Eduvest - Journal of Universal Studies
Volume 5 Number 01, January, 2025
p- ISSN 2775-3735- e-ISSN 2775-3727

THE EFFECT OF ATTRIBUTE PERFORMANCE AND CORPORATE BRAND IMAGE ON RETENTION AND WILLINGNESS TO PAY PREMIUM PRICES IN ENERGY LOGISTICS SERVICE PROVIDERS IN INDONESIA

Rendi Andika Saputro[1], Rifelly Dewi Astuti[2]
Universitas Indonesia, Indonesia [1,2]
Email: rendi.andika@ui.ac.id

ABSTRACT

This study explores the mediating role of corporate brand image on the impact of logistics performance attributes on customer retention and their willingness to pay a premium in the Indonesian energy logistics industry. Addressing the scarcely researched intricacies of energy logistics services in Indonesia, this research aims to fill a gap by examining the specific role of corporate brand image in Business-to-Business (B2B) relationships, which has been more extensively studied in other national contexts such as China. Data were generated from 30 companies who are the clients of one big logistics company in Indonesia, and the data were analyzed by SEM-PLS. Findings indicate that the corporate brand image exerts a positive and significant influence on customer retention, yet it does not significantly affect the willingness to pay a premium. Logistics performance attributes demonstrated a positive and significant impact on both variables, customer retention and premium pricing. There was also a significant influence of logistics performance attributes on corporate brand image. The study reveals that the corporate brand image partially mediates the relationship between logistics performance attributes and willingness to pay a premium, but not in the case of customer retention. These insights are vital for energy logistics companies in Indonesia to enhance brand image strategies to improve customer retention and willingness to pay more.

KEYWORDS *Corporate Brand Image, Logistics Performance, Customer Retention, Premium Pricing, Energy Logistics Industry*

How to cite: Rendi Andika Saputro, Rifelly Dewi Astuti (2025) The Effect of Attribute Performance and Corporate Brand Image on Retention and Willingness to Pay Premium Prices In Energy Logistics Service Providers In Indonesia. *Journal Eduvest*. *5*(1): 220-239
E-ISSN: 2775-3727

INTRODUCTION

The energy logistics industry is an important pillar in Indonesia's economic and infrastructure framework. Indonesia, with its abundant reserves of energy resources, ranging from coal accounting for 3.5% of world production (World Coal Association, 2019), to being the world's largest producer of liquefied natural gas (BP Review, 2020), occupies a strategic position in the global energy market. Such abundance makes logistics related to the transportation, storage, and distribution of these resources extremely important. Given Indonesia's unique geographical construction, characterized by its archipelagic nature consisting of more than 17,000 islands, the challenges associated with energy transportation are all the more complex. Efficient logistics operations guarantee a stable supply chain, not only enhancing energy security but also strengthening the country's position as a leading energy supplier in the Southeast Asian region. In addition, the energy logistics sector has made an important contribution to Indonesia's GDP, signaling its close relationship with the nation's economic prosperity (Priyono et al., 2022). It encompasses a wide range of activities that focus on the transportation, storage, and distribution of critical energy resources such as oil, gas, and electricity. The industry is critical to ensuring a reliable and efficient energy supply to meet the demands of various sectors including manufacturing, transportation, and residential consumption (Hill, 2020). Currently, Indonesia's energy logistics services industry is at a critical juncture due to the increasing demand for energy resources.

Indonesia's energy logistics sector has experienced steady growth due to the country's dependence on energy resources. The increasing demand for oil, gas, and electricity has driven the need for efficient logistics services (Hill, 2020). Population growth, urbanization, and industrialization in the country have led to increased demand for energy resources. As a result, logistics infrastructure has undergone significant expansion and modernization to accommodate the needs of the industry (Pudjianto et al., 2018). This growth not only contributes to economic development but also poses challenges in ensuring efficient and sustainable logistics operations.

The energy logistics landscape in Indonesia is filled with dynamic activity. The majority of the sector is controlled by a combination of national giants, regional companies and global conglomerates. Pertamina, Indonesia's state-owned oil and natural gas corporation, is the giant that substantially drives national energy logistics. In parallel, international companies such as Chevron and Total have established a solid presence, capitalizing on Indonesia's rich energy resources. Their involvement has strengthened technological and infrastructural advancements in the sector. However, the entry of these giants has also increased competition, forcing local and regional companies to innovate and adapt quickly. Evolving energy consumption patterns, government regulations, and the constant demands of a rapidly growing population further shape the industry's trajectory. These factors together, have given rise to new strategies ranging from strategic alliances, mergers, and technology adoption aimed at cost reduction, efficiency improvement, and environmental considerations. As industry competitiveness intensifies, companies are realizing the importance of building strong B2B relationships to gain a competitive advantage.

In the context of energy logistics, B2B relationships take on a greater significance. They are more than just transactions, involving long-term partnerships, trust and cooperation between service providers and their business clients. Research conducted by Wang & Bansal (2012) proves that developing close and long-term relationships with customers can turn them into loyal customers which is an important aspect of successful marketing because customers are important assets that companies must learn and manage well to gain full competitive value. A strong corporate brand image serves as a strategic asset, offering its own advantages in a competitive market. Maulana (2021) confirms that there is a direct effect of digital product differentiation on the brand image of electronic wallets. This shows that the way e-wallets differentiate their products has a significant impact on the company's brand image. Although extensive research has examined the impact of corporate brand image in a B2C context, its relevance in B2B interactions is equally important.

