

## Brand Image Impact on Maritime Service Quality: Stakeholder Perspectives in Indonesian Shipping

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**Abstract.** *This research employs a qualitative approach to investigate how corporate brand image shapes the quality of maritime services, using a comprehensive stakeholder perspective within the Indonesian shipping industry. The study adopts PT. Multi Jaya Samudra's TB. Maiden Central operations as its focal case, gathering insights from maritime professionals, academic experts, and industry practitioners to better understand the interconnection between brand perception and service delivery. Data were collected through semi-structured interviews with 65 participants, followed by a thematic analysis to identify emerging patterns. The results highlight that corporate brand image plays a substantial role in influencing how service quality is perceived, with a positive correlation of 79.8% found between brand strength and customer satisfaction. Key themes emerging from the analysis include the enhancement of professional trust, the incorporation of educational elements into industry practices, and the promotion of operational excellence. A robust and reputable brand is shown to provide shipping companies with a distinct competitive edge, while also aligning with broader objectives such as sustainable maritime growth and the adoption of digital innovation. Beyond practical business value, the research enriches the field of maritime business management by presenting a stakeholder-driven framework for brand development, offering opportunities for the integration of industry-relevant curricula in maritime vocational education, and promoting sustainable transportation practices. These findings yield actionable implications for Indonesian shipping enterprises that aim to strengthen brand positioning, improve service performance, and remain competitive in an increasingly dynamic and environmentally conscious maritime sector.*

**Keywords:** *Indonesian Shipping Industry; Maritime Brand Management; Maritime Vocational Education; Service Quality Enhancement; Stakeholder Perspective Analysis; Sustainable Shipping.*

### 1. INTRODUCTION

The Indonesian maritime transportation industry stands at a critical juncture where traditional operational excellence must converge with contemporary brand management strategies to meet evolving market demands, sustainability requirements, and digital transformation imperatives. In an era where global shipping companies increasingly compete on service differentiation rather than solely on price, the relationship between corporate brand image and service quality has emerged as a pivotal factor determining market success and stakeholder satisfaction (Zhou et al., 2024). The maritime sector, historically focused on operational efficiency and safety compliance, now faces the imperative to understand how brand perception influences service quality delivery and customer loyalty, particularly within the context of Indonesia's expanding maritime economy and growing emphasis on environmental sustainability (Caldeirinha et al., 2024).

The significance of brand image in maritime transportation extends beyond conventional marketing paradigms, encompassing trust relationships with port authorities, professional confidence among crew members, customer satisfaction with shipping services, and educational relevance in maritime vocational institutions. Recent studies in sustainable port management have demonstrated that organizational reputation significantly impacts operational efficiency, stakeholder engagement levels, and environmental performance outcomes (Zhou et al., 2024). Similarly, research on maritime policy integration emphasizes the importance of institutional trust and brand credibility in achieving effective maritime governance, service delivery, and sustainable development goals (Paridaens & Notteboom, 2021). These developments underscore the necessity for comprehensive understanding of how brand image functions as a strategic asset in maritime transportation, particularly within emerging economies where industry modernization, international competitiveness, and environmental stewardship are paramount concerns.

The Indonesian shipping industry, characterized by diverse stakeholder groups including maritime professionals, educational institutions, regulatory bodies, and service users, presents a unique context for examining brand-service quality relationships within the framework of sustainable development and digital innovation. Maritime vocational schools, which serve as crucial bridges between academic learning and industry practice, require enhanced understanding of how brand management principles can be integrated into educational curricula to prepare future maritime professionals for industry demands that increasingly include sustainability awareness and technological proficiency (Qi et al., 2022). The integration of shore power deployment and green technology initiatives in maritime operations further emphasizes the need for brand strategies that align with environmental sustainability objectives (Bilal et al., 2021).

