

# Are Content Marketing and Switching Barriers Decisive in Building Consumer Satisfaction, Trust and Loyalty on Ride-Hailing Services in Indonesia

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**Abstract.** *This study is aimed to investigate factors influencing customer loyalty of community-based ride-hailing service in Indonesia. More specifically, this study examines the relationship between content marketing, switching barriers, customer trust, and satisfaction toward customer loyalty. Data was collected through a survey of 180 respondents. Proposed hypothesis is tested using Partial Least Squares - Structural Equation Modelling. The variables in this study are content marketing and switching barriers as exogenous variables, trust and satisfaction as endogenous intervening variables and customer loyalty being final endogenous variables. The measurement scale uses a Likert scale from 1-5. The results show a positive influence between content marketing on customer trust and satisfaction, then there is also positive influence between satisfaction and trust on customer loyalty. However, switching barriers have no effect on trust, satisfaction, and loyalty of community-based ride hailing service users in Indonesia. The technique of collecting data through online media does not allow researchers to conduct in-depth interviews with respondents. Most of the existing research so far does not emphasize the importance of building loyalty through content marketing strategies. This study emphasizes the importance of content marketing strategies in building loyalty through intermediary satisfaction and trust in community-based ride hailing service businesses.*

**Keywords:** *Content marketing, switching barriers, satisfaction, trust, loyalty, community-based ride hailing service.*

## 1. Introduction

Building customer loyalty is not easy, especially in the community-based ride hailing service business. Services offered by one service provider and another are difficult to distinguish. Gojek, as one of the online transportation service companies operating in Indonesia, has similar service, price, and also adopts the same technology as their competitors, so they need differentiation to give them added value and retain their customers.

One of the strategies that can be used to build loyalty is a content marketing strategy. The other is to build switching barriers. To build customer loyalty in the competitive

community-based ride-hailing service business, companies like Gojek can use content marketing to establish themselves as industry thought leaders and provide useful information to customers. This strategy can help build credibility, trust, and ultimately, customer loyalty. Additionally, companies can build switching barriers to make it more difficult for customers to switch to a competitor's service. Switching barriers can include exclusive benefits, loyalty programs, or partnerships with other companies to offer discounts or incentives to customers. By using these strategies, companies like Gojek can differentiate themselves and retain customer loyalty in a competitive market.

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Limited research on the effectiveness of content marketing and switching barriers in the ride-hailing industry: While content marketing and switching barriers have been studied in other industries, there is a gap in the literature regarding their effectiveness in the context of ride-hailing services. (Afrin & Islam, 2021) Lack of understanding of the impact of content marketing on customer loyalty: Although content marketing has been widely used by companies to attract and retain customers, there is a gap in the literature regarding the extent to which it can influence customer loyalty. (Nath & Pal, 2018) Need for more research on switching barriers and their impact on customer loyalty: Although switching barriers have been studied in the context of various industries, there is a gap in the literature regarding their effectiveness in

the ride-hailing industry and their impact on customer loyalty. (Chen & Huang, 2018) Limited research on the relationship between consumer satisfaction, trust, and loyalty in the ride-hailing industry: While customer satisfaction, trust, and loyalty are important factors for the success of any business, there is a gap in the literature regarding their relationship in the ride-hailing industry. (Afrin & Islam, 2021) Content marketing can increase customer engagement, differentiate a company from its competitors, improve customer satisfaction, and increase customer retention, which can lead to increased loyalty (Nath & Pal, 2018; Kuźma & Kuzioa, 2018; Eriksson & Vaghult, 2018; Gadekar & Sathye, 2018).



*Figure 1.*  
Four Contents Of Gojek To Be Measured.