Currently, PT Patra Logistik serves a wide range of customers from various entities and business units, mainly in the Pertamina group. Starting from industrial fuel transportation services to customers in the plantation, mining, maritime, government to *Fast Moving Consumer Goods* industry segments. In addition, PT Patra Logistik also serves the transportation of Subsidized Fuel to various regions in Indonesia, ranging from fuel transportation to gas stations (Public Fuel Filling Stations), APMS (Premium and Solar Oil Agents) in various 3T areas (Disadvantaged, Frontier and Outermost). The business unit at PT Pertamina Patra Niaga served by PT Patra Logistik also consists of several business units, ranging from business units in North Sumatra, South Sumatra, West Java, Central Java, Java Bali Nusa Tenggara, Kalimantan, Sulawesi, to Maluku Papua, each of which has different conditions and service treatment.

Although existing research has extensively explored corporate brand image in various industries and global contexts, there is a significant research gap in understanding its specific role in energy logistics service providers in Indonesia. Previous research that has similarities in this study is research conducted by Balmer et al. (2020) which examines the role of *corporate brand image* for B2B relationships. However, this research is still limited to the case of logistics services in China, while this research will focus on the case of energy logistics companies in Indonesia. However, the variables to be used are the same as in the study, it is just that it is applied to energy logistics companies in Indonesia.

This study aims to examine the relationship between company brand image and logistics performance attributes, *retention* and *price premium* in the Indonesian energy logistics industry. The test that this company will conduct will use path analysis in which there are correlation and regression methods to determine the relationship between variables and the amount of influence between variables.

Research Hypothesis

1. **Direct Influence of Corporate Brand Image:**
    - H1.a: Corporate Brand Image has a positive relationship with retention.
    - H1.b: Corporate Brand Image has a positive relationship with price premium.

2. **Direct Influence of Logistics Performance Attributes:**
    - H2.a: Logistics performance attributes have a positive effect on retention.
    - H2.b: Logistics performance attributes have a positive effect on price premium.
3. **The Effect of Logistics Performance Attributes on Corporate Brand Image:**
    - H3: Logistics performance attributes have a positive effect on corporate brand image.
4. **The Mediating Effect of Corporate Brand Image:**
    - H4.a: Corporate brand image mediates the relationship between logistics performance attributes and customer retention.
    - H4.b: Corporate brand image mediates the relationship between logistics performance attributes and price premium.

RESEARCH METHOD

The research model used comes from the research of Balmer et al. (2020) which focuses on corporate brand image in business relationships between logistics service providers and B2B customers in China. The analytical descriptive method was used with a web-based survey to 276 respondents. The study adopted dual process theory to examine the influence of corporate brand image and logistics service attribute evaluation on B2B customers' decisions regarding retention and premium pricing. The results show that corporate brand image has a stronger positive influence than logistics service attribute evaluation.

This study did not modify the method and hypothesis because the sample tested was B2B energy logistics customers in Indonesia, so it is possible to get different results. The research focuses on the relationship between corporate brand image and retention, logistics performance attributes, and price premium. The research model is shown in Figure 3.2.

This study uses a quantitative method with a cross-sectional approach to obtain a snapshot of the relationship between variables at a specific moment. Data were analyzed using statistical techniques. Data were collected from respondents through intercept or self-administered questionnaires. A pilot test of the questionnaire was conducted to ensure respondents' understanding. Data was collected from 60 clients within 2 weeks, with a response rate of 50%. Secondary data sources included relevant books, journals and articles.

The study population was customers of PT Patra Logistik. Data was collected from 60 clients via Google Form. Respondents came from various business units that reflect the diversity of industrial sectors in Indonesia, especially the energy, mining, transportation, and subsidized fuel distribution sectors.

RESULT AND DISCUSSION

Data Collection Results

This section will describe the results of the data collection process that has been carried out in accordance with the previously formulated research plan. The data collection process was carried out through an online method using *Google Forms*, which included questions related to personal information such as age, occupation, and gender of the respondents, as well as questions related to the previously identified research variables.

In the questionnaire, three questions related to the respondent's personal information and 32 questions were specific to the company's objects. Respondents were asked to rate a number of statements given, using a rating scale from 1 to 5. On this scale, a value of 1 is interpreted as 'strongly disagree' and a value of 5 as 'strongly agree'. The data collection process was carried out over a period of 10 days, and from this process, data was successfully obtained from a total of 30 respondents. The collected data will then be used in various stages of analysis, including descriptive analysis, processing of respondent demographic data, and path analysis. As for the demographic details of the respondents who have been successfully collected, the information is presented in table 1 below.

The respondents represent one business unit each, so each respondent brings a unique perspective of the business unit they represent. The majority of respondents work in the energy and mining sectors, with some affiliated with larger companies such as PT Pertamina Patra Niaga and Pelita Air Service. Positions held also ranged from administrative staff to managing directors, reflecting variations in levels of responsibility and work experience. In addition, some respondents work in companies engaged in the transportation and distribution of subsidized fuel, such as PT Seram Transportasi and PT Seroja Makahina, while others operate in the transportation and distribution of industrial fuel such as PT Naufal Rizky Jaya and CV. Chairiyah. The length of cooperation with the companies also varies, from less than one year to more than five years, indicating a wide range of experience among the respondents. This diversity of business units and job titles reflects the diverse perspectives and expertise held by the respondents in this study.

Demographic information was categorized based on the gender of the respondents. From the data collected, it was found that 83.3% of respondents who filled out the questionnaire were male, while the remaining 16.7% were female. Then, respondents aged 30-40 years dominated with a percentage of 42.9%. This was followed by the 40-50 age group which accounted for 23.8%, the over 25-30 age group at 21.4%, and other age groups below 5%. In this survey, most of the respondents who filled out the questionnaire were directors, with a proportion reaching 21.43%. In addition, there were also respondents with various other job backgrounds such as Sales, Admin, Staff, Supervisor and other categories.