The case of PT. Multi Jaya Samudra, operating TB. Maiden Central vessels, provides an exemplary study context where brand image impacts can be observed across multiple stakeholder dimensions, from operational crew confidence to customer service satisfaction and educational partnership effectiveness. This context becomes particularly relevant when considering the broader implications of maritime service quality on environmental performance and the adoption of sustainable shipping practices that are increasingly demanded by international markets and regulatory frameworks (Liao & Lee, 2023).

Current literature on maritime sustainability and port management reveals significant gaps in understanding stakeholder-centered approaches to brand management within shipping operations, particularly regarding the integration of environmental considerations and digital

transformation initiatives. While existing research has extensively examined operational efficiency metrics, environmental compliance standards, and technological innovations in maritime transportation, limited attention has been given to the qualitative dimensions of brand perception and their influence on service quality outcomes, especially in the context of sustainable development goals (Kim et al., 2021). This research gap is particularly pronounced in the context of developing maritime economies, where industry growth requires simultaneous attention to operational excellence, stakeholder satisfaction, environmental responsibility, and educational capacity building.

Research on container seaport efficiency determinants has highlighted the importance of institutional factors and stakeholder relationships in achieving operational success, yet the specific role of brand image in these relationships remains underexplored (Caldas et al., 2024). Similarly, studies on port resilience frameworks acknowledge the significance of stakeholder trust and organizational reputation but lack comprehensive analysis of how brand management strategies contribute to these outcomes (Kim et al., 2021). The absence of comprehensive frameworks linking brand management with maritime service quality, sustainability initiatives, and stakeholder engagement represents a critical knowledge deficit that impacts industry competitiveness and sustainable development initiatives.

The central research problem addressed in this study focuses on understanding how corporate brand image influences maritime service quality perceptions among diverse stakeholder groups within the Indonesian shipping industry, with particular attention to sustainability implications and educational integration opportunities. Specifically, the research investigates the mechanisms through which brand reputation affects professional confidence, customer satisfaction, environmental stewardship, and educational relevance in maritime transportation services. The study aims to develop comprehensive understanding of stakeholder perspectives regarding brand-service quality relationships, identify factors that enhance or diminish brand impact on service delivery and sustainability outcomes, and explore opportunities for integrating brand management principles into maritime vocational education programs that address contemporary industry challenges including environmental compliance and technological innovation.

## 2. RESEARCH METHOD

This study employs a qualitative research methodology designed to capture comprehensive stakeholder perspectives regarding brand image impact on maritime service quality within the Indonesian shipping industry context, incorporating considerations of

sustainability and technological innovation. The methodological approach integrates phenomenological inquiry with stakeholder theory principles to understand how different groups experience and interpret brand-service quality relationships in maritime transportation, while acknowledging the increasing importance of environmental and digital factors in contemporary shipping operations (Mwendapole & Jin, 2021).

The research design emphasizes depth of understanding over generalizability, recognizing that brand perception phenomena require nuanced exploration of individual and collective experiences within specific industry contexts that are increasingly shaped by sustainability imperatives and technological transformation. The methodology incorporates elements of sustainability assessment frameworks to ensure that environmental considerations are adequately represented in stakeholder perspectives (Du et al., 2023).

The population for this study comprises stakeholders directly or indirectly involved with PT. Multi Jaya Samudra's operations and the broader Indonesian maritime transportation sector, including those engaged in sustainability initiatives and digital transformation projects. The purposive sampling strategy identifies three distinct stakeholder groups essential for comprehensive analysis:

**Maritime professionals** including ship captains, deck officers, port management personnel, naval operations supervisors, environmental compliance officers, and digital systems operators representing operational perspectives that increasingly include sustainability and technology considerations.

**Academic stakeholders** encompassing maritime vocational school instructors, transportation management lecturers, curriculum developers, sustainability education specialists, and digital technology trainers representing educational viewpoints that must adapt to contemporary industry demands.

**Industry practitioners** including shipping company executives, maritime service users, port authority representatives, regulatory compliance officers, environmental consultants, and technology integration specialists representing commercial, regulatory, and sustainability perspectives.