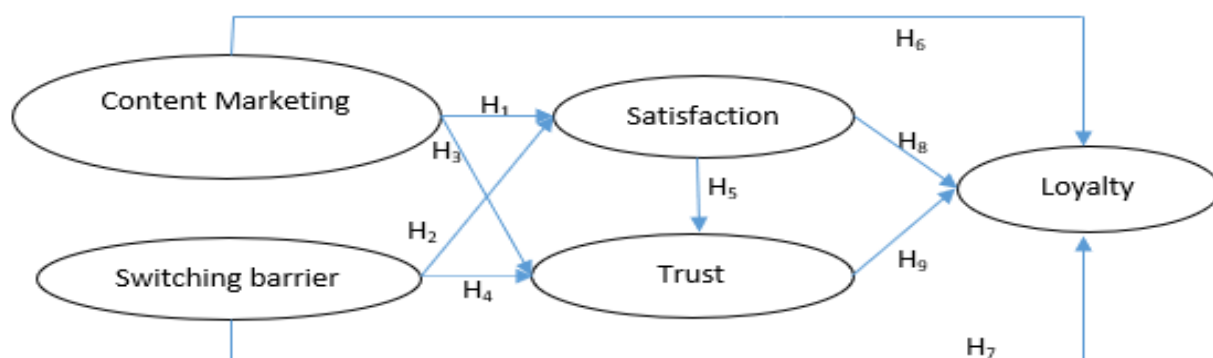


Figure 2.  
Conceptual Framework and Hypothesis

## 2. Literature Study / Hypotheses Development

In the context of online transportation services like Gojek, there are several key factors that can impact customer loyalty, including satisfaction, trust, and switching barriers. To explore the relationships between the variables in this study

### *Content Marketing and Customer Satisfaction*

Content marketing is the process of creating valuable content posts, aimed at attracting and engaging customers in order to encourage customers to make transactions. Content marketing is created to transmit the marketing communication value and aimed to communicate specific objectives, which is impressive indeed to the consumers and therefore help them to make the right decision. Making the right decision would be convenient and satisfying to the customers. Content marketing has a positive influence on customer satisfaction, meaning that the better the content marketing steps taken by the company, the content leads customers to achieve satisfaction in using the products or services offered by the company. While Khandelwal et al. (2018) found that effective digital content that affects customer satisfaction should include spacing features in the content, easy-to-understand language, the presence of a customizable shopping basket, the appearance of a security logo, the presence of discounts and special offers at certain

times, the presence of feedback and display reviews for each product, chat service options available 24/7, and the information provided is accurate and trustworthy. Based on the description of the relationship between content marketing variables and satisfaction that has been stated above, the following hypothesis is formulated:

*Hypothesis 1: Content marketing has a positive effect on satisfaction*

### *Switching barriers and Customer satisfaction.*

The element of switching barriers refers to customer consideration to switch from one to another provider (Alkhurshan & Rjoub, 2020). Switching barriers make consumers accustomed to using existing services even though they do not match expectations and in the end consumers lower expectations and feel satisfied with existing services. Switching barriers have a positive influence on satisfaction, meaning that the greater it is, the higher the satisfaction will be to customers, because customers feel the burden and cost of switching to competitors (Ngunyen et al, 2020). Based on the description of the relationship between the switching barrier variable and satisfaction that has been stated above, the following hypothesis is formulated:  
*Hypothesis 2: Switching barrier has a positive effect on satisfaction*

### *Content Marketing and Customer Trust*

Content marketing can also have a positive impact on trust by demonstrating the

company's expertise and knowledge. By providing customers with useful and relevant information, the company can establish credibility and build trust with customers, which can increase their confidence in the company's services. Content marketing positively affects customer trust, meaning that the better the content marketing steps taken by the company, the content will further increase customer trust. Content marketing, especially in-service companies, is aimed at gaining consumer trust. Content marketing opens a new window and gives new knowledge to customers on how to use the service at the best. With consumer trust, consumers dare to try to use the application. The relationship between content marketing variables and trust is positive as in Ramzan & Syed's research (2018). Based on the description of the relationship between content marketing variables and trust that has been stated above, the following hypothesis is formulated:

*Hypothesis 3: Content marketing has a positive effect on trust*

#### *Switching barriers and Customer Trust.*

Similarly, switching barriers can also impact trust positively by demonstrating the company's commitment to retaining customers and providing high-quality service. By making it more difficult for customers to switch to a competitor's service, the company can demonstrate that it values its customers and is committed to providing them with the best possible service. Switching barriers have a positive relationship to customer trust, meaning that the greater the switching barriers created by the company to hold its customers, the more customers will trust the company. The positive relationship between switching barriers to trust was proven by Suárez-Álvarez et al. (2019) in their research in online travel agencies. Based on the description of the relationship between the switching barrier variable and trust that has been stated above, the following hypothesis is formulated:

