

## Exploring the Impact of Sustainability, Corporate Social Responsibility, and Service Quality on Corporate Brand Reputation

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### ABSTRACT

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This study aims to evaluate the effectiveness of PETRONAS' sustainability practices, corporate social responsibility (CSR) initiatives, and customer service quality, as well as their combined impact on perceived brand reputation. In 2021, PETRONAS was ranked first in customer experience excellence in Malaysia by KPMG. This research employs a quantitative methodology, gathering data from 100 respondents via an online survey conducted through Google Forms. The findings from the survey reveal that PETRONAS' dedication to sustainability, active CSR efforts, and high standards of customer service quality play a critical role in enhancing its brand reputation. Notably, sustainability practices, CSR initiatives, and customer service quality directly impact PETRONAS' brand reputation. The study revealed that sustainability provided the strongest correlation with brand reputation. The study's proposed framework can be applied to other businesses in the energy sector, encouraging the allocation of additional resources to sustainable energy services, improved environmental management, and advanced technology adoption to elevate customer service. This research provides valuable insights into how sustainability, CSR, and service quality contribute to maintaining brand reputation in the energy industry.

**Keywords:** Brand Reputation; Corporate Social Responsibility; Customer Service Quality; Energy Industry; Sustainability Practices

## **INTRODUCTION**

Petroleum Nasional Berhad (PETRONAS) is a multinational oil and gas company based in Kuala Lumpur, Malaysia. It was established on 17 August 1974 under the Malaysian Companies Act 1965 and is managed by its Board of Directors. As Malaysia's national oil company, PETRONAS is responsible for owning and managing the country's oil and gas resources and adding value to them. The company operates in over 100 countries worldwide and is a significant source of revenue for the Malaysian government, contributing more than 15% of the government's income from 2015 to 2020. PETRONAS ranked 216th in the 2022 Fortune Global 500 list. It also achieved 46th place in the 2020 Bentley Infrastructure 500. PETRONAS has also been identified by the Financial Times as one of the "New Seven Sisters," a group of influential state-owned oil and gas companies from countries outside the OECD, regarded as having a global impact.

PETRONAS continued to strengthen its position, evolving into a fully integrated oil and gas company with a wide range of business operations. Its activities include upstream oil and gas exploration and production, as well as downstream oil refining, product marketing and distribution, natural gas processing and liquefaction, pipeline network operations, liquefied natural gas (LNG) sales, petrochemical manufacturing and marketing, and investments in shipping, automotive engineering, and real estate. In addition to its diversified business activities, the company's commitment to sustainability, corporate social responsibility (CSR), and excellent customer service has further enhanced its brand reputation (Srivastava, 2024).

The global emphasis on sustainability has led stakeholders such as investors, creditors, communities, and governments to advocate for mutually beneficial relationships between businesses and society. In this context, PETRONAS has played an important role through innovation and partnerships in the circular economy. It has helped drive the shift to a low-carbon economy and worked towards the sustainable development of the plastic circularity ecosystem, contributing to global environmental efforts (Sustainability Report, 2023). However, the oil and gas industry's operations may have negative impacts on the environment and society. To tackle challenges such as environmental damage from their operations, companies in this sector are required to fulfill responsibilities across various areas, including social, economic, political, legal, technological, and environmental to deal with the challenges such as environmental damage from their operations. Positive CSR perceptions can enhance customer purchase intentions, word-of-mouth recommendations, and repeat purchases, while negative CSR perceptions can weaken brand credibility (Wang et al., 2021). Thus, PETRONAS values CSR as a key part of its business strategy and operations and has implemented various CSR initiatives in Malaysia and other regions, aiming to improve education, healthcare, and economic opportunities, particularly in underserved communities, which strengthens its image as a responsible corporate entity.