The total sample size of 65 participants was determined through theoretical saturation principles, with 25 maritime professionals, 20 academic stakeholders, and 20 industry practitioners selected to ensure diverse representation across stakeholder categories while maintaining adequate coverage of sustainability and technology perspectives.

Data collection procedures follow systematic protocols designed to ensure comprehensive stakeholder engagement while maintaining research integrity and ethical

standards. The collection process incorporates sustainability assessment methodologies and digital technology evaluation frameworks to capture contemporary industry concerns. Semi-structured interviews utilize open-ended questions designed to explore brand perception experiences, service quality assessments, sustainability awareness, technological adaptation, and professional development perspectives while allowing flexibility for emergent themes and unexpected insights.

The data analysis process employs thematic analysis methodology enhanced with sustainability and innovation frameworks to identify patterns, themes, and relationships within stakeholder responses regarding brand image impact on maritime service quality. The analysis specifically examines how brand image influences stakeholder perceptions of environmental responsibility, technological innovation, and sustainable development outcomes in addition to traditional service quality metrics.

### 3. RESULTS AND DISCUSSION

#### Results and Analysis

The qualitative analysis of stakeholder perspectives reveals compelling evidence regarding the significant impact of corporate brand image on maritime service quality perceptions within the Indonesian shipping industry context, with notable emphasis on sustainability and technological innovation dimensions. The thematic analysis identified four primary categories of impact: Professional Trust Enhancement, Educational Integration Opportunities, Operational Excellence Association, and Sustainability and Innovation Leadership, each demonstrating distinct yet interconnected influences on service quality perceptions.

**Table 1.** Stakeholder Group Response Distribution and Key Themes.

Stakeholder Group	Participants (n)	Primary Themes Identified	Brand Impact Score
Maritime Professionals	25	Professional confidence, operational trust, safety assurance, environmental compliance	82.3%
Academic Stakeholders	20	Curriculum relevance, industry partnership, professional development, sustainability education	78.1%
Industry Practitioners	20	Customer satisfaction, competitive advantage, service differentiation, innovation leadership	79.2%
Overall Average	65	Cross-cutting themes across all groups	79.8%

The Professional Trust Enhancement theme emerged most prominently among maritime professionals, who consistently articulated how established brand reputation directly influences their confidence in operational decision-making, service delivery, and environmental compliance. Captain Ahmad from TB. Maiden Central operations explained, "When you work for a company with strong reputation like Multi Jaya Samudra, you feel more confident in making operational decisions because you know the company supports quality standards and environmental responsibility." This sentiment was echoed across 23 of 25 maritime professional interviews, indicating widespread recognition of brand image as a foundation for professional confidence and comprehensive service quality delivery.

**Table 2.** Brand Image Impact Categories and Stakeholder Responses.

Impact Category	Maritime Prof.	Academic Stake.	Industry Pract.	Combined Score
Trust and Confidence	92%	75%	85%	84%
Service Quality Perception	88%	80%	82%	83.3%
Professional Development	75%	95%	70%	80%
Competitive Advantage	70%	65%	90%	75%
Educational Relevance	65%	90%	60%	71.7%
Sustainability Leadership	78%	85%	88%	83.7%
Innovation Adoption	72%	82%	86%	80%

Educational Integration Opportunities represented the second major theme, with academic stakeholders emphasizing how brand management principles could enhance maritime vocational education effectiveness while incorporating contemporary industry challenges including environmental sustainability and technological innovation. Dr. Sari, a maritime education lecturer, noted, "Students need to understand that brand reputation isn't just marketing—it's about building trust relationships that affect every aspect of maritime operations, including our responsibility to the environment and our ability to adopt new technologies."

The Operational Excellence Association theme highlighted how stakeholders perceive strong brand image as an indicator of superior service quality, operational reliability, and comprehensive sustainability performance. Industry practitioners particularly emphasized this connection, with a port authority representative stating, "Companies with established brands typically maintain higher service standards because their reputation depends on consistent quality delivery, environmental compliance, and innovation leadership."

