

How Corporate Social Responsibility and Brand Image Shape Partner Satisfaction: The Mediating Role of Brand Equity

Satriyo Agung Nugroho^{1*}, Sefnedi², Reni Yuliviona³


^{1,2,3} Faculty of Economics, Universitas Bung Hatta, Padang, Indonesia

Abstract

This study aims to analyze the effect of Corporate Social Responsibility (CSR) and brand image on partner satisfaction, both directly and indirectly through brand equity as a mediating variable. The research was conducted at PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur by involving all active partners totaling 125 companies using a census method. Data were collected through structured questionnaires and analyzed using Structural Equation Modeling-Partial Least Squares (PLS-SEM). The results show that CSR, brand image, and brand equity have a positive and significant effect on partner satisfaction. CSR also has a positive and significant influence on brand image and brand equity. Furthermore, brand equity is proven to mediate the relationship between CSR and brand image on partner satisfaction. The results of the Importance-Performance Map Analysis (IPMA) indicate that CSR is the variable with the highest level of importance in improving partner satisfaction compared to brand image and brand equity. The findings imply that integrating CSR into business strategy, along with consistently strengthening brand image and brand equity, is essential to support the sustainability of partnership relationships in the port sector.

Keywords: *Brand Equity; Brand Image; CSR; Customer Satisfaction; Port.*

Copyright (c) 2026 Satriyo Agung Nugroho

 Corresponding author :

Email Address : satriyoagungn@gmail.com

INTRODUCTION

The port industry represents a strategic component of both national and international trade systems because it functions as a primary node for cargo movement and logistics distribution. In the Indonesian context, PT Pelabuhan Indonesia (Persero) plays a crucial role as a state-owned enterprise responsible for managing major ports across the country. The existence of Pelindo does not merely serve as a port operator but also as a key driver of the national logistics system that supports interregional connectivity, enhances distribution efficiency, and contributes to economic growth through infrastructure development and job creation (Napitupulua et al., 2021). This strategic role becomes increasingly important as market demands for speed, reliability, and accuracy in goods distribution continue to grow. One of the strategic ports managed by PT Pelabuhan Indonesia (Persero) is Teluk Bayur Port, which is part of Regional 2. Located in Padang City, this port serves as a major gateway for distributing various leading commodities from the western region of Sumatra, including mining products, agricultural commodities, and industrial goods.

Teluk Bayur Port serves a wide range of business partners from the private sector, government institutions, and logistics companies, making it a vital node in the regional supply chain. The high intensity of activities and the complexity of business relationships

with various partners make this port a relevant context for examining factors that influence partner satisfaction. As a state-owned enterprise, PT Pelabuhan Indonesia (Persero) is not solely oriented toward financial performance but also carries social responsibilities as mandated by Law Number 1 of 2025 concerning State-Owned Enterprises. The regulation emphasizes that SOEs must contribute to public welfare and national development through the provision of public services, support for business groups, and the implementation of Social and Environmental Responsibility (TJSL) programs or Corporate Social Responsibility (CSR).

In practice, CSR is not only perceived as a social obligation but also as a strategic instrument for building long-term relationships with partners and stakeholders, including those operating within the Teluk Bayur Port environment. In facing increasingly intense competition and higher service performance demands, maintaining and improving partner satisfaction becomes inseparable from the sustainability of port operations. Partner satisfaction, according to Kotler and Keller (2021), represents an emotional response that arises after partners compare their expectations of services with the actual experiences they receive. To monitor satisfaction levels, PT Pelabuhan Indonesia (Persero) regularly conducts a Customer Satisfaction Survey (SKP) using standardized measurement instruments based on five service quality dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Bayur, 2024).

However, the results of the SKP tend to reflect short-term operational experiences and do not fully capture the perceptions of non-operational partners such as land tenants, logistics tenants, and other strategic cooperation partners. This condition opens opportunities for research that examines partner satisfaction from a broader and more strategic perspective.

Table 1. Partner Satisfaction Results of PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur (2020–2024)

No	Year	Total Score	Category	Development
1	2020	4.64	Very Satisfied	-
2	2021	4.70	Very Satisfied	1.29%
3	2022	4.69	Very Satisfied	0.21%
4	2023	4.57	Very Satisfied	2.56%
5	2024	4.06	Satisfied	11.16%

Source: PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur, 2020–2024.

Historical data from the partner satisfaction survey conducted by PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur during the 2020–2024 period indicate dynamic changes in satisfaction levels. Although satisfaction scores remained in the “very satisfied” category until 2023, a significant decline occurred in 2024, placing the score in the “satisfied” category. The gradual decrease in scores since 2021 suggests changes in partner perceptions toward the company that require deeper examination, particularly from non-operational aspects that are not fully reflected in the SKP. The theoretical approach used in the SKP is essentially aligned with the concept of satisfaction proposed by Kotler and Keller (2021) and Wilson et al. (2020), who view satisfaction as the result of evaluating the gap between expectations and actual performance. However, this study expands the scope of analysis by incorporating strategic perception dimensions of partners, namely responses to CSR implementation, brand image, and brand equity.

Strategic marketing literature indicates that a strong brand image plays an important role in shaping partner satisfaction because it reflects positive associations and perceptions toward a company (Tran et al., 2020). In addition, strong brand equity can strengthen the resilience of partner satisfaction even when a company faces unfavorable conditions (Mafael et al., 2021). On the other hand, CSR has been recognized as a strategic marketing tool capable of influencing partner perceptions and behavior through the creation of social value

and corporate reputation (Kuokkanen & Sun, 2020). Nevertheless, the influence of CSR on partner satisfaction does not always occur directly. Strong brand equity functions as a strategic asset that strengthens perceptions of value and trust among partners in maintaining cooperation, thereby increasing satisfaction. Findings by Araújo et al. (2023) and Alakkas et al. (2022) indicate that brand equity serves as a mediating mechanism explaining how CSR translates into partner or customer satisfaction. Brand equity also significantly mediates the influence of brand image on satisfaction, as customers with positive perceptions of brand image tend to experience higher satisfaction due to previously established brand equity (Dananjoyo & Udin, 2023).

Araújo et al. (2023) found that CSR can influence satisfaction through the mediating roles of brand image and brand equity; however, their study was conducted in the context of consumer products with individual respondents. In contrast, the present study positions business partners as research subjects within the context of port services, which are intangible, continuous, and highly dependent on long-term relationship quality. Furthermore, Saputra (2022) reported that brand image did not have a significant effect on brand equity in the banking sector, indicating a potential research gap addressed in this study. Based on the empirical condition reflected in the decline of partner satisfaction levels and the limitations of previous studies, this research is considered important to comprehensively examine the influence of CSR and brand image on partner satisfaction with brand equity as a mediating variable at PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur. This study is expected to contribute theoretically to the development of relationship-based strategic marketing literature in the public service sector, while also providing practical implications for companies in formulating more holistic and sustainable strategies to enhance partner satisfaction.