In the competitive energy market, PETRONAS' customer service quality also plays a crucial role in brand loyalty and customer satisfaction. Customer satisfaction is a necessary condition for the success of service-oriented businesses, impacting operational, managerial, and strategic levels (Hadi & Indradewa, 2019). PETRONAS' loyalty program for its fuel stations ensures that customers feel valued by offering rewards and discounts based on their frequent purchases, which has contributed to improved customer satisfaction (Ahmad et al., 2023). Additionally, PETRONAS has invested in maintaining a strong customer support system, such as its dedicated call center for loyalty members. This allows customers to quickly resolve any issues or concerns, fostering positive experiences. Through effective customer service, the

company has successfully established a trustworthy and reliable brand image. This high-quality service not only enhances customer loyalty but also strengthens the company's competitive edge in the market.

Hence, this research aims to evaluate the effectiveness of PETRONAS' sustainability efforts, CSR initiatives, and customer service quality, providing an in-depth analysis of how these factors interact to collectively shape public perception and recognition of its brand. The study will also explore how the integration of sustainability and CSR strategies with high-quality customer service can effectively foster a strong, positive brand reputation in the competitive energy industry, while further strengthening its market position and long-term competitiveness. The significance of this research lies in its contribution to the growing discourse on corporate reputation management by offering empirical evidence on the combined impact of sustainability, CSR, and service quality—dimensions that are often examined in isolation. The novelty of the study rests in its holistic approach, bridging environmental responsibility, social accountability, and customer engagement within a single brand evaluation model in the context of a national energy corporation. This research contributes to both academic literature and practical strategy by proposing an integrated framework that can be adapted by other firms in the energy sector to enhance brand equity, stakeholder trust, and competitive advantage in an increasingly sustainability-driven marketplace.

## **LITERATURE REVIEW**

Brand reputation is a key intangible asset that correlates with consumer trust, loyalty, and financial outcomes, especially in regulated sectors like energy. PETRONAS, for example, and the stakeholders' expectations linked to these pillars, which a corporation such as PETRONAS must live up to, in order to be successful, through sustainability, CSR, and the quality of customer service. This literature review further explores these three factors, examines their effect on brand reputation both separately and together, and formalizes the hypothesis to be tested in the research.

### **Sustainability and Brand Reputation**

Sustainability is about the management of a firm's environmental, social, and economic actions, which seeks to minimize negative impacts and maximize the positive effects on the present and future population. Currently, energy sustainability is crucial in tactical decision-making as the energy stakeholders seek sustainable business models for their operations.

For instance, customers and investors like firms that scale down their carbon emission rates, employ renewable power, and manage their affairs sustainably. They have demonstrated a firm understanding and practice of sustainability with topics such as the roles of this plastic circularity ecosystem and circular economy technologies. These efforts are consistent with the world transition towards a green economy and effectively contribute towards transformative change, securing the company ahead of other industry leaders ([PETRONAS Sustainability Report, 2023](#)).

Nonetheless, concerns such as environmental deterioration resulting from oil and gas activities persist, underscoring the necessity of sustainable methods. The current literature demonstrates a robust correlation between sustainable activities and brand reputation. [Uzoamaka et al. \(2024\)](#) highlight that sustainability initiatives enhance stakeholder trust, particularly in industries with a high environmental impact. Consumers are more inspired to advocate for firms identified for their proactive activities in mitigating climate change and promoting environmental sustainability, hence enhancing brand

loyalty and advocacy. The company's commitment to environmental sustainability not only benefits the environment but also enhances its competitive edge by improving its brand reputation, attracting new customers, and achieving operational efficiencies. (Kee et al., 2020).

H1: PETRONAS' sustainability practices positively impact its brand reputation.

### **CSR and Brand Reputation**

CSR refers to a company's voluntary initiatives to enhance societal well-being and resolve ethical problems. In the energy sector, CSR is crucial owing to the possible detrimental impact of activities on communities and the environment. By engaging in CSR efforts, firms may limit criticism, develop community connections, and promote a favorable corporate image. PETRONAS incorporates CSR into its fundamental strategy, focusing on programs that support marginalized areas through improved education, healthcare, and economic opportunities. These activities coincide with stakeholder expectations for firms to balance profit-making with social responsibility (Kirat, 2015).

