The most common level of education is high school/vocational training at 50.0%, followed by those with a bachelor's degree at 35.2%. The majority of respondents are employed in the private sector (53.5%) or are students (24.6%), indicating a varied yet employment-focused demographic. Moreover, the predominant segment resides within the middle-income bracket, specifically IDR 3,000,000–<5,000,000 (44.4%) and IDR 5,000,000–<10,000,000 (30.3%).

Validity Test

Validity testing was performed to confirm that each questionnaire item effectively measures the desired construct through the corrected item–total correlation method. An item is deemed genuine if its value surpasses 0.30, signifying satisfactory construct consistency (Hair et al., 2019). The results indicate that all items for variables X1, X2, X3, and Y exhibit values exceeding 0.30, hence validating their appropriateness for subsequent study.

Table 4. Vadility Test

Variables	Instruments		Corrected Item-Total Correlation	Criteria	Notes
Brand Performance (X1)	KJ_1		0.663	0.30	Valid
	KJ_3		0.691		
	KJ_4		0.348		
	KJ_5		0.507		
Brand Relationship (X2)	HM_1		0.438		
	HM_2		0.510		
	HM_3		0.464		
	HM_4		0.401		
Brand Personality (X3)	KM_1		0.635		
	KM_2		0.375		
	KM_3		0.435		
	KM_4		0.654		
	KM_5		0.451		
Corporate Image (Y)	CP_1		0.517		
	CP_2		0.492		
	CP_3		0.393		
	CP_4		0.531		
	CP_5		0.520		

Source: SPSS 26 Data Analysis Results, 2026

Reliability Test

Reliability testing was performed via Cronbach’s Alpha, with a minimum criterion of 0.60 signifying adequate internal consistency. The findings indicate that all variables exhibit reliability, with Alpha coefficients of 0.747 for Brand Performance, 0.671 for Brand Relationship, 0.742 for Brand Personality, and 0.727 for Corporate Image. These values indicate that the measurement instrument has strong internal consistency and is appropriate for subsequent investigation.

Table 5. Reliability Test

Variables	Cronbach’s Alpha	Criteria	Notes
Brand Performance (X1)	0.747	0.60	Reliable
Brand Relationship (X2)	0.671	0.60	Reliable
Brand Personality (X3)	0.742	0.60	Reliable
Corporate Image (Y)	0.727	0.60	Reliable

Source : SPSS 26 Data Analysis Results, 2026

Descriptive Statistics

Descriptive statistics were employed to encapsulate respondents' perceptions via mean and standard deviation. The results reveal elevated mean values for all categories, with corporate image exhibiting the highest mean (4.3070), succeeded by brand personality (4.2197), brand performance (4.0581), and brand connection (3.8996), indicating predominantly favorable impressions. All standard deviation values are below 1, signifying little variability and uniform responses among participants. Brand personality and corporate image are the most significant elements, whereas brand relationship, despite receiving a favorable rating, has the lowest mean, suggesting potential for enhancement in fostering emotional ties with consumers.

Table 6. Descriptive Statistics

Variables	N	Min	Max	Mean	Std. Dev
Brand Performance (X1)	142	1.25	5.00	4.0581	0.79764
Brand Relationship (X2)	142	1.75	5.00	3.8996	0.74321
Brand Personality (X3)	142	1.00	5.00	4.2197	0.70109
Corporate Image (Y)	142	2.20	5.00	4.3070	0.63454

Source : SPSS 26 Data Analysis Results, 2026

Classic Regression Assumption Test

Normality

A normality test was performed to evaluate if the regression residuals adhere to a normal distribution. The Kolmogorov–Smirnov ($p = 0.003$) and Shapiro–Wilk ($p = 0.006$) tests demonstrate non-normality at the 0.05 significance threshold.

Table 7. Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	0.096	142	0.003	0.973	142	0.006

Source : SPSS 26 Data Analysis Results, 2026

Graphical examination indicates that the histogram resembles a bell-shaped curve, whereas the Normal P–P Plot exhibits points that closely coincide with the diagonal line. Given the substantial sample size ($N = 142$), visual evaluation is regarded as more reliable; thus, the residuals are deemed adequately normal for regression analysis.

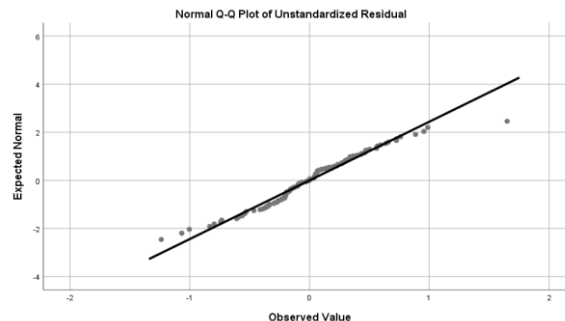


Figure 5. Normal Q Plot

Source : SPSS 26 Data Analysis Results, 2026

Multicollinearity

The multicollinearity is tested by the value of tolerance and Variance Inflation Factor (VIF). The results show that all independent variables meet the proper standards, with a tolerance value of more than 0.10 and a VIF value of less than 10. Brand performance (Tolerance = 0.505; VIF = 1.979), brand relationship (Tolerance = 0.634; VIF = 1.576) and brand personality (Tolerance = 0.428; VIF = 2.335) indicate the absence of significant multicollinearity. Consequently, the regression model is deemed appropriate for subsequent study (Hair et al., 2019).