THEORETICAL REVIEW

Partner satisfaction refers to a psychological condition that arises from partners' evaluations of the quality of the collaborative relationship established with a company. According to Kotler and Keller (2021), satisfaction is defined as a feeling of pleasure or disappointment that emerges after individuals compare perceived performance with their initial expectations. In the context of partnership relationships, satisfaction is not limited to the fulfillment of contractual aspects but also includes relational experiences, trust, and perceptions of fairness in long-term cooperation. Wilson et al. (2020) emphasize that satisfaction represents an affective response formed from overall experiences, including emotional and psychological aspects perceived by partners during interactions with the company. Corporate Social Responsibility (CSR) refers to a company's commitment to conducting ethical business practices and contributing to sustainable economic development while considering the welfare of employees, communities, and the environment (Bowen et al., 2013). CSR is therefore not merely understood as a moral obligation or regulatory compliance but also as an integral component of corporate strategy embedded in the company's business operations.

Brand image is defined as the perception formed in the minds of partners or consumers regarding a brand based on experiences, information, and associations attached to that brand (Hartono & Tjiptodjojo, 2024). Brand image reflects how a company is perceived in terms of reputation, credibility, and reliability in conducting its business activities. Kotler and Keller (2021) explain that brand image is formed through a set of associations stored in memory, which subsequently influence attitudes and evaluations

toward the company. In service and partnership relationships, brand image becomes a critical element because partners often rely on it as an initial basis for evaluating the quality and professionalism of a company. Brand equity refers to the added value possessed by a brand that differentiates it from competing brands and is reflected in how stakeholders respond to the brand (Shimp, 2007). Keller and Swaminathan (2020) define brand equity as the value derived from consumer perceptions and experiences with a brand, which is manifested through brand awareness, brand associations, perceived quality, and loyalty. Brand equity reflects the strategic strength of a brand in the minds of partners and represents an important intangible asset for sustaining long-term business relationships. Brands with strong brand equity tend to be perceived as more trustworthy, stable, and capable of delivering greater value in partnership relationships.

Several previous studies have found that companies that consistently implement CSR programs are perceived as more responsible and trustworthy, thereby increasing partner satisfaction (Agyei et al., 2021; Araújo et al., 2023; Topor et al., 2022). Wang et al. (2024) also demonstrate that CSR strengthens satisfaction through improvements in corporate reputation and social relationships. In partnership relationships, brand image plays a crucial role because partners often evaluate a company not only based on service outcomes but also on the image and reputation associated with the brand. Previous research indicates that brand image has a positive and significant effect on partner satisfaction (Sudarman et al., 2021). Mafael et al. (2021) and Hua et al. (2024) explain that positive perceptions of brand image encourage realistic expectations and increase partner satisfaction in cooperative relationships. This argument is further supported by Tahir et al. (2024) and Angraini et al. (2025), who state that a strong brand image enhances partners' sense of trust and comfort. A positive brand image reflects the company's reputation, credibility, and reliability in conducting business activities. Another factor influencing partner satisfaction is brand equity (Azhar & Adam, 2024). Brand equity reflects the strategic strength of a brand in the minds of partners and serves as a determinant of the sustainability of long-term business relationships. Tran et al. (2020) and Mafael et al. (2021) found that partners with strong brand attachment tend to remain satisfied even when facing less favorable service conditions. Stähler et al. (2023) and Hilal and Djatola (2024) also emphasize that brand equity helps maintain satisfaction resilience through established loyalty and trust. Based on this review, the following hypotheses are proposed:

H1: Corporate Social Responsibility (CSR) has a positive effect on partner satisfaction.

H2: Brand image has a positive effect on partner satisfaction.

H3: Brand equity has a positive effect on partner satisfaction.

Effective CSR implementation can enhance consumer perceptions of brand value as well as increase loyalty and trust, which ultimately strengthens a company's brand equity. CSR positively and significantly improves brand equity by enhancing brand awareness, customer trust, and emotional relationships (Mehta, 2025). CSR also positively influences brand equity by strengthening moral brand associations, fostering loyalty, and improving overall reputation (Aggarwal & Saxena, 2023; Jusuf, 2023). Furthermore, CSR has a positive relationship with brand equity while simultaneously influencing consumer behavior through increased trust, loyalty, and brand advocacy intentions (Alakkas et al., 2022). Therefore, effective CSR implementation can enhance consumer perceptions of brand value and reinforce corporate brand equity.

A positive brand image creates strong and favorable brand associations, enhances perceived quality, and builds partner trust toward the company. In partnership relationships, a strong brand image increases partners' confidence in the stability and professionalism of the company, which ultimately strengthens brand equity as a strategic corporate asset (T. H. Nguyen & Tran, 2020). Uliyah and Asiah (2024) and Latif (2022) found that brand image positively and significantly influences brand equity through improved perceived quality and stronger brand associations. Sari et al. (2024) identified a positive correlation between brand image and customer-based brand equity (CBBE), where brand association is the strongest indicator in building CBBE, emphasizing the importance of brand image in marketing strategies. Based on this review, the following hypotheses are formulated:

H4: Corporate Social Responsibility (CSR) has a positive effect on brand equity.

H5: Brand image has a positive effect on brand equity.

The relationship between CSR and partner satisfaction does not always occur directly. Brand equity often serves as a mechanism that explains how CSR influences satisfaction more deeply. Araújo et al. (2023) demonstrate that brand equity mediates the influence of CSR on satisfaction through increased brand value and trust. This finding is supported by Alakkas et al. (2022), who confirm that CSR enhances brand equity. Tran et al. (2020) found that strong brand equity can increase and maintain customer satisfaction levels even when companies face unfavorable situations. Furthermore, Mafael et al. (2021) emphasize that brands with high levels of equity are not only perceived as having superior quality but are also capable of consistently creating more satisfying experiences for customers. This argument is reinforced by Stäbler et al. (2023), who found that brand equity plays a crucial role in maintaining customer satisfaction, particularly when there is a discrepancy between expectations and service performance. Therefore, the following hypothesis is proposed:

H6: Brand equity mediates the influence of Corporate Social Responsibility (CSR) on partner satisfaction.

Brand image is one of the company's strategic assets that plays an important role in shaping partner perceptions, expectations, and evaluations of a company's quality and credibility. However, the influence of brand image on partner satisfaction does not always occur directly; rather, it often operates through psychological mechanisms and brand value accumulated in brand equity. Brand equity partially mediates the relationship between brand image and partner satisfaction, indicating that a favorable brand image leads to higher brand equity, which subsequently increases satisfaction (Azhar & Adam, 2024; Farsha et al., 2023). In the context of green branding, brand image also influences brand equity through mediating factors such as trust and satisfaction, highlighting the multifaceted nature of this relationship (Wadyatenti & Pranatasari, 2025). Uliyah and Asiah (2024) further confirm that brand equity plays an important role in explaining how brand perceptions are translated into partner satisfaction. Based on these theoretical arguments and empirical findings, the following hypothesis is proposed:

H7: Brand equity mediates the influence of brand image on partner satisfaction.