For example, PETRONAS' initiatives to promote community development projects not only enhance living conditions but also reinforce its standing as a socially responsible corporation. Research highlights the relevance of CSR in influencing brand reputation. Positive perceptions of CSR can lead to increased customer loyalty, higher purchase intentions and positive word-of-mouth (Wang et al., 2021). CSR activities help fulfill stakeholder expectations and minimize reputational risks, especially during crises, by reinforcing perceptions of corporate responsibility (Pérez-Cornejo & de Quevedo-Puente, 2023).

Company CSR initiatives contribute significantly to its reputation and success by fostering economic growth, building trust, championing fundamental rights, and promoting sustainability (Sehgal et al., 2020). Conversely, poorly executed or absent CSR initiatives can lead to negative public sentiment, damaging the company's credibility and trustworthiness.

H2: PETRONAS' CSR initiatives positively influence its brand reputation.

### **Customer Service Quality and Brand Reputation**

Customer service quality is a major factor in brand reputation, particularly in service-oriented sectors. Superior service quality promotes customer satisfaction, trust, and brand devotion, all of which contribute to a strong brand reputation. For PETRONAS, customer service involves direct encounters and additional services, including loyalty programs and excellent customer support systems.

PETRONAS' loyalty program is an example of how the corporation promotes customer satisfaction by rewarding frequent purchases with discounts and other benefits. PETRONAS ensures that customers feel valued and incentivized to return (Ahmad et al., 2023). Ensuring customer satisfaction and a great brand reputation requires consistently excellent service quality, regular reviews, and satisfying consumer expectations (Mmutle & Shonhe, 2017). Furthermore, PETRONAS can use sentiment analysis techniques to address negative and neutral feedback, identifying and improving potential weaknesses (Açikgöz et al., 2024). The company's specialized customer support system addresses difficulties swiftly, generating a pleasant customer experience and cementing PETRONAS' image as a dependable service provider.

Excellent customer service significantly boosts customer satisfaction, repeat business, and overall brand perception (Hadi & Indradewa, 2019). Excellent service quality that ensures precision and surpasses client desires, requirements, and anticipations might result in heightened satisfaction (Husna et al., 2020). This is especially crucial in competitive marketplaces, where service quality may distinguish a company from its rivals.

H3: PETRONAS' customer service quality positively impacts its brand reputation.

### **Combined Impact of Sustainability, CSR, and Customer Service Quality**

Sustainability, CSR, and customer service excellence each separately affect company reputation, but their synergistic effect can provide a more significant and enduring benefit. These elements can be combined into a single approach, which will help the companies to meet the expectations of different stakeholders as well as create a strong, complex image of the brand. For PETRONAS, this integration entails the management of sustainability and CSR with the delivery of value in a consistent and integrated approach to customers.

For instance, by using incentives such as 'loyalty rewards' for customers who use 'green' fuel products, the company could guarantee sustainable benefits to loyal customers, while the CSR projects geared towards the conservation of the environment complement what the firm stands for as a sustainable corporation. Stakeholder engagement symmetrical to the stakeholder map emphasizes that organizations performing well in multiple aspects of stakeholder engagement have equal chances of gaining public trust and customer loyalty irrespective of the unscrupulous operation of the organizations belonging to awkward industries such as oil and gas (Wang et al., 2021).

Improved service quality has a direct influence on customer satisfaction and is the result of effective organizational management and personnel engagement (Husna et al., 2020). CSR, service quality, and transparency significantly enhance customer trust, satisfaction, and loyalty to the brand reputation (Kim & Kim, 2016). These combinations also contribute to 'brand image', which again gives a competitive edge, more so given the trend towards the 'ethical and sustainable' market.

Therefore, this literature review recognizes sustainability, CSR, and customer service quality as significant factors impacting brand reputation. Consequently, by analyzing these factors sequentially and as a set, this study aims to offer practical recommendations to PETRONAS and similar energy companies with an interest in enhancing positive brand images in saturated global markets.