*Hypothesis 4: Switching barrier has a positive effect on trust*

#### *Customer Satisfaction and Trust*

Satisfaction can also have a positive impact on trust by reflecting the extent to which customers are satisfied with the company's service and their overall experience. Customers who are satisfied are more likely to trust the company and feel confident in its services, which can lead to increased loyalty over time. Satisfied customers become dependent on the service provider, as satisfaction raises the level of expectation on the service provider. When the service provider raises their performance and is more satisfying, the more customers will trust them. Satisfaction has a positive effect on trust, which means that customers who are more satisfied with a company's products or services will also trust the company more. While Baharin & Nayan (2020) emphasize trust and satisfaction are fundamental to attain customer loyalty. Based on the description of the relationship between the satisfaction variable and trust that has been stated above, the following hypothesis is formulated:

*Hypothesis 5: Satisfaction has a positive effect on trust*

#### *Content Marketing and Customer Loyalty*

Content marketing can also have a direct impact on loyalty by providing customers with ongoing value and establishing a sense of community and belonging. By providing unique and useful content, the company can establish itself as an industry leader and differentiate itself from other companies that offer similar services. This differentiation can create a sense of brand loyalty among customers, which can increase their overall loyalty to the company. Customer loyalty is a firmly held commitment to re-establish and re-protect a preferred product or service in the future. Content marketing that is deemed to be good and interesting attracts more people to access it. Then the reliable and useful information contained in it will direct customers' perception. Thus it will guide the customers to repeat using the same service. Content marketing has a positive effect on loyalty, meaning that the better content marketing is carried out by the company, the more loyal customers will be to the company. This positive relationship is in line with the

previous research by Bahtar (2018). In addition to the direct relationship, Ajina (2019) and Ramzan & Syed (2018) also found that content marketing has a positive effect on loyalty with trust as a mediating variable. Based on the description of the relationship between content marketing variables and loyalty that has been stated above, the following hypothesis is formulated:

*Hypothesis 6: Content marketing has a positive effect on loyalty*

#### *Switching Barriers and Customer Loyalty*

Switching barriers have a positive effect on loyalty, meaning that customers who get switching barriers eventually become loyal to the company because it will incur costs, inconvenience, and other burdens to move to competitors. Switching barriers are push-back forces that make the customers still remain with the provider because of potential loss and/or psychological burden, then switching barriers will become troublesome and customers will choose to repeat using the same products or services. The loyalty programs initiated by a company able to construct switching barriers for customer (Koo et al, 2020). Based on the description of the relationship between the switching barriers variable and loyalty that has been stated above, the following hypothesis is formulated:

*Hypothesis 7: Switching barrier has a positive effect on loyalty*

#### *Customer Satisfaction and Loyalty*

Customer satisfaction has a positive effect on customer loyalty, meaning that customers who are more satisfied with the products or services of a company will also be more loyal. Satisfaction as the assessment of the experience of interacting with the service provider is used to predict the future experience, then make the consumer repeat the interaction and use the same service provider. This makes customer satisfaction a variable that greatly influences customer loyalty, and this is confirmed by several previous researchers (Lin & Gursoy, 2020; Raza et al, 2020; Supriyanto et al, 2021), including in their research. Based on the

description of the relationship between the satisfaction variable and loyalty that has been stated above, the following hypothesis is formulated:

*Hypothesis 8: Satisfaction has a positive effect on loyalty*

#### *Customer Trust and Loyalty*

Trust is an important factor between customer behavior before and after purchasing a product. As with loyalty, trust is a special psychological state that can only occur in certain relationships. When a customer trusts a service provider, they have the confidence in service quality and product quality of the service provider. The rationale for this hypothesis is that when customers trust the service provider, they are more likely to remain loyal to the service. In the context of Gojek, this can be achieved by providing a secure and reliable service, protecting customers' personal information, and maintaining transparency in their business practices. By establishing trust in their service, Gojek can create a sense of loyalty among their customers. The relationship between trust and loyalty has been very widely studied in previous research in the field of digital marketing, and almost all research results confirm that there is a positive direct relationship from customer trust (Lie et al, 2019; Hapsari et al, 2020). Based on the description of the relationship between the trust variable and loyalty that has been stated above, it is formulated as follows:

*Hypothesis 9: Trust has a positive effect on loyalty*

Overall, the hypotheses developed in this study are based on an understanding of the online transport service industry, particularly in the context of Gojek in Indonesia. These hypotheses provide a theoretical framework for investigating the relationship between content marketing, switching barriers, satisfaction, trust, and loyalty in the context of Gojek's service. By testing these hypotheses, this study aims to contribute to the understanding of how online transport service providers can increase customer loyalty and retention.