Based on the relationships among the variables discussed above, a conceptual framework for the study is developed as illustrated in Figure 1.

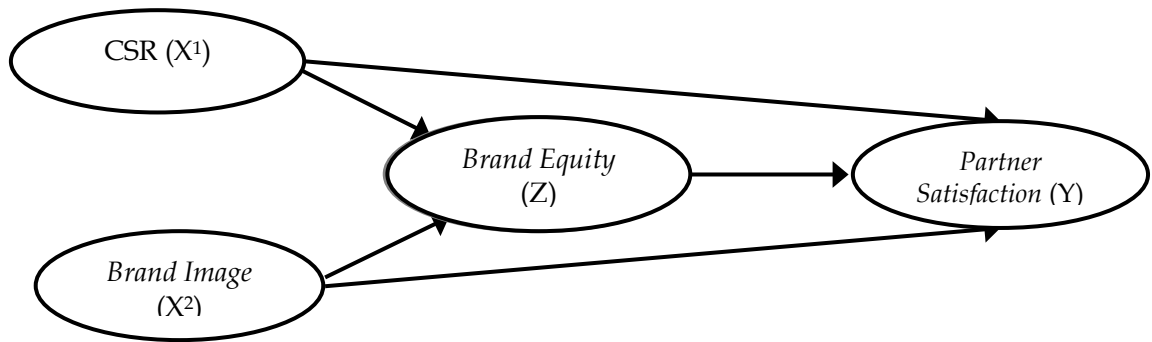


Figure 1. Conceptual Framework

METHODOLOGY

This study employs a quantitative approach with a causal research design to examine the relationships among variables in the proposed research model. The primary objective is to analyze the influence of Corporate Social Responsibility (CSR) and brand image on partner satisfaction, both directly and indirectly through brand equity as a mediating variable. The research was conducted at PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur, located in Padang City, West Sumatra Province. The population of this study consists of all active partners of the company, totaling 125 firms. Considering the relatively small population size, this study applied a census method, in which all members of the population were included as respondents. Research data were collected using a structured questionnaire distributed to all company partners. Each statement item was measured using a five-point Likert scale ranging from strongly disagree to strongly agree in order to capture respondents' perceptions quantitatively.

Partner satisfaction was measured using six statement items adapted from Araújo et al. (2023), focusing on service–expectation congruence, partners' emotional experiences, and perceived service quality. Brand image was measured using seven statement items reflecting both affective and functional dimensions, also adapted from the instrument developed by Araújo et al. (2023). Brand equity was measured using four main dimensions: brand awareness, brand association, perceived quality, and brand loyalty. These dimensions were operationalized into fourteen statement items based on the instrument developed by Keller and Swaminathan (2020) and adapted by Araújo et al. (2023). Meanwhile, the Corporate Social Responsibility (CSR) variable was measured through seventeen statement items reflecting the company's economic, social, and environmental responsibilities, also adapted from Araújo et al. (2023).

Descriptive analysis was used to describe respondent characteristics, with data presented in the form of frequency distributions (Sugiyono, 2020). Data analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach. The evaluation of the measurement model was carried out by testing the validity and reliability of the variables, including convergent validity and discriminant validity. All research variables demonstrated composite reliability, Cronbach's alpha, and average variance extracted (AVE) values that met the recommended criteria, along with satisfactory discriminant validity based on the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT). These results indicate that the research instruments are suitable for structural model testing (Black & Babin, 2019). Furthermore, the structural model was evaluated by assessing the coefficient of determination (R Square) to measure the ability of exogenous variables to explain endogenous variables, as well as predictive relevance (Q Square) to evaluate the predictive capability of the model (Black & Babin, 2019). Hypothesis testing was conducted using the bootstrapping procedure by examining the t-statistic and p-value to determine the significance of relationships among variables, following the criteria proposed by Hair et al. (2019).

In addition, this study applied Importance–Performance Map Analysis (IPMA) to enrich the interpretation of the structural model results. IPMA aims to identify the level of importance and performance of each construct relative to the target variable in the model (Hair et al., 2019). The importance value was derived from standardized total effects, while the performance value was obtained from the average scores of the latent variables generated by the PLS model. This analysis enables the identification of variables with the most significant influence while simultaneously evaluating their performance levels, thereby providing clearer managerial implications regarding priority areas for performance improvement in order to enhance the target variable (Hair et al., 2019).

RESULTS AND DISCUSSION

Respondent Profile

Table 2. Respondent Profile

Demographics	Category	Number of Respondents	Percentage (%)
Gender	Male	97	77.6
	Female	28	22.4
Current Age	20–30 years	54	43.2
	31–40 years	46	36.8
	41–50 years	23	18.4
	51–60 years	2	1.6
Education Level	Diploma	37	29.6
	Bachelor’s (S1)	73	58.4
	Master’s (S2)	11	8.8
	Doctoral (S3)	4	3.2
Length of Partnership	< 2 Years	10	8.0
	2.1 – 4 Years	17	13.6
	4.1 – 6 Years	2	1.6
	6.1 – 8 Years	38	30.4
	> 8.1 Years	58	46.4
Type of Partner Business	Land Leasing	18	14.4
	Shipping Agents	37	29.6
	Cargo Owners	14	11.2
	CPO Tenants	2	1.6
	Ship Captains	7	5.6
	Cargo Handling Labor Providers	25	20.0
	Cargo Handling Equipment Providers	3	2.4
	Cargo Transportation Services	19	15.2

Source: Respondent Data (2026)

Based on Table 2, a total of 125 respondents participated in this study out of the predetermined sample of 125 respondents, resulting in a response rate of 100 percent. The majority of respondents were male, with most of them within the productive age range of 20–40 years. In terms of education level, most respondents held a bachelor’s degree, followed by diploma-level education. Regarding the duration of partnership, respondents were predominantly partners who had collaborated with the company for more than six years, indicating relatively stable long-term partnership relationships. In terms of business type, respondents represented various sectors supporting port activities, with shipping agents,

cargo handling labor providers, and cargo transportation services forming the largest groups.

Measurement Model Assessment (MMA)

Measurement Model Assessment (MMA) was conducted to ensure that all indicators used were capable of measuring the research variables validly and reliably (Hair et al., 2019). The variables examined in this study include Corporate Social Responsibility (CSR), brand image, and brand equity as independent and mediating variables, as well as partner satisfaction as the dependent variable. The analysis was conducted using the Partial Least Squares (PLS) approach with SmartPLS version 3.2.9 software. The results of the convergent validity and reliability tests are presented in Table 3. Based on the data analysis, all research variables demonstrated Average Variance Extracted (AVE) values above the minimum threshold of 0.50. This indicates that the indicators adequately represent their respective variables, with more than 50 percent of the variance explained. Additionally, the values of Cronbach's Alpha and Composite Reliability for all variables exceeded the recommended criterion of 0.70.