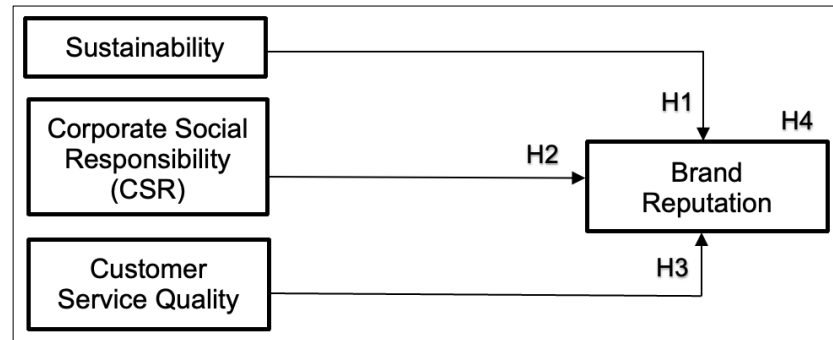
H4: The combined effect of sustainability practices, CSR initiatives, and customer service quality significantly enhances PETRONAS' brand reputation.

### **Conceptual Framework**

The study framework model is depicted in [Figure 1](#).



**Figure 1.** Research Framework



The hypotheses in [Figure 1](#) proposed by the authors provided a clear research framework to examine the influence of sustainability, CSR, and customer service quality on the brand reputation of PETRONAS and the combined effect.

## RESEARCH METHOD

The study employed quantitative research designs where a questionnaire was conducted to collect data. Quantitative data was collected through a survey questionnaire distributed on social media platforms such as Telegram and WhatsApp. The digital survey method provided a more convenient way for the respondents. A total of 100 valid responses were collected in Malaysia. The data was collected using a Google Form questionnaire.

In this study, the survey questionnaire was adapted to suit the objective and the findings of the studies by [Ahmad et al. \(2023\)](#) and [Hasan et al. \(2023\)](#). The survey questionnaire consisted of 5 sections on demographic profile, sustainability, CSR, customer service quality, and brand reputation. In the demographic profile section, we collected data on age, gender, education level, type of institution, field of study, presence of a driving license, and experience with refueling. The following sections included Likert scale responses of 1 to 5, measuring the agreement levels of the respondents. The Likert scale of '1' indicates strongly disagree, while '5' indicates strongly agree. Sustainability, CSR, and customer service quality were represented as independent variables, whereas brand reputation represents the dependent variable. The research findings were interpreted in line with the objectives and presented in tables. SPSS 27 was used to analyze the collected data for significance and reliability. The limitations of the study include response biases stemming from self-reported perceptions and potential factors influencing public perception beyond sustainability.

## RESULTS

**Table 1.** Respondents' Demographic Profile Summary (N=100)

Response	Frequency	Percentage (%)
Age		
Under 18	0	0
18 – 25 years old	94	94
26 – 30 years old	4	4
31 – 35 years old	1	1
36 – 40 years old	1	1
41 years old or above	0	0
Gender		
Male	30	30

Female	66	66
Prefer not to say	4	4
Others: (please specify)	0	0
Education level		
Undergraduate	95	95
Postgraduate (Master's)	4	4
Postgraduate (PhD/Doctorate)	1	1
Others: (please specify)	0	0
Type of institution		
Public University	91	91
Private University	9	9
Others: (please specify)	0	0
Field of study		
Accounting	12	12
Arts	3	3
Communication	1	1
Computer Science	5	5
Economics	3	3
Education	2	2
Engineering	2	2
Entomology & Parasitology	1	1
Food Technology	1	1
HBP	1	1
Human Resource Development	1	1
Human Resource Management	1	1
Law	4	4
Media Technology	1	1
Management	51	51
Mass Communication	1	1
Medical	2	2
Psychology	2	2
Pure Physics	1	1
Social Science	2	2
TESOL	2	2
Physic	1	1
Do you currently hold a valid driving license?		
Yes, I have a car driving license	70	70
Yes, I have a motorcycle driving license	6	6
Yes, I have both car and motorcycle driving licenses	20	20
No, I do not have a driving license	4	4
If you have a driving license, where do you usually refuel?		
PETRONAS	52	52
Other fuel stations (e.g., Shell, Caltex, BHP)	14	14
Both PETRONAS and other stations equally	28	28
Not applicable (I don't have a vehicle or a driving license)	6	6