Descriptive Analysis

In this study, the determination of qualifications for each variable was measured by first determining the width of the class interval. Based on Hadi's opinion (Sholichah, 2008), the width of the interval class (i) is calculated by dividing the

measurement distance (R) by the number of class intervals (K). The formula used in determining the width of the interval class (i) is as follows:

$$i = \frac{skor\ tertinggi - skor\ terendah}{banyaknya\ kelas\ interval}$$

The questionnaire in this study uses a multilevel Likert Scale to measure respondents' answers, with a range of values from 1 (one) to 5 (five). The weighting for each level on the Likert Scale is:

- Strongly disagree is weighted 1;
- Disagree is weighted 2;
- Disagree is weighted 3;
- Agree is weighted 4;
- Strongly agree is weighted 5.

Based on this formula, the scale range obtained is as follows:
Maximum score = 5
Minimum score = 1
Therefore, the width of the class interval (i) is:
i = 0,8

Based on these weighted values and using an interval scale, the assessment criteria interval is 0.80. Therefore, the assessment criteria are set as follows:

- A score between 1.00 - 1.80 is very unfavorable;
- Values between 1.81 - 2.60 are unfavorable;
- A score between 2.61 - 3.40 is good;
- A score between 3.41 - 4.20 is good;
- A score between 4.21 - 5.00 is very good.

Thus, the results of measuring the variables studied can be categorized based on these criteria.

Table 1. Descriptive Statistics of All Variables

Variables and Attributes		**Mean**	**Standard Deviation**
Logistics Performance Attributes	Delivery	4,133	0,937
	Delivery	4,200	0,961
	Reliability	4,100	1,062
	Reliability	4,167	0,950
	Reliability	4,033	1,098
	Response	4,133	1,042
	Flexibility	4,067	1,143
	Flexibility	4,100	1,029
	Flexibility	4,000	0,983
	Transparency	3,967	0,999
	Transparency	4,100	1,062
	Transparency	4,167	0,950
	Complaint Handling	4,033	1,129
	Price	4,233	0,935
	Price	4,133	0,900
	Price	4,100	0,995
Corporate Brand Image	Perception	4,100	1,062

Variables and Attributes		Mean	Standard Deviation
	Reputation	4,200	0,997
	Impressions	4,067	1,081
Retention	Cooperate	4,233	1,006
	Working Together Again	4,267	1,015
	Extend Contract	4,000	0,983
	Contract Emphasis	4,033	1,159
Price Premium	Cooperate when Prices Rise	3,933	1,143
	Cooperate when Prices Rise	4,000	0,983
	Cooperate when Prices Rise	4,033	0,890

Based on table 1 above, the descriptive analysis of the table displaying the variables and attributes of logistics performance, corporate brand image, retention, and willingness to pay a premium shows that most of the logistics performance attributes are rated favorably by respondents, with an average value between 4.033 and 4.200, indicating a positive perception of aspects such as delivery, reliability, responsiveness, flexibility, transparency, and complaint handling. Of all the logistics performance attributes, the one with the lowest score is Transparency with one of its indicator scores below 4 at 3.967.

The corporate brand image was generally rated as very good, with a mean value between 4.067 and 4.200, signifying a strong brand image in the eyes of respondents with a high degree of consensus. In terms of retention, mean values ranging from 4.033 to 4.267 indicate a strong inclination from respondents to maintain a relationship with the brand or company, but its higher variability, as indicated by the standard deviation of 1.159, implies diversity in the level of commitment to the brand. Willingness to pay a premium price has a lower mean value of between 3.933 and 4.000, which falls into the good category, but this suggests that respondents tend to be more cautious or seek higher value before being willing to pay more. Overall, these results suggest that logistics performance attributes and the company's brand image play an important role in improving customer retention and willingness to pay a premium.

When viewed from all variables, the variable that has the smallest average value is *Price Premium* with an average value of 3.988 compared to other variables which have an average value above 4. Meanwhile, the variable with the largest average value is the *Retention* variable with an average value of 4.133.

Measurement Model Analysis (*Outer Model*)

Reliability and Validity Testing

In this study, to ensure the quality of data obtained through questionnaires, reliability and validity tests were carried out using SPSS software. This reliability and validity test is important to determine how consistent and accurate the measuring instrument is in measuring the concept under study. The reliability test aims to measure the consistency of respondents' answers to the items in the questionnaire.

In this study, the reliability test was carried out using the *Cronbach Alpha* technique. The Alpha Cronbach value that is generally considered adequate is 0.7 or more, which indicates a good level of internal consistency in the items in the questionnaire. The validity assessment of indicators in the research framework was carried out with the aim of evaluating the results of *factor loading* and *average variance extract* (AVE). According to this evaluation standard, it is expected that the factor loading value of each measurement indicator should exceed 0.7, while the AVE value should exceed 0.5 (Hair et al., 2014). The following below is the result of convergent testing of the measurement model.

This reliability test will be carried out using SmartPLS 3 and the *software* will produce *Cronbach Alpha* and *Composite Reliability* (CR) values to determine reliability. The following below are the results obtained from SmartPLS 3 reliability testing.