Table 3. Convergent Validity

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Brand Equity	0.959	0.964	0.673
Brand Image	0.909	0.932	0.732
CSR	0.957	0.961	0.624
Partner Satisfaction	0.918	0.936	0.709

Source: Processed Data (2026)

Brand equity recorded a Cronbach's Alpha value of 0.959 and Composite Reliability of 0.964, while brand image showed reliability values of 0.909 and 0.932 respectively. CSR and partner satisfaction also demonstrated high reliability values, indicating strong internal consistency of the measurement instruments. Therefore, all variables meet the criteria for convergent validity and reliability and are suitable for further structural model testing (Hair et al., 2019).

Discriminant validity testing was conducted to ensure that each variable possessed distinct characteristics and did not overlap with other variables. The test was performed using the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT) approach, as recommended in Partial Least Squares analysis (Black & Babin, 2019).

Fornell-Larcker Criterion

Table 4. Discriminant Validity Test - Fornell-Larcker Criterion

Variable	Brand Equity	Brand Image	CSR	Partner Satisfaction
Brand Equity	0.821			
Brand Image	0.736	0.856		
CSR	0.713	0.642	0.790	
Partner Satisfaction	0.641	0.632	0.662	0.842

Source: Processed Data (2026)

Based on the Fornell-Larcker criterion presented in Table 4, the diagonal values representing the square root of AVE for each variable are greater than the correlations with other variables. Brand equity has a square root AVE value of 0.821, brand image 0.856, CSR 0.790, and partner satisfaction 0.842. All these values are higher than their respective inter-variable correlations, indicating that each variable explains its indicators better than other variables in the model. Therefore, discriminant validity based on the Fornell-Larcker criterion is satisfied (Hair et al., 2019).

Heterotrait–Monotrait Ratio (HTMT)

Table 5. Discriminant Validity Test – Heterotrait–Monotrait Ratio (HTMT)

Variable	Brand Equity	Brand Image	CSR	Partner Satisfaction
Brand Equity				
Brand Image	0.787			
CSR	0.741	0.686		
Partner Satisfaction	0.679	0.689	0.701	

Source: Processed Data (2026)

The discriminant validity results are further supported by the HTMT values presented in Table 5. All HTMT values between variables are below 0.90. The HTMT value between brand equity and brand image is 0.787, between CSR and brand image is 0.686, and between partner satisfaction and other variables also remains within acceptable limits. These findings indicate that there are no issues related to conceptual similarity among variables. Therefore, all variables satisfy the discriminant validity requirements (Hair et al., 2019).

R Square and Q Square

The results of the coefficient of determination (R Square) and predictive relevance (Q Square) tests are presented in Table 6.

Table 6. R Square and Q Square Values

Variable	R Square	Category	Q Square	Category
Brand Equity	0.640	Moderate	0.418	Strong
Partner Satisfaction	0.525	Moderate	0.362	Strong

Source: Processed Data (2026)

Based on the results, the R Square value for brand equity is 0.640, which falls into the moderate category. This value indicates that 64.0 percent of the variation in brand equity can be explained by Corporate Social Responsibility (CSR) and brand image, while the remaining portion is influenced by other variables outside the research model. Meanwhile, the R Square value for partner satisfaction is 0.525, also categorized as moderate (Hair et al., 2019). This means that 52.5 percent of the variation in partner satisfaction is explained by CSR, brand image, and brand equity, while the rest is influenced by factors not included in the model. The predictive relevance (Q Square) results show values of 0.418 for brand equity and 0.362 for partner satisfaction. Both values fall into the strong category, indicating that the research model has strong predictive capability for the endogenous variables examined (Hair et al., 2019). These findings suggest that the structural model has adequate explanatory power and strong predictive relevance.

Structural Model Assessment (SMA)

Structural Model Assessment (SMA) was conducted to test the causal relationships among independent, mediating, and dependent variables in the study. The significance of the relationships between variables was evaluated using a non-parametric bootstrapping technique by examining the t-statistic and p-value, as recommended by Hair et al. (2019). A relationship is considered significant when the t-statistic is greater than 1.96 and the p-value is less than 0.05.

The hypothesis testing results presented in Table 7 indicate that all relationships among variables in the structural model are positive and significant. Specifically, the direct effect results show that Corporate Social Responsibility (CSR) has a positive and significant influence on partner satisfaction, with a coefficient value of 0.354, t-statistic of 4.259, and p-

value of 0.000. Brand image also has a positive and significant effect on partner satisfaction, with a coefficient value of 0.258, t-statistic of 3.027, and p-value of 0.003.

Table 7. Hypothesis Testing Results

Variable Relationship	Original Sample	T Statistics	P Values
CSR → Partner Satisfaction	0.354	4.259	0.000
Brand Image → Partner Satisfaction	0.258	3.027	0.003
Brand Equity → Partner Satisfaction	0.199	2.218	0.027
CSR → Brand Equity	0.410	6.055	0.000
Brand Image → Brand Equity	0.473	6.832	0.000
CSR → Brand Equity → Partner Satisfaction	0.082	1.992	0.047
Brand Image → Brand Equity → Partner Satisfaction	0.094	2.110	0.035

Source: Processed Data (2026)

Furthermore, brand equity has a positive and significant effect on partner satisfaction, with a coefficient value of 0.199, t-statistic of 2.218, and p-value of 0.027. The results also show that CSR positively and significantly influences brand equity, with a coefficient of 0.410, t-statistic of 6.055, and p-value of 0.000. Similarly, brand image has a positive and significant influence on brand equity, with a coefficient value of 0.473, t-statistic of 6.832, and p-value of 0.000. These findings confirm that a strong brand image plays an important role in enhancing a company’s brand equity. Regarding indirect effects, brand equity is proven to positively and significantly mediate the relationship between CSR and partner satisfaction, with a coefficient value of 0.082, t-statistic of 1.992, and p-value of 0.047. Likewise, brand equity also mediates the relationship between brand image and partner satisfaction, with a coefficient value of 0.094, t-statistic of 2.110, and p-value of 0.035.

The overall hypothesis testing results are visualized through the structural model illustrated in the following figure.