Table 1 shows that 94% (N=94) of the respondents are from the age group of 18-25 years old, while none are under 18 years old and 41 years old or above (N=0, 0.00%). Most respondents are female, which shows the statistic of 66% (N=66) and male of 30% (N=30). Some respondents chose the option of prefer not to say, 4% (N=4). From the

education level, most of the respondents are undergraduate 95% (N=95), 4% (N=4) of postgraduate (Master's), and 1% (N=1) of postgraduate (PhD/Doctorate). In the field of study, 51% (N=51) of respondents are from management. Besides that, there are some respondents from the field of study of accounting, economics, engineering, arts, communication, law, and so on, based on Table 1 above. Most of the respondents, 70% (N=70), have a car driving license, while 20% (N=20) of the respondents have both a car and a motorcycle driving license. There are 6% (N=6) of the respondents who have a motorcycle driving license, and 4% (N=4) of the respondents do not have a driving license. From that, there are 52% (N=52) of the respondents who usually refuel at PETRONAS, while 28% (N=28) of the respondents will refuel at both PETRONAS and other stations equally. There are 14% (N=14) of the respondents who refuel at other fuel stations such as Shell, Caltex, and BHP, while 6% (N=6) are not applicable for this question as they do not have a vehicle or a driving license.

**Table 2.** Descriptive Statistics, Cronbach's Coefficient Alpha, and Zero-Order Correlations of All Study Variables

Variables	1	2	3	4
Sustainability	0.885			
CSR	0.876**	0.857		
Customer Service Quality	0.872**	0.867**	0.876	
Brand Reputation	0.737**	0.706**	0.707**	0.851
Mean	26.7300	26.9800	26.9300	27.4700
Standard Deviation	3.44614	3.08132	3.21378	2.80135

Note: N=100, \*p<0.05, \*\*p<0.01; Diagonal entries represent Cronbach's Coefficient Alpha.

Table 2 presents the descriptive statistics, reliability, and correlations among the study variables. The Cronbach's Alpha values for sustainability (0.885), CSR (0.857), customer service quality (0.876), and brand reputation (0.851) indicate strong internal consistency and reliability, as all values surpass the recommended threshold of 0.7 (Hair et al., 2009). Significant positive correlations were observed between brand reputation and the other variables. Among the variables, sustainability showed the strongest correlation with brand reputation ( $r = 0.737$ ,  $p < 0.01$ ), followed by customer service quality ( $r = 0.707$ ,  $p < 0.01$ ) and CSR ( $r = 0.706$ ,  $p < 0.01$ ). Therefore, sustainability has the most significant relationship with brand reputation, highlighting its key role in shaping brand perceptions.

**Table 3.** Summary of Regression Analysis

	Brand Reputation
Beta	
Sustainability	0.418***
CSR	0.171*
Customer Service Quality	0.194**
$R^2$	0.566
F value	41.797
Durbin-Watson Statistics	2.066

Note: N=100, \*p<0.05, \*\*p<0.01, \*\*\*p<0.001.