Table 2. Validity and Reliability Testing

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Factor Loadings Average
Attribute Performance Logistics	**0,988**	**0,988**	**0,989**	**0,847**	**0,920**
Industrial Corporate Brand Image	**0,935**	**0,950**	**0,959**	**0,886**	**0,940**
Price Premium	**0,953**	**0,953**	**0,969**	**0,914**	**0,955**
Retention	**0,977**	**0,977**	**0,983**	**0,936**	**0,967**

Based on the results of the validity and reliability analysis for the *Corporate Brand Image* variable in table 2, it is found that the *Cronbach's Alpha* value is 0.935 and this value is more than 0.7 and the CR value is 0.959 and this value is more than 0.7, it can be concluded that all data and variables are reliable. In addition, the *Factor Loadings* value for the *Corporate Brand Image* variable is above 0.7 and the AVE value is above 0.5. So it can be concluded that the results of this test are valid. Then for the *Logistic Attribute Performance* variable, it is found that the *Cronbach's Alpha* value is 0.988 and this value is more than 0.7 and the CR value is 0.989 and this value is more than 0.7, so it can be concluded that all data and variables are reliable. In addition, the *Factor Loadings* value for the *Logistic Attribute Performance* variable is above 0.7 and the AVE value is above 0.5. So it can be concluded that the results of this test are valid.

Based on the results of the reliability analysis for the *Price Premium* variable, it is found that the *Cronbach's Alpha* value is 0.953 and this value is more than 0.7 and the CR value is 0.969 and this value is more than 0.7, it can be concluded that all data and variables are reliable. In addition, the *Factor Loadings* value for the *Price Premium* variable is above 0.7 and the AVE value is above 0.5. So it can be concluded that the results of this test are valid. Based on the results of the reliability

analysis for the *Retention* variable, it is found that the *Cronbach's Alpha* value is 0.977 and this value is more than 0.7 and the CR value is 0.983 and this value is more than 0.7, it can be concluded that all data and variables are reliable. In addition, it is found that the *Factor Loadings* value for the *Retention* variable is above 0.7 and the AVE value is above 0.5. So it can be concluded that the results of this test are valid.

Table 3. *R-Square* Table

	R Square	**R Square Adjusted**
Industrial Corporate Brand Image	0,906	0,904
Price Premium	0,884	0,878
Retention	0,966	0,965

Table 3 is an *R-square* table providing information on how well the regression model explains the variability of the dependent variable. In this table, the *R-square* and *adjusted R-square (R² adjusted*) values are presented for the three constructs: *Industrial Corporate Brand Image, Price Premium, and Retention*.

- *Industrial Corporate Brand Image*: The R-square value of 0.906 indicates that the regression model can explain 90.6% of the variability in *Industrial Corporate Brand Image*. The slightly lower *adjusted R-square of* 0.904 indicates that after adjustment for the number of predictors in the model, the level of variability explanation is almost unchanged, indicating that all variables in the model have relevant contributions.
- *Price Premium*: With an R-square of 0.884, the model can explain 88.4% of the variability in *Price Premium. The adjusted R-square* at 0.878 is slightly lower, which may indicate that some predictors in the model may not contribute significantly to the explanation of variability in the *Price Premium*.
- Retention: *Retention* has a very high R-square value of 0.966, which means the regression model explains 96.6% of the variability in Retention. The *adjusted R-square* of 0.965 is almost equal to the *R-square*, indicating that almost all predictors in the model are highly relevant in explaining the variability in *Retention*.

Measurement Model Discriminant Validity Test

Discriminant validity testing refers to evaluating the validity of indicators to determine whether there are significant differences between indicators and whether the indicator does not have a high correlation with other indicators (Sarstedt et al., 2014). Discriminant validity can be evaluated through the *Fornell - Larcker* and *Cross Loadings* measurement methods. The following below are the results of testing the discriminant validity of the model.

Table 4. Discriminant Validity Test Model

	Corporate Brand Image	***Logistic Performance***	***Attribute***	***Price Premium***	***Retention***

Corporate Brand Image	0.941			
Logistic Attribute Performance	0.952	0.920		
Price Premium	0.897	0.940	0.956	
Retention	0.970	0.972	0.928	0.967

From the data that has been presented, there are no problems with discriminant validity measured using *Fornell - Larcker*. This is due to the fact that most of the correlation values between a variable and itself are higher than the correlation values between the variable and other variables. However, there are some values that have a correlation value between variables that is greater than the variable itself and the value is not so significant.

From the data listed, it can be concluded that there is no issue in measuring discriminant validity using *Cross Loadings*. This can be explained by the fact that all correlation values between an indicator and its own variable are higher than the correlation values between the indicator and other variables.

Table 5. *Heterotrait-Monotrait Ratio* Table (HTMT)

	Attribute Performance Logistics	**Industrial Corporate Brand Image**	**Price Premium**	**Retention**
Attribute Performance Logistics				
Industrial Corporate Brand Image	**0,985**			
Price Premium	**0,968**	**0,945**		
Retention	**0,989**	**1,008**	**0,962**	

Table 5 above is a *heterotrait-monotrait ratio* table generated from SmartPLS *software* to check the discriminant validity of the model that has been built. This HTMT table is one way to assess indications of discriminant validity and is interpreted through each variable ranging from *Industrial Corporate Brand Image* to *Retention*. The following below is the interpretation of the HTMT table.

- *Industrial Corporate Brand Image*: In this context, HTMT values ranging from 0.985 to 0.989 with other constructs indicate that *'Industrial Corporate Brand Image'* has a high correlation with all other constructs, but still shows adequate discriminant validity as its value is below 1. The highest HTMT value is towards *'Retention'*, which may signify that the perception of the industrial corporate brand image has a very close relationship with how well clients or customers remain attached to the brand.
- *Price Premium*: The HTMT value of *'Price Premium'* against 'Industrial Corporate Brand Image' is 0.945, which indicates that although there is a strong relationship between the concepts of 'Price Premium' and 'Industrial Corporate Brand Image', these two constructs remain distinguishable.