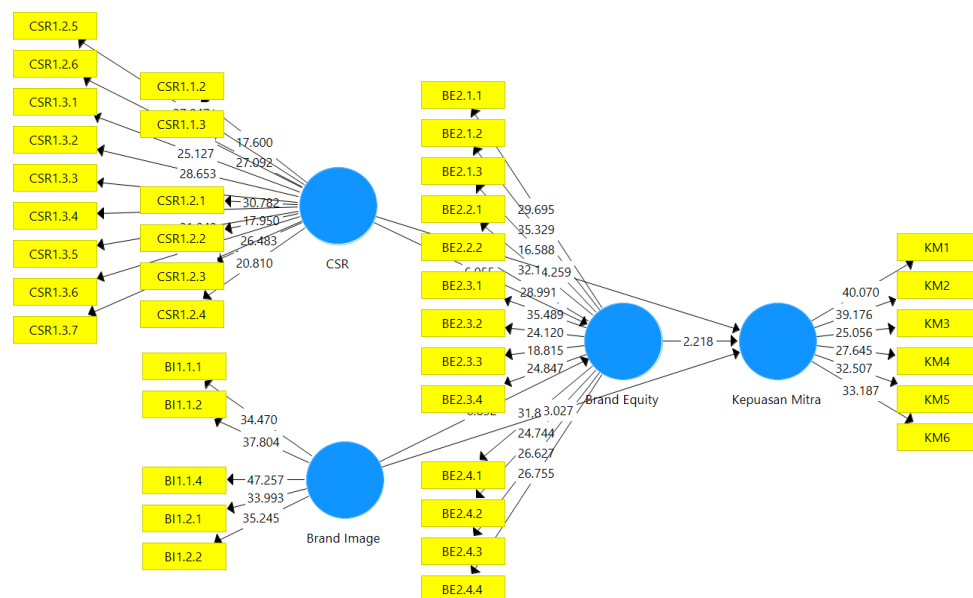


Figure 2. Structural Model Assessment

Source: Processed Data (2026)

Importance-Performance Map Analysis (IPMA)

Importance-Performance Map Analysis (IPMA) was used to complement the PLS-SEM results by examining the importance level of each construct relative to the target variable (Hair et al., 2019). In this study, the target variable analyzed is partner satisfaction.

Therefore, the importance values were obtained from the standardized total effects toward the target variable.

Table 8. Importance of Variables on Partner Satisfaction

Variable	Importance
Brand Equity	0.199
Brand Image	0.352
CSR	0.436

Source: Processed Data (2026)

Based on Table 8, CSR has the highest importance value in influencing partner satisfaction (0.436), followed by brand image (0.352) and brand equity (0.199). These findings indicate that the implementation of CSR programs provides the most substantial contribution to improving partner satisfaction. In addition, a positive brand image also plays an important role in shaping partners' perceptions and trust toward the organization. Meanwhile, brand equity continues to contribute to partner satisfaction, although its level of influence is relatively lower compared to the other variables. Overall, the IPMA results suggest that strengthening CSR programs and maintaining a positive brand image are critical factors that should be prioritized in order to enhance partner satisfaction.

The Effect of Corporate Social Responsibility on Partner Satisfaction

The hypothesis testing results indicate that corporate social responsibility (CSR) has a positive and significant effect on partner satisfaction. This finding is evidenced by a path coefficient value of 0.354 with a t-statistic of 4.259 and a p-value of 0.000. These results indicate that the better the implementation of CSR by the company, the higher the level of partner satisfaction perceived. This finding is consistent with the concept of satisfaction proposed by Kotler and Keller (2021), which states that satisfaction arises when perceived performance meets or exceeds expectations. In the context of partnership relationships, CSR functions as a signal of the company's commitment to ethical values, social responsibility, and sustainability, which not only fulfills the functional aspects of cooperation but also strengthens the emotional and relational dimensions of the partnership. Previous studies conducted by Topor et al. (2022), and Agyei et al. (2021) also indicate that consistent CSR implementation can enhance perceptions of responsibility and trust, thereby positively influencing the satisfaction of partners and customers. Wang et al. (2024) further emphasize that CSR contributes positively to satisfaction through the strengthening of corporate reputation and the quality of social relationships established with stakeholders. In the context of PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur, these results suggest that CSR programs covering economic, social, and environmental aspects have been positively perceived by partners. The company's concern for port environmental sustainability, community empowerment, and ethical business practices creates a sense of security, appreciation, and trust among partners.

The Effect of Brand Image on Partner Satisfaction

The hypothesis testing results indicate that brand image has a positive and significant effect on partner satisfaction. This finding is demonstrated by a path coefficient value of 0.258 with a t-statistic of 3.027 and a p-value of 0.003. These results indicate that the more positive the partners' perception of the company's brand image, the higher the level of satisfaction experienced in maintaining the partnership relationship. A positive brand image reflects the company's reputation, credibility, and professionalism in carrying out its business activities. When the brand image aligns with the actual experiences perceived by partners, satisfaction tends to increase. Previous studies conducted by Araújo et al. (2023), and Hua et al. (2024) indicate that a strong brand image contributes positively and

significantly to improving partner and customer satisfaction. A positive brand image helps form more realistic expectations and strengthens partners' trust in the company, thereby reducing the potential for dissatisfaction during business interactions. Studies by Tahir et al. (2024) and Angraini et al. (2025) also confirm that a favorable brand image enhances partners' sense of security and comfort, which ultimately leads to higher levels of satisfaction. In the case of PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur, a positive brand image reflects partners' perceptions of the company as a professional and reliable port operator with a strong reputation in supporting smooth port operations. Therefore, the company needs to consistently manage its brand image through service quality, transparent communication, and organizational behavior that reflects professional and ethical values.

The Effect of Brand Equity on Partner Satisfaction

The hypothesis testing results indicate that brand equity has a positive and significant effect on partner satisfaction. This finding is demonstrated by a path coefficient value of 0.199 with a t-statistic of 2.218 and a p-value of 0.027. These results indicate that the stronger the brand equity possessed by the company, the higher the level of partner satisfaction in maintaining cooperative relationships. Brand equity represents the added value of a brand reflected through brand awareness, brand associations, perceived quality, and loyalty (Keller & Swaminathan, 2020). Strong brand equity reflects the level of trust and attachment partners have toward the company's brand. In partnership relationships, the strength of a brand functions not only as a company identity but also as a guarantee of quality and stability in business relationships. Partners tend to feel more confident and comfortable cooperating with companies that possess strong brands, which leads to higher satisfaction levels. Previous studies conducted by Mafael et al. (2021) indicate that brand equity has a positive effect on maintaining partner satisfaction, even under conditions where service performance may be less than optimal. High brand equity can create partner tolerance toward potential service shortcomings due to the trust and loyalty that have already been established. Research by Stähler et al. (2023) and Uliyah and Asiah (2024) also confirms that brand equity contributes positively and significantly to satisfaction through the strengthening of long-term relationships and sustained value perceptions. In the context of PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur, strong brand equity is reflected in the high level of brand recognition, consistent perceptions of service quality, and the loyalty of partners who have maintained cooperation for a relatively long period. This condition strengthens partners' confidence that the company can consistently provide stable value and benefits within the partnership relationship.