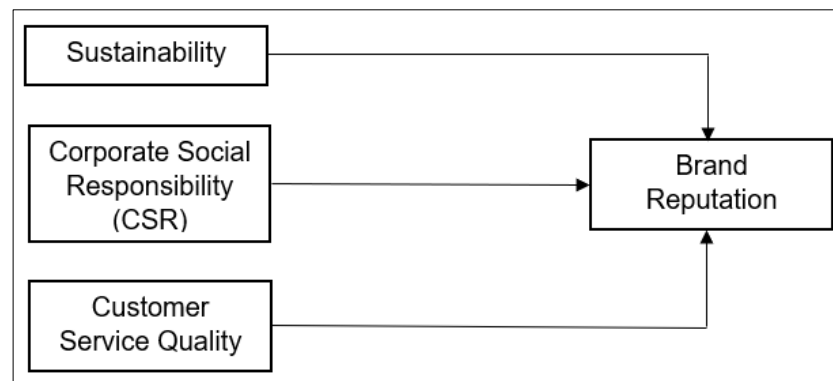
Table 3 provides the regression analysis results, showing how each factor impacts brand reputation. Sustainability ( $\beta = 0.418$ ,  $p < 0.001$ ) stands out as the most significant predictor of brand reputation, highlighting its key role in shaping perceptions. Customer service quality ( $\beta = 0.194$ ,  $p < 0.01$ ) also has a significant positive effect, while CSR ( $\beta = 0.171$ ,  $p < 0.05$ ) has a positive effect, though to a smaller degree. These findings confirm H1, H2, and H3, supporting the hypotheses that PETRONAS' sustainability practices, CSR initiatives, and customer service quality each have a positive influence on brand



reputation. The model accounts for 56.6% of the variation in brand reputation ( $R^2 = 0.566$ ), with the F-statistic ( $F = 41.797$ ,  $p < 0.001$ ) confirming the model's overall significance.

These findings confirm that sustainability is the most important factor influencing brand reputation, with the highest beta value (0.418). Customer service quality follows with a beta value of 0.194, and CSR contributes with a beta value of 0.171. Furthermore, the significant overall model suggests that the combination of sustainability practices, CSR initiatives, and customer service quality collectively enhances PETRONAS' brand reputation, thereby confirming H4. The overview result of the hypothesized model is provided in Figure 2.

**Figure 2.** Overview Result



## DISCUSSION

This study examined various factors that influence the brand reputation of PETRONAS. The research findings indicate that sustainability, CSR, and customer service quality directly influence the brand reputation of PETRONAS, with a significant role in shaping the brand reputation. Therefore, this study establishes the impact of sustainability, CSR, and customer service quality on the brand reputation of PETRONAS. Moreover, the analysis demonstrates and illustrates the model proposed in the study, and the research framework of the study explains the impact of sustainability, CSR, and customer service quality on the brand reputation of PETRONAS. Among these factors, the impact of sustainability on brand reputation emerges as the strongest correlation or largest impact on the brand reputation of PETRONAS.

This study analyzed three major factors that affect the perceived brand reputation of PETRONAS. The research findings demonstrate that sustainability ( $\beta = 0.418$ ,  $p < 0.001$ ) is the most important factor influencing brand reputation for PETRONAS. The result is consistent with the previous studies, indicating that sustainability has been increasingly driving brand reputation. For example, a study by Arduini et al. (2024) indicated that the sustainable activities undertaken by firms can reduce the adverse impacts of conflicts and harmful reputations. It is also mentioned that companies with good reputations often make use of their public platforms to show how seriously they take up the problems of society and the environment. This method not only builds trust with customers but also leads to a virtuous circle where good, sustainable practices reinforce a good reputation. Moreover, when consumers viewed an organization as authentically committed to sustainability, this reinforced its brand reputation and public image (Kee et al., 2024). Besides that, consumers also use the brand reputation as a guide to make purchase decisions. Consumers are more interested in the brand and more likely to buy when they associate with a brand that is known for sustainability, as it makes them feel good about

their social identity (Zhang, 2024). Therefore, PETRONAS should continue to emphasize its commitment to sustainable practice in order to shape good perceptions towards its brand reputation.