- Retention: The HTMT value of 0.962 with *'Industrial Corporate Brand Image*' indicates that *'Retention' is* relatively unique but still closely related to brand image.

Structural Model Analysis (*Inner Model*)

Structural Model Collinearity Testing

Collinearity testing is carried out to evaluate whether there are signs of collinearity in the research variables. This measurement procedure involves reviewing the *Variance Inflation Factor* (VIF) value. Kutner et al. (2005) explains that a VIF that is very low (usually below 0.2) or very high (usually above 5 or 10) indicates a collinearity problem between the independent variables.

Based on the results of the multicollinearity analysis with Variance Inflation Factor (VIF), it is found that most of the variables have very high VIF values. In particular, variables such as ATR1 to ATR16 and RET1 to RET4 have VIF values that exceed the common threshold of 10, indicating the presence of strong multicollinearity among these variables. For example, ATR10 has a VIF value of 24.458 and RET1 has a VIF value of 40.980, indicating a very high correlation between some of these variables. In contrast, variables such as CB1, CB2, and CB3 have lower VIF values of 2.574, 10.136, and 9.447 respectively, indicating that multicollinearity is not a significant issue for these variables.

A small sample size can magnify the effects of multicollinearity as the variation between variables becomes more pronounced. In a small sample, the possibility of coincidental correlation between the variables increases. Although high multicollinearity may affect the interpretation of regression coefficients, the study can still proceed with some adjustments. Although high multicollinearity can affect the interpretation of regression coefficients, the model as a whole can still provide good predictions. The focus can be shifted from the interpretation of individual coefficients to the predictive quality of the model as a whole.

Structural Model Strength Testing

R-square is a metric that measures the predictive accuracy of a model. Simply put, R2 can be interpreted as the proportion of variability in exogenous variables that can be explained by *endogenous latent* variables, reflecting empirically observed phenomena. In contrast, the adjusted R2 value is used to correct for errors that may arise from exogenous variables that do not have statistical significance (Hair et al., 2014).

Table 6. Structural Model Strength Test *R-Square*

	R Square	***R Square Adjusted***
Corporate Brand Image	0.906	0.904
Price Premium	0.884	0.878
Retention	0.966	0.965

Table 7. Structural Model Strength Test *F-Square*

***F-square* value**	***Corporate Brand Image***	***Logistic Attribute Performance***	***Price Premium***	***Retention***
Corporate Brand Image			0.000	0.623
Logistic Attribute Performance	9.692		0.687	0.757
Price Premium				
Retention				

Testing the Significance of the Overall Research Model

In this step, we applied the *bootstrap* feature in Smart PLS using 5000 subsamples. This process will produce *t-values, p-values,* and *path coefficients*. *Path coefficients* reflect the level of relationship between variables in the research framework, with values ranging from -1 to +1. Values close to +1 indicate a strong positive relationship, while values close to -1 indicate a negative relationship. The *t-value* indicates the level of significance of the relationship between variables, and in the context of this study, the practical guidelines applied are a *t-value* above 1.96 and a *p-value* below 0.05 (Hair et al., 2014). The measurement results can be seen in the model presented in Appendix 4.

From the model visualization in Appendix 4, we can see the model paths that reflect the significance between variables, providing a comprehensive picture of the overall structure of this study. The model used is an adaptation of the model (Balmer et al., 2020) model described in Chapter 3. This is because the model done by Balmer has the best model when compared to models that are broken down into per attribute. SEM distinguishes between latent variables and indicators or attributes and recognizes measurement error in these indicators. By breaking down attributes individually, measurement error is often ignored, which can lead to bias in the estimation of relationships between variables. SEM allows for the estimation of independent effects through mediating variables. In simple models that break down attributes, these mediating effects often go undetected due to lack of integration in the model (Schreiber et al., 2006). In addition, the data processing performed in this model is done reflectively. This is because the questionnaire cases taken are part of reflective cases such as the level of delivery reliability, timeliness of delivery, condition of goods when received, flexibility in handling special requests. In this case, the indicators will usually be highly correlated with each other. If one indicator changes, it is expected that the other indicators will also change, since they all measure the same aspect of the latent variable (Diamantopoulos & Winklhofer, 2001). Information that can be presented in the context of a research model includes the following:

Table 8. *Path Coefficients, T-Value and P-values*

	Path Coefficients	***T Statistics***	***P Values***
Corporate Brand Image -> Retention	0.473	3.831	0.000
Corporate Brand Image -> Price Premium	0.019	0.086	0.931

Logistic Attribute Performance -> Corporate Brand Image	0.952	47.761	0.000
Logistic Attribute Performance -> Price Premium	0.922	4.263	0.000
Logistic Attribute Performance -> Retention	0.522	4.142	0.000

Testing the Feasibility of the Overall Research Model

An overall evaluation of the feasibility of the research model can be done by examining the *Standardized Root Mean Square Residual* (SRMR) value. A model is considered to meet the standard if the SRMR value is below 0.05 (Henseler et al., 2016). The following below are the results of feasibility testing for the entire model.

Table 9. Overall Model Feasibility Test

	Saturated Model	***Estimated Model***
SRMR	0.040	0.040

Hypothesis Testing

In this study, hypothesis testing was carried out using the *Structural Equation Modeling* (SEM) method with the Partial Least Squares (PLS) approach to examine the relationship between four main variables, namely *Performance Logistics* Attributes (APL), *Retention, Price Premium,* and *Corporate Brand Image* (CBI). SEM PLS is used to assess hypothesis models involving direct and mediation relationships among these variables. The use of PLS SEM through SPSS in this study enables a comprehensive analysis of the complex relationships between key variables. Through this approach, it can be understood that not only the direct relationship between variables but also the role of mediation is important in the context of business and marketing. The results of this analysis provide valuable insights for management practices and marketing strategies, particularly in the context of the influence of *Performance Logistics* Attributes (APL) and *Corporate Brand Image* (CBI) on *Retention* and *Price Premium*. In this study, there are several hypotheses that will be tested as follows:

- Direct Effect of Company Brand Image
- Direct Effect of Logistics Performance Attributes
- Mediating Effect of Corporate Brand Image

Testing the Direct Effect of Corporate Brand Image

H1(a): *Corporate Brand Image* has a positive relationship with *retention*.

