

The Effect of E-WOM and Religiosity on “X” Company’s Customer Satisfaction

Tanya Aulia Ramadanti, Dwi Retno Andriani, and Riyanti Isaskar[♥]

Department of Social Economics, Faculty of Agriculture, Brawijaya University, Malang, Indonesia

[♥]Corresponding author email: riyanti.fp@ub.ac.id

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Abstract. While the company is anonymized as “X Company” in the title, the empirical context of this study focuses on Starbucks Indonesia, where the rise of social media has amplified the impact of boycott movements through electronic word of mouth (e-WOM). This study examines the influence of anti-genocide digital campaign on consumer satisfaction in Malang City by analyzing: (1) the directly effect of *e-WOM*, religiosity, boycott, and brand image on boycott, brand image, and customer satisfaction (2) the influence of *e-WOM* and religiosity on customer satisfaction through brand image, and (3) the influence of *e-WOM* and religiosity on customer satisfaction through boycotts and brand image. The research employed a quantitative method using a Likert-based questionnaire, involving 64 respondents. Data analysis was conducted using SEM-PLS with SmartPLS 4.0 software. The results indicate that brand image has a positive and significant effect on consumer satisfaction, while *e-WOM* and religiosity have a significant positive effect on boycotts. However, *e-WOM* and boycotts have a significant negative impact on consumer satisfaction, while *e-WOM* has a positive effect on brand image. In contrast, religiosity does not significantly impact consumer satisfaction, nor does religiosity have a significant influence on boycotts or brand image. Additionally, negative *e-WOM* encourages boycotts, which harm brand image and reduce consumer satisfaction. These findings underscore the importance for companies, particularly Starbucks Indonesia, to closely monitor negative *e-WOM*, with a focus on upholding moral and religious values. As well as strengthening the brand image. Future research should consider consumer loyalty as a dependent variable, future explore religiosity dimensions, and expand the study to other industries. This study provides valuable insight for academics and businesses regarding the interplay between *e-WOM*, religiosity, and boycotts.

Keywords: brand perception; consumer behavior; digital campaign; social media influence; SEM

INTRODUCTION

The rapid evolution of communication technology, particularly social media, has accelerated the widespread dissemination of information, including Electronic Word of Mouth (e-WOM). In consumer behavior, e-WOM operates through cognitive and affective mechanisms; received information, whether positive or negative, shapes consumer perceptions and triggers emotions and attitudes that, in turn, influence purchase intentions and satisfaction (Ladhari & Michaud, 2015; Vinerean et al., 2013). This aligns with the Social Information Processing (SIP) theory, which posits that individuals form attitudes and behaviors based on social information, including online reviews. Consumer feedback, both positive and negative, has a significant impact on brand image and purchasing decisions (Panteleeva & Oyner, 2013).

A notable issue emerging on social media is the boycott campaign against

Starbucks Indonesia, triggered by the company's alleged support for Israel in the Palestine-Israel conflict. This boycott is intertwined with political, humanitarian, and religious issues, with the predominantly Muslim Indonesian society expressing support for Palestine by boycotting certain products (Sormin & Malik, 2024); (Zanotti et al., 2017). The religiosity factor, as a deep appreciation of religious values, theoretically influences consumer decisions through intrinsic and extrinsic orientations (Suseno et al., 2024). Religious consumers tend to align their purchasing behavior with religious, moral, and ethical values, including supporting or boycotting products deemed contrary to their beliefs (Alfina & Tresnawaty, 2024).

The Theory of Planned Behavior (TPB) can explain how subjective norms derived from religious beliefs form boycott intentions, which then translate into consumer behavior. The impact of the boycott



on Starbucks Indonesia is evident in Indonesia, with significant sales declines and a decrease in visits to outlets in major cities, including Malang. This phenomenon highlights the importance of understanding how negative e-WOM and religiosity impact consumer satisfaction and brand perception, particularly in sensitive socio-political contexts. Negative e-WOM, particularly driven by boycott campaigns, can erode consumer trust and brand image, ultimately affecting consumer satisfaction (Putri & Fauzi, 2023).