The research findings demonstrate that CSR, with ( $\beta = 0.171$ ,  $p < 0.05$ ), is a minor determinant affecting PETRONAS' brand reputation. The findings correspond with previous studies, demonstrating that CSR actions enhance brand reputation by cultivating goodwill among stakeholders. Thus, CSR actions improve the brand and reputation and subsequently improve customer satisfaction (Araújo et al., 2023). This discovery is particularly important for PETRONAS because while the company's CSR initiatives may generate positive brand attitudes, consumer loyalty and familiarity are also built concurrently (Feng et al., 2016). Also, it was established that CSR programs have the potential to greatly improve the brand equity of internationally renowned companies, particularly when such initiatives align with the values of consumers and society in general. In addition, CSR activities have a significant effect on consumer purchasing behavior and stakeholder perceptions. It is stated that perceived CSR has an impact on business reputation and purchasing intention, and brand image and consumer fulfillment are the moderating variables (Bianchi et al., 2019). This social attachment makes consumers loyal to companies that they consider committed to the culture of CSR, such as PETRONAS. Consequently, sustaining and enhancing CSR initiatives is essential for PETRONAS to cultivate a favorable reputation and safeguard its brand. By executing a CSR strategy to tackle significant social and environmental issues, PETRONAS may augment its brand equity, elevate customer contentment, and preserve its standing as a trustworthy and accountable corporate entity.

Furthermore, customer service quality has a positive impact on the brand reputation of PETRONAS. According to the findings, the research shows that the quality of customer service, which includes responsiveness, professionalism, communication, and problem-solving abilities, directly influences consumers' overall evaluation of the PETRONAS brand. The customer service quality ( $\beta = 0.194$ ,  $p < 0.01$ ) has a significant positive effect on the brand reputation of PETRONAS, indicating that the higher the customer satisfaction with the service, the higher the evaluation of PETRONAS' brand reputation. This result is consistent with existing literature, which suggests that providing high-quality customer service can effectively enhance brand image and reputation (Fornell et al., 1996; Parasuraman et al., 1988). Moreover, customer service quality promotes consumer loyalty, as loyal customers will recommend the brand and become long-term supporters. For PETRONAS, efficient and empathetic customer service not only improves customer satisfaction but also helps the company create a strong brand reputation in a competitive market. Thus, PETRONAS should continue to focus on improving its customer service quality, particularly in areas such as service responsiveness, employee professionalism, and problem-solving abilities, in order to further strengthen its brand image and enhance consumer trust and loyalty.

Based on the hypothesis in literature reviews, sustainability positively impacts PETRONAS' brand reputation, and the research findings revealed that sustainability has the strongest correlation with brand reputation among various factors investigated and examined in this study. As a reference to this study, Lee et al. (2024) revealed that sustainability perceptions of the fast-food chain industry are also factors affecting its public image. This indicates that the sustainability practices of a corporation will increase its public image, and then the public will be more supportive of the brand. As PETRONAS, sustainability practices such as renewable energy projects, carbon emissions, and sustainability reports contribute to increased public support and enhance PETRONAS' brand reputation. Customer service quality leads to customer satisfaction

in the study of [Hasan et al. \(2023\)](#). The study concluded that the organization can improve its corporate image, revenue, and financial performance with the quality of service it provides. This indicates that excellent customer service quality contributes to the brand reputation. PETRONAS is highly regarded for its brand reputation because of its initiatives on sustainability, CSR, and customer service quality as a multinational oil and gas company that is professional and successful in Malaysia.

Overall, the relationship between sustainability, CSR, customer service quality, and brand reputation is interconnected. Companies with sustainability efforts are more likely to develop a positive image, contributing to a well-established and trustworthy brand among customers. Customers will be more supportive of a brand that conducts CSR initiatives to support the community. This contributes to a highly regarded brand reputation. Companies that show professional and excellent quality of customer service are more likely to encourage customers to recommend the brand to others. This has a significant impact on brand reputation and public perception. PETRONAS' commitment to sustainability, CSR, and excellent customer service quality enhances its brand reputation. These factors that influence the brand reputation create a positive image of PETRONAS and stabilize its position as a sustainable, socially responsible, and excellent customer service brand in the market.

## **CONCLUSION**

This study provides a comprehensive analysis of the factors influencing brand reputation, focusing on the roles of sustainability, CSR, and customer service quality within the context of PETRONAS. The results indicate that among these three dimensions, sustainability exerts the most significant influence, underscoring the importance of integrating environmental and social considerations into corporate strategy. This finding aligns with sustainable leadership theory, which emphasizes that effective leadership must incorporate sustainability at its core to balance economic performance with broader social and environmental responsibilities ([Rahman et al., 2023](#)). Leaders who prioritize sustainability not only contribute to long-term value creation but also enhance brand reputation among increasingly conscious consumers who favor responsible business practices.