Four contents of Gojek that can be measured to evaluate the effectiveness of content marketing and switching barriers in building consumer satisfaction, trust, and loyalty are:

1. Safety measures: Gojek can communicate their safety measures and protocols to ensure the safety and well-being of their passengers and drivers. This can include providing personal protective equipment (PPE), implementing contactless deliveries, and sanitizing vehicles regularly.
2. Community initiatives: Gojek can showcase their support for the local community by highlighting their initiatives, such as donating to COVID-19 relief efforts, partnering with local businesses, and providing assistance to those in need.
3. Health and wellness: Gojek can provide resources and tips related to health and wellness, such as promoting a healthy lifestyle, providing mental health support, and encouraging passengers to stay home if feeling unwell.
4. Convenience: Gojek can highlight the convenience of their services, such as contactless deliveries, multiple payment options, and quick response times. This can help to differentiate Gojek from competitors and increase customer satisfaction and loyalty.

By measuring the effectiveness of these content marketing strategies and switching barriers in building consumer satisfaction, trust, and loyalty, Gojek can identify areas for improvement and refine their marketing strategies to better meet the needs and expectations of their customers during the pandemic.

Table 1.  
*Measurements of Variables*

Variable	Indicators
Content Marketing	1. Content
	2. Customer Engagement
	3. Goals
	(Chan & Astari, 2017).
Switching Barriers	1. Transaction Cost
	2. Learning Cost
	3. Artificial Cost

### 3. Methodology

This research approach uses a quantitative approach with interval data types. According to the method, this research is classified as correlational research. According to the type, this research is a conclusive research or Confirmatory Research (Crede & Harms, 2019). Data were collected using a questionnaire distributed to respondents via Google Form. The sample was obtained using a purposive sampling procedure. Referring to Sekaran (Hair et al, 2018), the minimum sample required is 10 times the number of all measurement indicators. As there are 17 measurement indicators in the study, the minimum sample required is 170 samples.

Then, 180 samples were taken to anticipate respondents whose answer did not meet the specified criterias. Respondent criterias are:

1. Above 17 years old
2. Domiciled in Indonesian
3. Have seen at least one of content posted by Gojek
4. Active user of Gojek service in the past month before data collection timeframe.

Data were collected from November 18th to November 23rd, 2020. The measurement scale used in this study is a Likert scale from 1-5. The data obtained were analyzed using partial least squares structural equation modeling version 3.3.2 to test the proposed hypothesis, as the study model has mediating variables, allow to analyze indicators validity, using fewer samples count, and abnormal data. See Table 1.



Variable	Indicators
Satisfaction	(John, Mothersbaugh, & Beatty, 2000).
	1. Satisfaction with Prices
	2. Fulfillment of Expectations
	3. Providing Inputs
	4. Ease
Trust	5. Have No Complaints
	(Swasta & Irawan, 2008).
	1. Benevolence
	2. Competence
Loyalty	3. Honesty
	(Jasfar, 2009).
	1. Makes Regular Repeat Purchases
	2. Purchase Across Product and Service Line
	3. Refers Other
	(Griffin, 2010).

## 4. Findings and Discussion

### A. Respondent Profile

From the Google Form link distributed to respondents online throughout Indonesia using social network communication applications such as Whatsapp (WA) and LINE, as well as through social media such as Instagram and Facebook, 191 respondents gave responses. However, only 180 respondents gave complete answers and all available data could be used for further data processing. The most popular Gojek service by respondents is Go-Food. The profile of

respondents shows that most of the respondents are women, aged 23-28 years who are already working full time, with the costs incurred each time using the Gojek service of Rp.10,000 - Rp19,999. Most respondents read Gojek content posts through Instagram media (65%).

### B. Validity and Reliability

The AVE value of all variables > 0.5 as in Table 2 indicates that the construct has good discriminant validity. Score composite reliability and Cronbach's alpha of all variables with a value > 0.7 indicates that the construct has good reliability.