The Effect of Corporate Social Responsibility on Brand Equity

The hypothesis testing results indicate that corporate social responsibility (CSR) has a positive and significant effect on brand equity. This finding is demonstrated by a path coefficient value of 0.410 with a t-statistic of 6.055 and a p-value of 0.000. These results indicate that the better the implementation of CSR carried out by the company, the stronger the brand equity formed in the minds of partners. CSR is viewed as the company's commitment to social responsibility, environmental sustainability, and ethical business practices, which not only affect society but also shape stakeholders' perceptions of the company's value and credibility. This finding is consistent with the results of Mehta (2025), who found that CSR positively and significantly enhances brand equity through increased brand awareness, customer trust, and emotional relationships with stakeholders. Aggarwal and Saxena (2023) and Jusuf (2023) also emphasize that CSR plays an important role in strengthening trust, building morally positive brand associations, fostering loyalty, and improving overall corporate reputation. In addition, Alakkas et al. (2022) found that CSR has

a positive relationship with brand equity and also influences consumer behavior through increased trust, loyalty, and intention to recommend the brand to others. In the case of PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur, CSR programs that include environmental sustainability initiatives in the port area, community empowerment, and responsible business practices have contributed to building positive partner perceptions of the company's brand value.

The Effect of Brand Image on Brand Equity

The hypothesis testing results indicate that brand image has a positive and significant effect on brand equity. This finding is demonstrated by a path coefficient value of 0.473 with a t-statistic of 6.832 and a p-value of 0.000. These results indicate that the more positive the brand image of the company, the stronger the brand equity formed in the minds of partners. Conceptually, brand image represents the collection of perceptions, associations, and beliefs held by partners about the company that are formed through direct experiences and the information they receive (Kotler & Keller, 2021). A positive brand image creates strong and favorable associations, enhances perceived quality, and increases partners' trust in the company. Over time, the accumulation of these positive perceptions becomes internalized as strong brand equity that functions as a strategic asset for the company. This finding is consistent with the study by Nguyen (2020), which states that brand image positively influences partners' confidence in the company's stability and professionalism, thereby strengthening brand equity. Studies by Uliyah and Asiah (2024) and Latif (2022) also found that brand image has a positive and significant effect on brand equity through improved perceptions of quality and stronger brand associations. In the context of PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur, the positive brand image is reflected in partners' perceptions of the company as a professional and reliable port operator with a strong reputation in supporting efficient port activities.

The Mediating Role of Brand Equity in the Relationship Between Corporate Social Responsibility and Partner Satisfaction

The results of the indirect effect test indicate that brand equity positively and significantly mediates the relationship between corporate social responsibility (CSR) and partner satisfaction. This is supported by an indirect effect coefficient of 0.082 with a t-statistic of 1.992 and a p-value of 0.047, which is below the significance level of 0.05. These findings indicate that CSR not only directly influences partner satisfaction but also provides an additional effect through the enhancement of brand equity. Strong brand equity subsequently functions as a psychological and relational mechanism that encourages partners to evaluate the partnership relationship more positively, thereby increasing satisfaction. This finding supports previous studies by Araújo et al. (2023), and Alakkas et al. (2022), which state that brand equity serves as an important mediating mechanism explaining how CSR influences satisfaction. CSR initiatives strengthen brand value through improved reputation and trust, which in turn enhance partner satisfaction within partnership relationships. Tran et al. (2020) and Stäbler et al. (2023) also emphasize that strong brand equity can maintain satisfaction even when partners encounter less than optimal service conditions. In the context of PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur, these results indicate that CSR contributes to partner satisfaction not only directly through social and environmental initiatives but also indirectly through the perceived value of the company's brand. Partners who perceive the company as responsible and ethical tend to develop stronger brand equity perceptions, which subsequently increase trust, loyalty, and satisfaction in long-term partnership relationships.

The Mediating Role of Brand Equity in the Relationship Between Brand Image and Partner Satisfaction

The indirect effect test results show that brand equity positively and significantly mediates the relationship between brand image and partner satisfaction. This is indicated by an indirect effect coefficient of 0.094 with a t-statistic of 2.110 and a p-value of 0.035, which is below the significance level of 0.05. These findings indicate that brand image influences partner satisfaction both directly and indirectly through the strengthening of brand equity. Theoretically, brand image represents the initial perception formed in the minds of partners based on experiences, information, and associations related to the company's brand (Kotler & Keller, 2021). Positive brand image strengthens the key components of brand equity, including brand associations, perceived quality, and partner loyalty (Keller & Swaminathan, 2020). The resulting brand equity then translates brand image perceptions into deeper and more sustainable satisfaction within partnership relationships. Customers who hold positive perceptions of brand image tend to experience higher satisfaction due to the brand equity already established (Dananjoyo & Udin, 2023). Brand image reflects consumer perceptions of a brand that are expressed through product and service quality (Sudarman et al., 2021). Furthermore, brand image operates through the mediating framework of brand equity, which includes dimensions such as brand loyalty, brand awareness, and perceived quality (Jannah et al., 2024). In the case of PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur, the company's positive brand image as a professional, reliable, and reputable port operator not only increases partner satisfaction directly but also strengthens the company's brand value in the perception of its partners.

Determinants of Partner Satisfaction Based on Importance Performance Map Analysis

Based on the Importance Performance Map Analysis (IPMA), corporate social responsibility (CSR) shows the highest importance in influencing partner satisfaction compared with other variables. This indicates that partners' perceptions of the company's social commitment, environmental concern, and community contribution play a key role in shaping satisfaction in partnership relationships. Consistent CSR implementation strengthens trust and positive perceptions among partners while reinforcing corporate legitimacy and reputation. According to Carroll (1991), effective CSR implementation strengthens stakeholder relationships and creates organizational value. Empirical studies also confirm that CSR initiatives positively influence stakeholder satisfaction and trust, ultimately strengthening organizational relationships and performance (Ghaderi et al., 2024)). In business partnerships, CSR activities build trust and reinforce the perception that companies hold broader social responsibilities beyond economic goals. This encourages more harmonious and sustainable cooperation relationships. Recent research further indicates that CSR functions as a strategic mechanism for enhancing stakeholder engagement and strengthening long-term organizational relationships (Rehman et al., 2024). Therefore, strengthening CSR programs becomes a strategic priority for companies seeking to enhance partner satisfaction.

Brand image also demonstrates relatively high importance in influencing partner satisfaction. A positive, professional, and credible corporate image strengthens partners' confidence in service quality and the company's reliability in maintaining cooperation. Strong brand image creates favorable associations that enhance perceptions of corporate reputation. Empirical research in the hospitality and service sectors shows that brand image significantly shapes stakeholder perceptions and satisfaction, particularly when supported by responsible corporate practices and a positive reputation (Niu et al., 2025). Brand equity also contributes to partner satisfaction, although its importance is relatively lower than other variables. Brand equity reflects the added value of a brand through awareness, perceived quality, and loyalty. According to Aaker (1996), strong brand equity increases stakeholder

trust and attachment toward an organization. Therefore, managing brand image and strengthening brand equity should be carried out consistently to support sustainable improvements in partner satisfaction.