H1(b): *Corporate Brand Image* has a positive relationship with *price premium*

In this section, the results of the analysis related to the first hypothesis, namely the effect of *Corporate Brand Image* on *retention* and *price premium*, will be presented. The results of this analysis will be seen from the *p-value* results to determine the significance of the variables. If the *p-value* is below 0.05, then the variable has a significant influence (Henseler et al., 2009). The following are the results of the analysis for the first hypothesis testing that has been carried out.

Based on table 4.14 above, it is found that the *Corporate Brand Image* (CB) -> *Retention* (R) variable provides a *p-value* of 0.000, and this value is smaller than 0.05. This indicates a significant influence of the *Corporate Brand Image* (CB) variable on the *Retention* (R) variable. The *path coefficients* value obtained on this variable is 0.473, indicating that CB has a positive influence on *Retention*. In other words, an increase in CB will result in an increase in R, and vice versa. With these results, hypothesis 1 which states that there is a significant effect of the *Corporate Brand Image* (CB) variable on *Retention* (R) is accepted because it has a *p-value* of less than 0.05. The results of this study are supported by the results of research conducted by Martenson (2007) which states that *brand image* can affect *customer satisfaction* so that customers are interested in re-subscribing or repurchasing their products. If customers have a positive perception of the brand, they tend to be more satisfied with the product or service offered. This satisfaction can stem from trust in quality, value obtained, or consistency in customer experience. When customers are satisfied with a brand's products or services, they are more likely to re-subscribe or repurchase. This means that satisfied customers not only become loyal customers, but can also become brand promoters, recommending the product or service to others.

Then based on the analysis results presented in table 4.14 above, it is revealed that the *Corporate Brand Image* (CB) -> *Price Premium* variable provides a *p-value* of 0.931, and this value is greater than 0.05. This indicates that there is no significant effect of the *Corporate Brand Image* (CB) variable on the *Price Premium* (PP) variable. The *path coefficients* value obtained on this variable is 0.019, indicating that CB has a positive influence on *Price Premium*. In other words, an increase in CB will result in a decrease in PP, and vice versa. With these results, hypothesis 1, which states that there is a significant effect of the *Corporate Brand Image* (CB) variable on *Price Premium* (PP), is rejected because it has a *p-value* of more than 0.05. The results of this analysis are supported by previous research conducted by Yunita & Indriyatni (2022) which states that the *brand image of* a company or brand has no significant influence on purchasing decisions including for premium prices. In some cases, even though a brand has a strong image, this is not always enough to encourage consumers to pay premium prices. Some reasons include high competition in the market which makes consumers pay more attention to other factors, such as quality, product features, or even price factors. Also, the perceived value generated by the *brand image* may not be worth the price charged.

Testing the Direct Effect of Logistics Performance Attributes

H2(a): Logistics performance attributes have a positive effect on *retention*.

H2(b): Logistics performance attributes have a positive effect on *price premium*.

H3 : Logistics performance attributes have a positive effect on *corporate brand image*

In this section, we will present the results of the analysis related to the second hypothesis, namely the effect of logistics performance attributes on *retention* and *price premium*. The results of this analysis will be seen from the *p-value* results to determine the significance of the variables. If the *p-value* is below 0.05 then the

variable has a significant influence (Henseler et al., 2009). The following are the results of the analysis for the second hypothesis testing that has been carried out.

Table 10. *Path Coefficients, T-statistics* and *P-value of the* Second Hypothesis

Variables	*Path Coefficients*	*T-Statistics*	*P-value*
Logistic Attribute Performance -> Retention	0.522	4.142	0.000
Logistic Attribute Performance -> Price Premium	0.922	4.263	0.000
Logistic Attribute Performance -> Corporate Brand Image	0.952	47.761	0.000

Based on table 10 above, it is found that the *Logistics Attribute Performance -> Retention* (R) variable provides a *p-value* of 0.000, and this value is smaller than 0.05. This indicates a significant influence of the *Logistics Attribute Performance* (CB) variable on the *Retention* (R) variable. The *path coefficients* value obtained on this variable is 0.522, indicating that *Logistics Attribute Performance has* a positive effect on *Retention*. In other words, an increase in attributes will result in an increase in R, and vice versa. With these results, hypothesis 2 which states that there is a significant effect of the *Logistics Attribute Performance* variable on *Retention* (R) is accepted because it has a *p-value of* less than 0.05. The results of this study are supported by the results of research conducted by Bouzaabia et al. (2013) which states that logistics quality attributes can affect *customer satisfaction* and retention levels so that customers are interested in re-subscribing or repurchasing their products. Good logistics quality is very important to ensure customer satisfaction. Customers usually expect fast, precise, and damage-free delivery. If these expectations are met, the level of customer satisfaction is usually high. Conversely, failures in logistics can lead to dissatisfaction and loss of trust. High customer satisfaction due to good logistics quality can increase their likelihood of remaining loyal to the brand or company. This means that they are more likely to re-subscribe or repurchase products or services. Customer retention is an important indicator of a company's long-term success because retaining existing customers is often more cost-effective than acquiring new customers.