Table 2.  
*Validity and Reliability*

Variable	AVE	Composite reliability	Cronbach's Alpha
Content marketing	0.635	0.897	0.856
Switching barriers	0.735	0.894	0.823
Satisfaction	0.662	0.907	0.871
Trust	0.785	0.916	0.863
Loyalty	0.643	0.843	0.719

### C. Evaluation of Inner Model

Table 3.

R value – square

Variable	R-Square
Satisfaction	0.662
Trust	0.785
Loyalty	0.643

R value-Square in Table 3 can be interpreted as follows:

1. R value - Square the satisfaction variable of 0.511 means that the changes in satisfaction can be concluded by the content marketing variable and the switching barriers variable by 51.1%, whereas the rest 48.9% is explained by external variables not explored yet in this paper.
2. R value - Square the trust variable is 0.749, which means that the variation in trust changes can be explained by the content marketing variable, the switching barriers variable, and the satisfaction variable by 74.9%, whereas the rest 25.1% is concluded by external variables which are not included in this paper.
3. R value - Square loyalty variable of 0.721 means that the variation of changes in loyalty can be explained by the content marketing variable, the switching barriers variable, the satisfaction variable, and the trust variable by 72.1%, while the remaining 27.9% is explained by other variables not included in this study.

### D. Test of Hypothesis

Table 4.

Hypothesis Testing

Hypothesis	T-statistic	p-value	Status
H1	10,197	0.000	Accepted
H2	0.569	0.570	Rejected
H3	7,126	0.000	Accepted
H4	1,511	0.131	Rejected
H5	8,656	0.000	Accepted
H6	6,914	0.000	Accepted
H7	1,105	0.270	Rejected
H8	8,246	0.000	Accepted
H9	1,971	0.000	Accepted

The influence between variables is said to be significant if the t-statistic value be  $> 1.96$  and the p-value be  $< 0.01$ , so that from Table 4 it can be seen there is not any significant influence of switching barriers to satisfaction, switching barriers to trust and switching barriers to loyalty.

### E. Discussion

#### 1. The Impact of Content Marketing toward Satisfaction

Hypothesis 1 states that content marketing positively impacts satisfaction. Hypothesis 1 is accepted that the better content marketing is carried out by Gojek, the more satisfied Gojek customers will be. The indicators of the content marketing variables that most influence customer satisfaction are the content indicator, followed by the goal indicator, and the indicator that does not affect Gojek customer satisfaction is customer engagement. Content posted by



Gojek is well received by Gojek customers so that they are able to shape customer satisfaction. This is because the majority of Gojek customers are a generation with high digital literacy, combined with the content posted by Gojek contains many tips and tricks in using Gojek services, so that the contents posted by Gojek can be well accepted and understood by its customers and make Gojek customers more easily satisfied with the services provided by Gojek because they already understand how to maximize the added value provided by Gojek services, and knowing the minimum service standards they will experience when using Gojek. The findings of this study are in line with the results of research by Khandelwal *et al.* (2018) that content marketing carried out by online clothing retailers in New Delhi, India through websites affects customer satisfaction.

## 2. *Effect of Switching Barriers on Satisfaction*

Hypothesis 2 states that switching barriers impact positively toward satisfaction. Hypothesis 2 is rejected, it means though switching barriers are enhanced by Gojek to retain its customers, it does not make Gojek customers more satisfied. According to Alkhurshan & Rjoub (2020), switching barriers is a differentiation strategy implemented by companies that allow service providers to hold the customer base through technology adaptation. In the context of Gojek customers, the switching barriers built by Gojek are not able to satisfy their customers and according to researchers this is because all players and competitors competing in the service provision industry through partners also adopt the same technology. The level of convenience, security, comfort, and interface that is very similar among all the players in this industry causes Gojek customers to feel nothing to lose in switching to services provided by competitors. Switching barriers that are not well received by consumers are reflected in the responses of respondents who only rated as quite good on indicators of switching barriers, and also reflected in the characteristics of respondents, where many Gojek customers spend around Rp. 10,000 - Rp. 19,999, once

use of the service, which shows Gojek customers are dominated by price sensitive customers, so that customers will very easily switch to other service providers that offer lower prices.