CONCLUSION AND RECOMMENDATIONS

The results of this study indicate that corporate social responsibility (CSR), brand image, and brand equity have a positive and significant effect on partner satisfaction at PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur. CSR not only directly improves partner satisfaction but also contributes to the development of the company's brand image and brand equity. A positive brand image enhances partner satisfaction and strengthens brand equity, while brand equity serves as a key factor that directly increases partner satisfaction. In addition, brand equity functions as a mediating variable that strengthens the influence of CSR and brand image on partner satisfaction. This finding indicates that brand value acts as an important mechanism that translates corporate activities and brand perceptions into satisfaction within partnership relationships. Based on these findings, companies are encouraged to consistently integrate CSR into their business and brand management strategies rather than treating it merely as a social obligation. Strengthening brand image through improved service quality, transparent communication, and professional organizational behavior should be carried out continuously in order to reinforce brand equity. These efforts are expected to enhance partner satisfaction and support the sustainability of long-term partnership relationships. This study has several limitations because it focuses on a single organizational unit and applies a quantitative approach based on respondents' perceptions. As a result, the findings have limitations in terms of generalizability. Future studies are recommended to expand the research context to different sectors or regions, include additional relevant variables, and apply more diverse methodological approaches in order to obtain a deeper understanding of the factors influencing partner satisfaction.

ACKNOWLEDGEMENTS

The author expresses sincere gratitude to the Master of Management Program, Faculty of Economics and Business, Universitas Bung Hatta, for the academic support and facilities provided during the completion of this research. Appreciation is also extended to the management and partners of PT Pelabuhan Indonesia (Persero) Regional 2 Teluk Bayur for their willingness to provide the data and information required for this study. The author also acknowledges all individuals who provided valuable suggestions, feedback, and assistance during the preparation of this manuscript.

References :

- Aaker, D. A. (1996). *Building Strong Brands*. Free Press.
- Aggarwal, A., & Saxena, N. (2023). Examining the relationship between corporate social responsibility, corporate reputation and brand equity in Indian banking industry. *Journal of Public Affairs*, 23(1), e2838. <https://doi.org/10.1002/pa.2838>
- Agyei, J., Sun, S., Penney, E. K., Abrokwah, E., & Ofori-Boafo, R. (2021). Linking CSR and customer engagement: The role of customer-brand identification and customer satisfaction. *SAGE Open*, 11(3). <https://doi.org/10.1177/21582440211040113>
- Alakkas, A. A., Vivek, P., Nabi, M. K., & Khan, M. A. (2022). Corporate social responsibility and firm-based brand equity: The moderating effect of marketing communication and brand identity. *Sustainability*, 14(10). <https://doi.org/10.3390/su14106033>
- Angraini, F. D., Asmin, E. A., & Kartini, T. (2025). The Impact of Brand Image and Brand Awareness on Repurchase Intention Through Customer Satisfaction. *International*

- Journal of Education and Life Sciences (IJELS)*, 3(6), 2139–2156.
<https://doi.org/10.59890/ijels.v3i6.68>
- Araújo, J. (2023). *The Effect of Corporate Social Responsibility on Brand Image and Brand Equity*.
- Araújo, J., Pereira, I. V., & Santos, J. D. (2023). The Effect of Corporate Social Responsibility on Brand Image and Brand Equity and Its Impact on Consumer Satisfaction. *Administrative Sciences*, 13(5). <https://doi.org/10.3390/admsci13050118>
- Azhar, A., & Adam, M. (2024). The Impact of Brand Equity , Brand Trust , And Brand Image on Brand Loyalty at Bank Syariah Indonesia in Aceh Mediated by Customer Satisfaction. *International Journal of Scientific and Management Research*, 07(11), 76–87.
<https://doi.org/10.59890/ijels.v3i6.68>
- Bayur, C. T. (2024). *Laporan Survey Kepuasan Mitra Tahun 2024*.
- Black, W., & Babin, B. J. (2019). Multivariate data analysis: Its approach, evolution, and impact. In *The great facilitator: Reflections on the contributions of Joseph F. Hair, Jr. to marketing and business research* (hal. 121–130). Springer. https://doi.org/10.1007/978-3-030-06031-2_16
- Bowen, H. R., Bowen, P. G., & Gond, J. P. (2013). *Social Responsibilities of the Businessman*.
<https://doi.org/10.2307/3708003>
- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*.
<https://doi.org/10.1177/0312896211432941>
- Dananjoyo, R., & Udin, U. (2023). International Journal of Sustainable Development and Planning The Effect of Sustainable Brand Equity on Customer Satisfaction and Customer Loyalty Using Customer Trust as Mediation Variable. *International Journal of Sustainable Development and Planning*, 18(7), 2281–2291.
<https://doi.org/10.18280/ijstdp.180733>
- Farsha, K., J. J., & Sulaiman. (2023). The mediation role of brand equity on the influence of attitude towards the brand and brand image on product repurchase intentions of apple iphone product in banda aceh city. *International Journal of Scientific and Management Research*, 6(11), 122–129. <https://doi.org/10.37502/ijsmr.2023.61109>
- Ghaderi, Z., Omidvar, M. S., Hosseini, S., & Hall, C. M. (2024). Corporate social responsibility, customer satisfaction, and trust in the restaurant industry . In *Journal of Foodservice Business Research* (Vol. 28, Nomor 6, hal. 1215–1246).
<https://doi.org/10.1080/15378020.2024.2318523>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis*.
<https://doi.org/10.1002/9781119409137.ch4>
- Hartono, C., & Tjiptodjojo, K. I. (2024). Pengaruh kesadaran dan citra merek terhadap keputusan pembelian. *JIIIP - Jurnal Ilmiah Ilmu Pendidikan*, 7(3), 2691–2697.
<https://doi.org/10.54371/jiip.v7i3.3793>
- Hilal, N., & Djalola, H. R. (2024). Impact of Brand Experience and Brand Image on Outlet Satisfaction with Energizer Battery Brand. *Jurnal Manajemen Bisnis Vol.*, 11(1), 525–535.
<https://doi.org/10.33096/jmb.v11i1.611%0AABS>
- Hua, C., Wu, F., Zhou, X., Duan, Q., & Zhang, N. (2024). A study on the correlation between brand image and customer satisfaction using big data analytic. *Frontiers in Artificial Intelligence and Applications*, 391, 248–254. <https://doi.org/10.3233/FAIA241110>
- Jannah, N., Bahri, M. I., Kismawadi, E. R., & Handriana, T. (2024). The Effect of Green Brand Image and Green Satisfaction on Green Brand Equity Mediated Green Trust Outpatient's. *Quality-Access to Success*, 25(198), 381.
<https://doi.org/10.47750/QAS/25.198.40>
- Jusuf, D. I. (2023). Utilizing Corporate Social Responsibility to Strengthen Brand Equity. *Neo Journal of Economy and Social Humanities*, 2(4), 271–277. <http://dx.doi.org/10.56403/nejesh.v2i3.148>
- Keller, K. L., & Swaminathan, V. (2020). *Strategic Brand Management*, 5th edn, Hoboken. In