Table 7. Multicollinearity

Variables	Tolerance	VIF
Brand Performance (X1)	0,505	1,979
Brand Relationship (X2)	0,634	1,576
Brand Personality (X3)	0,428	2,335

Source: SPSS 26 Data Analysis Results, 2026

Heteroscedasticity

Heteroscedasticity was evaluated by a scatterplot of ZPRED and ZRESID. The results indicate that the data points are arbitrarily dispersed around the zero line, lacking a discernible pattern, which suggests a continuous variance of residuals. Therefore, the model does not have heteroscedasticity and passes the assumption of homoscedasticity, thus, suitable for further investigation.

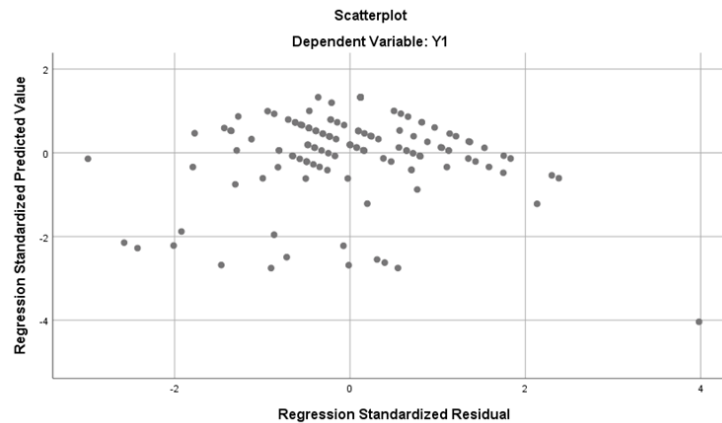


Figure 6. Heteroscedasticity X-axis & Y-axis

Source: SPSS 26 Data Analysis Results

Multiple Linier Regression

A multiple linear regression analysis was performed to assess the impact of brand performance (X₁), brand relationship (X₂), and brand personality (X₃) on corporate image (Y). This method facilitates the simultaneous evaluation of the direction, strength, and contribution of each independent variable. The findings demonstrate that all independent variables possess positive regression coefficients, indicating that enhancements in these variables correlate with an augmentation in corporate image.

Table 8. Multiple Linier Regression

Variables	B	Std.Error	Beta	t	sig.
Constant	1.223	0.227		5.378	0.000
Brand Performance (X1)	0.130	0.062	0.163	2.109	0.037
Brand Relationship (X2)	0.126	0.059	0.148	2.145	0.034
Brand Personality (X3)	0.489	0.076	0.541	6.434	0.000
Corporate Image (Y)	1.223	0.227		5.378	0.000

Source: SPSS 26 Data Analysis Results, 2026

Based on Table 8, the following regression equation:

$$Y = 1.223 + 0.130 X_1 - 0.126 X_2 + 0.489 X_3$$

The regression model indicates an intercept of 1.223, with coefficients of 0.130 for brand performance, 0.126 for brand relationship, and 0.489 for brand personality. The data demonstrate that brand personality has the most significant influence among the factors, establishing it as the predominant factor in constructing corporate image, while brand performance and brand connection also exert beneficial contributions.

Hypothesis Testing and Model Evaluation

The t-test results demonstrate that all independent factors exert a positive and substantial influence on corporate image, as their p-values fall below the 0.05 threshold. Brand performance exhibits a significance value of 0.037, brand relationship 0.034, and brand personality 0.000. These findings affirm that each attribute independently enhances corporate image, with brand personality exhibiting the highest level of significance.

The F-test result reveals a significance value of 0.000, showing that brand performance, brand relationship, and brand personality collectively exert a substantial influence on corporate image. This indicates that the three elements collectively significantly influence the company's image.

The coefficient of determination (R^2) is 0.583, signifying that 58.3% of the variance in corporate image is attributable to the three independent variables, and the remaining 41.7% is affected by extraneous factors not included in the model. This outcome indicates a considerable explanatory strength of the regression model.

The results show that the corporate image is influenced by the combination of functional, emotional and symbolic factors. Brand performance is affected by service quality, operational reliability and the total customer experience, which are important for the creation of positive public opinions. The brand relationship enhances emotional engagement simultaneously, illustrating how interaction, trust and continuous communication between consumers and the brand are beneficial for positive evaluations.

Brand personality is the predominant variable affecting company image. This highlights the importance of symbolic attributes such as professionalism, sophistication, and cultural identity in shaping consumer perceptions. In the context of Garuda Indonesia,

consistent visual communication and cultural representation on Instagram enhance this perspective, positioning brand personality as a crucial factor in shaping corporate image in the digital realm.

These results indicate that corporate image is not established by a singular aspect but by the interplay of performance, connections, and personality. Therefore, it is of great importance to build a comprehensive digital branding approach, combining functional excellence, emotional engagement and symbolic identification to improve the business image, especially in the social media environment.

5. CONCLUSION

This study concludes that brand performance, brand relationships, and brand personality positively and significantly influence corporate image. This implies that the better the brand performance, the stronger the brand relationships with clients, and the stronger the brand personality, the better the company's image in the eyes of consumers. The results show that each independent variable makes a significant contribution to corporate image. Brand performance affects perception through perceived service quality; brand relationships indicate an emotional bond between consumers and the organization; while brand personality has the strongest effect on the formation of corporate image. These results emphasize the role of emotional and symbolic aspects of a brand for consumer evaluation.

The three variables together have a significant effect on corporate image, suggesting that corporate image is a function of the interaction of multiple factors. Furthermore, the coefficient of determination indicates that this research model explains a significant percentage of the variance in corporate image, while the remainder is influenced by external factors not addressed in this study. Therefore, it can be concluded that all assumptions in this study are confirmed, with brand personality emerging as the most significant factor influencing corporate image.

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