3. *The Impact of Content Marketing toward Trust*  
Hypothesis 3 states that content marketing impacts positively toward trust. Hypothesis 3 is accepted that the better content marketing is carried out by Gojek, the more Gojek customers will trust Gojek. The indicators of the content marketing variables that most influence customer trust are the content indicator, followed by the goals indicator, and the indicator that does not affect Gojek customer trust is customer engagement. Content posts made by Gojek aimed at educating users in using Gojek services have been responded positively by Gojek users, so that Gojek users will increasingly trust Gojek.

The Gojek content posts examined in this study are posts related to how to use Gojek services that have adopted health protocols in the new normal during the pandemic, where this is a positive added value that consumers respond to in the form of trust in Gojek that can protect users from the threat of transmission. Covid-19 virus. Moreover, it is added with Gojek partners who are also evaluated by users after they have finished providing services, and the partner evaluation value has been displayed in the order view by the user, which is an added value that increases the trust of Gojek users. where this is a positive added value that consumers respond to in the form of trust in Gojek which is able to protect its users from the threat of transmission of the Covid-19 virus. Moreover, it is added with Gojek partners who are also

evaluated by users after they have finished providing services, and the partner evaluation value has been displayed in the order view by the user, which is an added value that increases the trust of Gojek users.

This study also shows that posting Gojek content can increase user trust through the satisfaction variable as a mediator. The right Gojek content marketing is able to attract potential Gojek users to try Gojek services, and the more satisfied Gojek users are, the more trusting users will be in Gojek. This finding supports the study of Ajina (2019) that content marketing carried out by a private hospital in Saudi Arabia has been proven to increase patient and prospective patient confidence in the services provided by the hospital, and supports other study as well, like [8] who found that content marketing carried out by one of the private banks in Pakistan increased the trust of the bank's customers.

#### *4. The Impact of Switching Barriers on Trust*

Hypothesis 4 states that switching barriers impact positively toward trust. Hypothesis 4 is rejected that the higher the switching barriers created by Gojek to retain customers, does not make Gojek customers more trusting in Gojek. Gojek customers do not experience any additional costs or inconveniences when moving to Gojek competitors, because of the ease of creating a new account at no cost, the number of Gojek partners that customers consider to be less, causing longer waiting times for partner arrival, and also the many promotional programs offered by Gojek competitors.

#### *5. The Effect of Satisfaction on Trust*

Hypothesis 5 states that satisfaction impacts positively toward trust. Hypothesis 5 is accepted, meaning that more customers trust Gojek once customer satisfaction is improved by Gojek. The indicators of satisfaction variables that affect Gojek customer trust, starting from the most influential, are reliability, product quality, sales experience, convenience of acquisition, product features, value to price relationship, response to and remedy of problems, and warranty, respectively. Gojek, which in providing its

services is very consumer-oriented, with a consumer appraisal system for partners in the form of star awards, make it an activity that generates more value for customers. The value in the form of profitability and perceived productivity by customers is able to build customer trust by engaging customers to provide feedback on service quality as this study result supports previous research by Baharin & Nayan (2020).

#### *6. Impact of Content Marketing toward Loyalty*

Hypothesis 6 states that content marketing impacts positively toward loyalty. Hypothesis 6 is accepted that the better content marketing is carried out by Gojek, the more Gojek customers will be loyal to Gojek. The indicators of the content marketing variables that most influence customer loyalty are the content indicator, followed by the goals indicator, and the indicators that do not affect Gojek customer loyalty are customer engagement. Gojek's content regarding how to use services, tips and tricks to maximize the experience of using services marketed through social media and Gojek website pages has also proven effective in increasing user loyalty. This is because many Gojek customers also re-distribute Gojek content posts as a form of their engagement with the content posted by Gojek. The redistribution of Gojek content by users is one form of recommendation for the use of Gojek by Gojek customers to family, friends, or colleagues and business partners of users, so that more users will try to use Gojek services.

In addition to directly affecting customer loyalty, Gojek content marketing also affects loyalty through mediation of satisfaction and trust. This is because customers who are satisfied and have more trust in Gojek after being exposed to Gojek content posts, feel great assistance by Gojek's services especially during the pandemic, making them more loyal to Gojek and increasingly relying on Gojek to help daily activities to buy food, send packages, as well as for non-cash payments that minimize direct contact with other people. This finding supports the results of Bahtar (2018) research that content marketing built by a

communication service provider in Malaysia is able to increase user loyalty, supports the results of Ramzan & Syed (2018) and Ajina, (2019) study.