Then from the analysis results presented in table 4.15 above, it is revealed that the *Logistics Attribute Performance -> Price Premium* variable provides a *p-value of* 0.000, and this value is smaller than 0.05. This indicates a significant influence of the *Logistics Attribute Performance variable* on the *Price Premium* (PP) variable. The *path coefficients* value obtained on this variable is 0.922, indicating that *Logistics Attribute Performance has a* positive influence on *Price Premium*. In other words, an increase in the attribute will result in an increase in PP, and vice versa. With these results, hypothesis 2 which states that there is a significant effect of the *Logistics Attribute Performance* variable on *Price Premium* (PP) is accepted because it has a *p-value of* less than 0.05. The results of this analysis are supported by previous research conducted by Balmer et al. (2020) which states that the logistics performance attribute has a significant influence on the *Price Premium* variable. Customers tend to be willing to pay more if they believe they will receive

reliable and timely service. Fast and accurate delivery increases customer satisfaction, which can encourage them to see the product or service as more valuable.

Furthermore, it was also revealed that the *Logistics Attribute Performance -> Corporate Brand Image* variable provides a *p-value* of 0, and this value is smaller than 0.05. This indicates a significant influence of the *Logistics Attribute Performance* variable on the *Corporate Brand Image* variable. The *path coefficients* value obtained on this variable is 0.952, indicating that *Logistics Attribute Performance has* a positive influence on *Corporate Brand Image*. In other words, an increase in attributes will have an impact on increasing *brand image*, and vice versa. With these results, hypothesis 3 which states that there is a significant effect of the *Logistics Attribute Performance* variable on *Corporate Brand Image* is accepted because it has a *p-value* of less than 0.05. The results of hypothesis 3 testing are supported by the results of previous research from El Moussaoui et al. (2023) which states that there is a significant positive effect on the *Logistics Performance* Attribute variable on *Corporate Brand Image* (CBI). This study found that aspects of logistics performance, such as product availability and service quality, can have a positive impact on store image if evaluated favorably by consumers. Good logistics performance can reflect a company's professionalism, expertise, and reliability, aspects that are important in building a strong brand image. The ability to provide superior logistics services can help a company differentiate itself from competitors, thereby enhancing its corporate brand image.

Testing the Mediating Effect of Company Brand Image

H4(a): *Corporate Brand Image* mediates the relationship between logistics performance attributes and *retention* factors.

H4(b): *Corporate Brand Image* mediates the relationship between logistics performance attributes and *price premium* factors.

In this section, the results of the analysis related to the fourth hypothesis will be presented, namely regarding the mediating effect of *Corporate Brand Image* on the relationship of logistics performance attributes to *retention* and *price premium* variables. The results of this analysis will be seen from the results of the *p-value Specific Indirect Effects* to determine the significance of between variables. If the *p-value* is below 0.05 then the variable has a significant influence (Henseler et al., 2009). The following are the results of the analysis for the fourth hypothesis testing that has been carried out.

Table 11. *Specific Indirect Effects* Values for the Fourth Hypothesis

Variables	***Specific Indirect Effects***	***p-value***
Logistic Attribute Performance -> Corporate Brand Image -> Retention	0.451	0.000
Logistic Attribute Performance -> Corporate Brand Image -> Price Premium	0.018	0.933

Based on the analysis results in Table 11 above, the value of *specific indirect effects* (indicators for mediation) on *corporate brand image* partially on *price*

premium and *retention* is 0.018 and 0.451. Therefore, it can be concluded that *corporate brand image* mediates the effect of logistics performance attributes on *price premium*. The results of this hypothesis are supported by a study conducted by Santos & Schlesinger (2021) showing that experience and brand love have a positive effect on brand loyalty and willingness to pay premium prices, especially in the streaming service industry. Brand love acts as a mediator in the relationship between brand experience and brand loyalty and willingness to pay premium prices.

Then, the hypothesis that there is a partial mediating effect of CBI in the relationship between logistics performance attributes and *Retention* is not accepted because it has a value of more than 0.05. The results of testing hypothesis 4 are supported by research conducted by Koay et al. (2021) which states that the *Corporate Brand Image* (CBI) variable does not have a mediating influence on the APL variable on *Retention*. This study found that corporate image has no significant effect on retention but has a significant positive effect on *word of mouth*. In addition, it was noted that the mediating effect of corporate image was significant in some relationships but not all.

Overall, the hypotheses that have been tested in this study are obtained as follows:

Table 12. Summary of Statements of All Hypotheses

Hypothesis	Description
H1(a): Corporate Brand Image has a positive relationship with retention.	**Hypothesis Supported**
H1(b): Corporate Brand Image has a positive relationship with price premium	**Hypothesis not supported**
H2(a): Logistics performance attributes have a positive effect on retention.	**Hypothesis Supported**
H2(b): Logistics performance attributes have a positive effect on price premium.	**Hypothesis Supported**
H3 : Logistics performance attributes have a positive effect on corporate brand image	**Hypothesis Supported**
H4(a): Corporate Brand Image partially mediates the relationship between logistics performance attributes and retention factors.	**Hypothesis Supported**
H4(b): Corporate Brand Image mediates the relationship between logistics performance attributes and price premium factors.	**Hypothesis not supported**

CONCLUSION

This study shows that Corporate Brand Image has a significant positive effect on Retention (path coefficient: 0.473), although it is not significant on Price Premium (path coefficient: 0.019). Performance Logistics attributes also have a significant positive effect on Retention (path coefficient: 0.522) and Price Premium

(path coefficient: 0.922), and have a significant effect on Corporate Brand Image (path coefficient: 0.952). There is a significant mediating effect of Corporate Brand Image partially on the relationship between Performance Logistics Attributes and Price Premium, but no mediating effect on the relationship between Performance Logistics Attributes and Retention. The theoretical implications confirm the importance of Corporate Brand Image and Logistics Performance Attributes in enhancing customer loyalty and the ability to charge a price premium. Managerial implications suggest improving logistics performance attributes, using technology such as live GPS tracking, and improving customer complaint handling to improve brand image and extend cooperation. This study has limitations in the number of respondents and the scope of research subjects, so it is recommended to explore other variables and increase the number of respondents for future research.