- Pearson Education. NJ: Pearson Education.
- Kotler, P., & Keller, K. L. (2021). Marketing Management 14-Edition. In *Pearson Practice Hall*.
- Kuokkanen, H., & Sun, W. (2020). Companies, meet ethical consumers: Strategic CSR management to impact consumer choice. *Journal of Business Ethics*, 166(2). <https://doi.org/10.1007/s10551-019-04145-4>
- Latif, W. (2022). Determinants of Hotel Brand Image: A Unified Model of Customer-Based Brand Equity. *International Journal of Customer Relationship Marketing and Management (IJCRMM)*, 13(1), 1–20. <https://doi.org/10.4018/IJCRMM.300834>
- Mafael, A., Raithel, S., & Hock, S. J. (2021). Managing customer satisfaction after a product recall: The joint role of remedy, brand equity, and severity. *Journal of the Academy of Marketing Science*, 50(1), 174–194. <https://doi.org/10.1007/s11747-021-00802-1>
- Mehta, S. (2025). Corporate Social Responsibility (CSR) and Its Impact on Brand Equity. *Shodh sari*, 04(01), 289–296. <https://doi.org/10.59231/sari7793>
- Napitupulua, B., Sudarno, & Junaedi, A. T. (2021). Budget realization as a management control tool for company performance at pt. pelabuhan indonesia I (persero) pekanbaru branch. *Journal of Applied Business and Technology*, 2(3), 243–250. <https://doi.org/10.35145/jabt.v2i3.81>
- Nguyen, N.-T. (2020). Analyzing the case of vietjet air to assess the vietnamese Customers' airline brand equity: an empirical research study. *International Journal of Analysis and Applications*, 18(4), 594–613. <https://doi.org/10.28924/2291-8639-18-2020-594>
- Nguyen, T. H., & Tran, M. T. (2020). The Relationship Between Satisfaction, Trust, and Loyalty in B2B Context. *Journal of Business Research*, 120, 593–601. <https://doi.org/10.1108/JABES-12-2020-0147>
- Niu, L., Abdullah, Z., & Mahamed, M. (2025). Exploring Mediating Roles Between Csr and Customer Satisfaction in Hotels. *Quantum Journal of Social Sciences and Humanities*, 6(6), 268–280. <https://doi.org/10.55197/qjssh.v6i6.924>
- Rehman, F. U., Sharmila, M. A., & Nivedita, P. (2024). The Role of Corporate Social Responsibility in Enhancing Stakeholder Engagement and Business Outcomes An Empirical Study. *REST Journal on Emerging trends in Modelling and Manufacturing*, 10(4), 10–12. <https://doi.org/10.46632/jemm/10/4/2>
- Saputra, S. (2022). The influence of brand awareness, brand image, perceived quality and brand loyalty on brand equity in banking sector. *Journal Of Business Studies And Mangement Review*, 5(2), 319–326. <https://doi.org/10.22437/jbsmr.v5i2.17576>
- Sari, I. T. P., Rahayu, A., Hendrayati, H., & Rauf, M. I. A. (2024). An Analysis of Brand Image Implications to Consumer-Based Brand Equity: An Evidence of A Smartphone Product. *Almana: Jurnal Manajemen dan Bisnis*, 8(3), 615–622. <https://doi.org/10.36555/almana.v8i3.2728>
- Shimp, T. A. (2007). *Integrated marketing communications in advertising and promotion*. Thomson South-Western.
- Stäbler, S., Himme, A., Edeling, A., & Backhaus, M. (2023). How firm communication affects the impact of layoff announcements on brand strength over time. In *International Journal of Research in Marketing* (Vol. 40, Nomor 3). <https://doi.org/10.1016/j.ijresmar.2023.06.002>
- Sudarman, E., Madiistriyatno, H., & Sudarman, I. (2021). Investigations of customer loyalty: strengthening product quality, brand image and customer satisfaction. *MIX: Jurnal Ilmiah Manajemen*, 11(01), 349338. [dx.doi.org/10.22441/mix.2021.v11i1.006](https://doi.org/10.22441/mix.2021.v11i1.006)
- Sugiyono, P. D. (2020). Metode penelitian pendidikan (kuantitatif, kualitatif, kombinasi, R&D dan penelitian pendidikan). *Metode Penelitian Pendidikan*, 67.
- Tahir, A. H., Adnan, M., & Saeed, Z. (2024). The impact of brand image on customer satisfaction and brand loyalty : A systematic literature review. *Heliyon*, 10(16), e36254. <https://doi.org/10.1016/j.heliyon.2024.e36254>
- Topor, D. I., Maican, S. Ștefania, Paștiu, C. A., Pugna, I. B., & Solovăstru, M. Ștefan. (2022).

- Using csr communication through social media for developing long-term customer relationships. The case of romanian consumers. *Economic Computation and Economic Cybernetics Studies and Research*, 56(2), 255–272. <https://doi.org/10.24818/18423264/56.2.22.17>
- Tran, P. K. T., Nguyen, V. K., & Tran, V. T. (2020). Brand equity and customer satisfaction: a comparative analysis of international and domestic tourists in Vietnam. *Journal of Product & Brand Management*, 30(1), 180–194. <https://doi.org/10.1108/JPBM-08-2019-2540>
- Uliyah, P. R., & Asiah, N. (2024). Service Quality and Brand Equity Influence on Customer Satisfaction in Pegadaian Syariah Digital Simpang Peut. *Economic: Journal Economic and Business*, 3(1), 1–8. <https://doi.org/1939-6104-19-2-522>
- Wadyatenti, M. A. D. V., & Pranatasari, F. D. (2025). Analysis of Green Brand Image on Green Brand Equity With Green Trust, Green Satisfaction, And Green Perceived Value As Mediation. *Dinasti International Journal of Economics, Finance \& Accounting (DIJEFA)*, 5(6). <https://doi.org/10.38035/dijefa.v5i6.3817>
- Wang, C., Zhang, T., Tian, R., Wang, R., Alam, F., Hossain, B., & Csaba, B. (2024). Heliyon Corporate social Responsibility ' s impact on passenger loyalty and satisfaction in the Chinese airport industry: The moderating role of green HRM. *Heliyon*, 10, 1–14. <https://doi.org/10.1016/j.heliyon.2023.e23360>
- Wilson, A., Zeithaml, V., Bitner, M. J., & Gremler, D. (2020). *EBK: Services marketing: Integrating customer service across the firm 4e*. McGraw Hill.