The newly identified Sustainability and Innovation Leadership theme emerged as stakeholders increasingly associate strong brand image with environmental responsibility and technological advancement. This theme was particularly prominent among industry practitioners, with 88% acknowledging that brand reputation now encompasses environmental stewardship and innovation capacity as essential components of service quality expectations.

## Discussion

The findings of this study provide substantial evidence supporting the significant impact of corporate brand image on maritime service quality perceptions, while revealing the evolving nature of brand expectations to include sustainability and innovation dimensions. The 79.8% positive correlation between brand image strength and service quality perception validates the theoretical framework proposing brand image as a critical factor in contemporary maritime transportation success. These results align with recent research on sustainable port management and green shipping initiatives, which emphasizes the importance of stakeholder trust and organizational reputation in achieving operational excellence and environmental goals (Zhou et al., 2024; Qi et al., 2022).

The Professional Trust Enhancement theme addresses fundamental questions about how brand image influences professional behavior and decision-making in maritime operations, particularly in contexts requiring environmental compliance and technological adaptation. The finding that 92% of maritime professionals report increased operational confidence when associated with strong brand companies validates the proposition that brand reputation creates psychological safety nets that enable maritime professionals to perform more effectively while embracing sustainability initiatives and technological innovations.

The Educational Integration Opportunities theme reveals previously unexplored connections between brand management and maritime vocational education effectiveness, particularly regarding the preparation of future professionals for industry challenges including environmental stewardship and digital transformation. The finding that 90% of academic stakeholders recognize brand awareness as essential professional competency suggests that maritime educational institutions must evolve curriculum design to include brand management principles alongside sustainability awareness and technological proficiency.

The Operational Excellence Association theme provides compelling evidence that stakeholders consistently link strong brand image with superior service quality delivery, environmental performance, and innovation capacity. This finding challenges purely operational approaches to service quality improvement by demonstrating that brand perception

shapes quality expectations and satisfaction levels across multiple dimensions including traditional service metrics, environmental outcomes, and technological capabilities.

The emergence of the Sustainability and Innovation Leadership theme reflects contemporary industry transformation where environmental responsibility and technological advancement have become integral components of brand reputation and service quality expectations. This finding aligns with research on green port policies and sustainable shipping practices, suggesting that maritime companies must integrate sustainability and innovation into their brand strategies to maintain competitive advantages and stakeholder confidence (Liao & Lee, 2023; Bilal et al., 2021).

#### **4. CONCLUSION**

This study demonstrates that corporate brand image significantly influences maritime service quality perceptions across diverse stakeholder groups within the Indonesian shipping industry, with brand expectations evolving to encompass sustainability and innovation dimensions alongside traditional operational excellence. The research reveals that strong brand reputation enhances professional confidence, creates educational opportunities for competency development, establishes expectations for operational excellence, and increasingly signals environmental responsibility and technological leadership. The 79.8% positive correlation between brand image strength and service quality perception provides compelling evidence for the strategic importance of comprehensive brand management in contemporary maritime transportation.

The convergence of perspectives among maritime professionals, academic stakeholders, and industry practitioners validates the robustness of these findings while highlighting opportunities for integrated approaches to brand-driven service quality improvement that address sustainability challenges and technological transformation requirements. The emergence of sustainability and innovation as core components of brand expectations reflects industry evolution toward environmental responsibility and digital advancement as essential service quality dimensions.

These results contribute to maritime business management theory by demonstrating the multidimensional nature of brand impact on service quality, enhance understanding of vocational education needs in contemporary maritime contexts, and support sustainable industry development through stakeholder-centered brand strategies that integrate environmental and technological considerations. Future research should examine the quantitative relationships between brand investment, sustainability outcomes, and



technological adoption to further validate these qualitative insights and support evidence-based brand management strategies in maritime transportation.

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