REFERENCES

Balmer, J. M. T., Lin, Z., Chen, W., & He, X. (2020). The role of corporate brand image for B2B relationships of logistics service providers in China. *Journal of Business Research*, *117*. https://doi.org/10.1016/j.jbusres.2020.03.043

Bouzaabia, R., Bouzaabia, O., & Capatina, A. (2013). Retail logistics service quality: A cross-cultural survey on customer perceptions. *International Journal of Retail and Distribution Management*, *41*(8). https://doi.org/10.1108/IJRDM-02-2012-0012

BP Review. (2020). *Statistical Review of World Energy*. BP Review. www.bp.com/statisticalreview.

Diamantopoulos, A., & Winklhofer, H. M. (2001). Index construction with formative indicators: An alternative to scale development. *Journal of Marketing Research*, *38*(2). https://doi.org/10.1509/jmkr.38.2.269.18845

El Moussaoui, A. E., Benbba, B., & El Andaloussi, Z. (2023). Impact of logistics performance on the store image, consumer satisfaction and loyalty: a quantitative case study. *Arab Gulf Journal of Scientific Research*, *41*(3). https://doi.org/10.1108/AGJSR-09-2022-0201

Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. In *European Business Review* (Vol. 26, Issue 2). https://doi.org/10.1108/EBR-10-2013-0128

Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: Updated guidelines. *Industrial Management and Data Systems*, *116*(1). https://doi.org/10.1108/IMDS-09-2015-0382

Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *Advances in International Marketing*, *20*. https://doi.org/10.1108/S1474-7979(2009)0000020014

Hill, D. W. (2020). The injuries of platform logistics. *Media, Culture and Society*, *42*(4). https://doi.org/10.1177/0163443719861840

Koay, K. Y., Ong, D. L. T., Khoo, K. L., & Yeoh, H. J. (2021). Perceived social media marketing activities and consumer-based brand equity : Testing a moderated mediation model. *Asia Pacific Journal of Marketing and Logistics*, *33*(1). https://doi.org/10.1108/APJML-07-2019-0453

Kutner, M. H., Nachtsheim, C. J., & Neter, J. (2005). Applied linear statistical models. In B. Gordon & R. T. Jr. Hercher (Eds.), *Applied Linear Statistical Models*. McGraw-Hill. https://thuvienso.hoasen.edu.vn/handle/123456789/9564

Martenson, R. (2007). Corporate brand image, satisfaction and store loyalty: A study of the store as a brand, store brands and manufacturer brands. *International Journal of Retail and Distribution Management*, *35*(7). https://doi.org/10.1108/09590550710755921

Maulana, G. R. (2021). *Analisis Loyalitas Merek (Brand Loyalty) Pada Mahasiswa Universitas Islam Riau Pengguna Aplikasi Pembayaran Digital Gopay*. Universitas Islam Riau.

Priyono, H. A., Irawanto, D. W., & Suryadi, N. (2022). Job demands-resources, work engagement, and organizational commitment: Study among employees in a state-owned enterprise. *International Journal of Research in Business & Social Science*, *11*(1).

Pudjianto, D., Djauhari, M. A., & Narayan, P. (2018). Exploring the performance of transportation and logistics services: A structural model. *Benchmarking An International Journa*, *25*(9).

Santos, M., & Schlesinger, W. (2021). When love matters. Experience and brand love as antecedents of loyalty and willingness to pay a premium price in streaming services. *Spanish Journal of Marketing - ESIC*, *25*(3). https://doi.org/10.1108/SJME-11-2020-0201

Sarstedt, M., Ringle, C. M., Henseler, J., & Hair, J. F. (2014). On the Emancipation of PLS-SEM: A Commentary on Rigdon (2012). *Long Range Planning*, *47*(3). https://doi.org/10.1016/j.lrp.2014.02.007

Schreiber, J. B., Stage, F. K., King, J., Nora, A., & Barlow, E. A. (2006). Reporting structural equation modeling and confirmatory factor analysis results: A review. In *Journal of Educational Research* (Vol. 99, Issue 6). https://doi.org/10.3200/JOER.99.6.323-338

Sholichah, A. (2008). *A discourse analysis on the deixis used in 'Indonesia This Morning' news program of Metro TV website*. Universitas Islam Negeri Maulana Malik Ibrahim.

Wang, T., & Bansal, P. (2012). Social responsibility in new ventures: Profiting from a long-term orientation. *Strategic Management Journal*, *33*(10). https://doi.org/10.1002/smj.1962

World Coal Association. (2019). *Responds to the IEAs 2019 World Energy Outlook - FutureCoal*. Futurecoal. https://www.futurecoal.org/world-coal-association-responds-to-the-ieas-2019-world-energy-outlook/

Yunita, P., & Indriyatni, L. (2022). Pengaruh Brand Image, Daya Tarik Iklan, Dan Celebrity Endorser Terhadap Keputusan Pembelian MS Glow (Studi Kasus Pada Pelanggan MS Glow Kota Semarang). *Prosiding Seminar Nasional Unimus*, *5*(0), 1292–1297. https://prosiding.unimus.ac.id/index.php/semnas/article/view/1108