The study also offers several notable theoretical implications. The central role of sustainability in shaping brand perception reinforces the core principles of sustainable leadership theory, providing empirical support for its relevance in contemporary business environments. Furthermore, the findings highlight CSR as a secondary yet meaningful predictor of brand reputation, lending support to stakeholder theory, which posits that sustainable corporate success depends on addressing the interests of all stakeholders, not solely shareholders ([Awa et al., 2024](#)). In addition, the research findings corroborate social identity theory by demonstrating that consumers align themselves with brands that reflect their social and environmental values. These insights underscore CSR's strategic function in building consumer trust, reinforcing brand equity, and enhancing customer loyalty. Lastly, the results contribute to the literature on customer service quality by illustrating that high-quality customer service marked by responsiveness, communication skills, speed, and problem-solving ability directly enhances consumer satisfaction and loyalty, thereby strengthening brand reputation ([Hasan et al., 2023](#)).

In addition to its theoretical contributions, this study yields valuable practical implications. The proposed conceptual framework is applicable across various industries, particularly within the energy sector. Companies such as PETRONAS are encouraged to allocate more resources toward sustainable energy solutions by increasing investment in

research and development of renewable technologies such as solar and wind power. Such initiatives not only diversify the corporate energy portfolio but also demonstrate a genuine commitment to sustainable development. Furthermore, the findings underscore the importance of CSR implementation that resonates with customer values and addresses relevant societal challenges. Oil and gas companies, for instance, may engage in community development programs, educational sponsorships, or environmental conservation projects. Initiatives aimed at reducing carbon emissions and supporting carbon offset programs are particularly effective in positioning firms as environmentally responsible and managerially sustainable.

Moreover, the research emphasizes the strategic value of maintaining superior customer service to foster consumer loyalty and enhance brand image. Organizations should invest in training and development programs to enhance service responsiveness, professionalism, and problem-solving capabilities. For PETRONAS, this means ensuring its customer service teams are well-equipped to address customer needs promptly and effectively, which in turn supports long-term brand trust and market competitiveness.

In conclusion, this study integrates theoretical insights and practical applications to deepen the understanding of how sustainability, CSR, and customer service quality collectively shape brand reputation. Sustainability emerges as the most critical determinant, reinforcing brand value through genuine environmental and social initiatives. CSR contributes to stakeholder goodwill and loyalty, while customer service quality significantly influences consumer trust and satisfaction. Collectively, these findings suggest that companies aiming to strengthen brand reputation must adopt a holistic approach that combines sustainable practices, meaningful CSR engagement, and high-quality customer service. For PETRONAS, continuously advancing in these three areas will enhance its standing as a trusted, responsible, and customer-centric brand in an increasingly competitive global market.

#### **LIMITATION**

This research has several limitations during the progression of the study. Firstly, the small sample size of the main respondents between 18 and 25 years old with similar backgrounds limits the applicability of the findings. Future research should increase the diversification of respondents from various backgrounds to apply the research findings broadly. Furthermore, this research introduces nonresponse bias, where people who do not respond may be different from those who do respond. The online survey questionnaire was distributed by using social media such as Telegram and WhatsApp to send to the group for the respondents to respond. Thus, people who are not in the group will not respond to the questionnaire. The combined research method of qualitative interviews and quantitative surveys should be applied in future research for more profound insights. This research focuses on PETRONAS to examine the influence of various factors on brand reputation. For wider conclusions, future research should include other industries or corporations in the same industry to compare the research findings and enhance the understanding. Future research can also include more factors to enhance the research conclusions and their applicability. Last but not least, future research should be conducted in more different countries to establish wider insights and address a deeper understanding of the influence of various factors on corporate brand reputation.

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## DECLARATION OF CONFLICTING INTERESTS

The authors declare no potential conflicts of interest with respect to the research, authorship, and publication of this article.

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