#### 7. *Effect of Switching Barriers on Loyalty*

Hypothesis 7 states that switching barriers impact positively toward loyalty. Hypothesis 7 is rejected that the higher the switching barriers created by Gojek to retain customers, does not make Gojek customers more loyal to Gojek. Suárez-Álvarez et al. (2019) have stated that the higher the switching barrier, the more customers are forced to stick with the existing provider. This also seems to be the case with Gojek where customer loyalty is formed because of the switching barrier is pseudo loyalty formed due to compulsion. Gojek customers also think that the switching barrier owned by Gojek is only received quite well by customers, which is reflected in the respondents' answers to the questions on the switching barriers variable.

#### 8. *The Impact of Satisfaction toward Loyalty*

Hypothesis 8 states that satisfaction impacts positively toward loyalty. Hypothesis 8 is accepted that the higher Gojek customer satisfaction, the Gojek customer will also be more loyal to Gojek. The indicators of the satisfaction variable that most influence Gojek's customer loyalty are reliability, benevolence, competence, honesty, and openness, respectively. The findings of this study supports the results of research by Lin & Gursoy (2020), Raza et al. (2020) & Supriyanto et al. (2021).

In this study, it is also obtained that satisfaction gives positive impact toward customer loyalty in Gojek, and also the trust variable as a significant mediation variation to influence satisfaction on loyalty. In this case, Gojek needs to continue to innovate to provide added value and new experiences for customers so that customers who are satisfied with Gojek's services remain loyal customers.

#### 9. *The Effect of Trust on Loyalty*

Hypothesis 9 states that trust impacts positively toward loyalty. Hypothesis 9 is

accepted that the higher the trust of Gojek customers, the more loyal Gojek customers will be. The result of this study supports the results of research by Lie et al. (2019) & Hapsari et al. (2020). which states that trust impacts positively toward loyalty.

This study shows that trust impacts positively toward customer loyalty on Gojek. This means that customer trust is a benchmark for Gojek to retain their loyal customers. The higher the trust of Gojek service users, the higher customer loyalty to Gojek.

## 5. Conclusions

This study shows a significant influence between content marketing variables on satisfaction, content marketing on trust, and content marketing on loyalty in both direct and indirect path, but on the other hand there is no significant influence between switching barriers to satisfaction, switching barriers to trust and switching barriers to loyalty. This study reveals satisfaction and trust play a role as variables that mediate the positive influence of Gojek content marketing toward customer loyalty in Indonesia.

The result of this paper contributes to strengthening the relationship marketing theory of Ajina (2019), as citing content marketing does play a significant role toward customer satisfaction, trust, and loyalty.

Gojek can focus in the upcoming time on content marketing as differentiation from its competitors and should heavily utilize the influence of content marketing toward customer satisfaction, loyalty, and trust. Gojek can also provide more promotional programs, have more partners to strengthen switching barriers, conduct surveys and ask for comprehensive feedback from customers, and respond more quickly to customer complaints.

The limitation of this study is that the technique of collecting data through online

media does not allow researchers to conduct in-depth interviews with respondents.

Future research should explore service quality and how the quality of the service provided by ride-hailing companies may impact consumer satisfaction, trust, and loyalty. Future studies could investigate the impact of service quality on these variables and how companies can improve service quality to increase customer satisfaction, trust, and loyalty.

Besides it, perceived value could be considered, as customers' perceptions of the value they receive from ride-hailing services may impact their satisfaction, trust, and loyalty. Future studies could explore the impact of perceived value on these variables and how ride-hailing companies can increase perceived value to improve customer satisfaction, trust, and loyalty.

The overall customer experience, including factors such as ease of use, convenience, and responsiveness, may impact customer satisfaction, trust, and loyalty. Future studies could investigate the impact of customer experience on these variables and how ride-hailing companies can improve the customer experience to increase customer satisfaction, trust, and loyalty.

Brand image, especially the image and reputation of ride-hailing companies, may impact customer satisfaction, trust, and loyalty. Future studies could explore the impact of brand image on these variables and how ride-hailing companies can improve their brand image to increase customer satisfaction, trust, and loyalty.

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