While previous studies suggest that positive e-WOM can increase loyalty and purchase intention (Ladhari & Michaud, 2015), comprehensive research specifically examining the effects of negative e-WOM on consumer satisfaction, particularly as mediated by boycotts and brand image within socio-political conflict and religiosity contexts, remains limited. This gap is crucial to address because Indonesia, with its high sensitivity to religious values, represents a unique market where religiosity can significantly alter consumption patterns and reactions to global issues. Understanding these dynamics will provide vital insights for companies that manage their reputation and maintain consumer loyalty in diverse markets. This study aims to fill the existing literature gap by examining the influence of e-WOM and religiosity on consumer satisfaction with Starbucks Indonesia in Malang City.

The primary contributions of this study lie in its focus on the impact of negative e-WOM and religiosity as triggers for boycotts, and how these two factors simultaneously influence brand image and consumer satisfaction in a Muslim-majority market. The study also analyzes mediation mechanisms, exploring how e-WOM and religiosity affect consumer satisfaction through the mediating roles of boycotts and brand image—an area that has not been extensively studied concurrently within this context. Furthermore, this research will provide strategic insights for companies,

especially Starbucks Indonesia, to understand the impact of negative e-WOM and religiosity, and to formulate effective mitigation strategies for managing boycott risks and rebuilding consumer trust in markets sensitive to socio-religious values. It is hoped that the findings of this study will enrich the literature on consumer behavior in religiously dominated markets and offer guidance for companies facing challenges arising from socio-politically based boycott campaigns.

METHODS

This study employs a quantitative descriptive approach, which tests the relationship between variables through structured hypothesis testing. A descriptive method is employed to systematically and accurately illustrate the phenomena related to e-WOM boycott campaigns, religiosity, and consumer satisfaction towards Starbucks Indonesia (referred to as "X" Company in the title of this article), mediated by boycott participation and brand image. The research was conducted online by distributing a structured Likert-scale questionnaire to respondents who met predefined criteria. The study was conducted from October to November 2024. The sample was drawn from Starbucks Indonesia consumers in Malang, as Malang is a diverse city with a high student population, fostering a mix of cultural and religious backgrounds.

This study uses a non-probability sampling method, specifically judgment sampling. The choice of judgment sampling is based on the need to specifically target individuals who have relevant experiences and meet certain criteria that are essential to answering the research questions, such as engagement with e-WOM boycott content and experience as Starbucks Indonesia consumers. However, the use of this non-probability method means that the results of the study may not fully represent the entire population of Starbucks Indonesia consumers in Malang, and generalization of

findings must be done with caution and interpreted in the context of specific sample characteristics.

Respondents must meet the following requirements: at least 18 years old (considered an adult consumer), domiciled in Malang, have purchased Starbucks

Indonesia products at least three times, are active on social media (especially Instagram) and have interacted with boycott-related content (viewing, liking, commenting, or sharing), and are willing to complete the survey accurately and honestly.

Table 1. Indicator for each variable

Variable	Indicator	Source
<i>Electronic Word of Mouth (e-WOM)</i> (X1)	Frequency of boycott information received on social media (X1.1)	(Elalfy et al., 2025)
	Participation in the dissemination of boycott information on social media (X1.2)	
	Negative comments regarding boycotted products (X1.3)	
Religiosity (X2)	Individual involvement in moral value-based activities tends to be responsive to social issues that influence the decision to support or not (X2.1)	(Selvianti et al., 2020)
	Moral and ethical values (X2.2)	
	Community support (X2.3)	
	Religious identity (X2.4)	
Boycott (Z1)	Perception of boycott effectiveness (Z1.1)	(Al-Hyari et al., 2012)
	Involvement in boycotts (Z1.2)	
	Belief that boycotts can influence corporate decisions (Z1.3)	
	Social discomfort related to purchasing products from boycotted companies (Z1.4)	
Brand Image (Z2)	The product has high quality compared to other products (Z2.1)	(Singh et al., 2021)
	The product has better characteristics than competing products even though it is boycotted (Z2.2).	
	This brand has a uniqueness that is able to differentiate it from competing products even though it is boycotted (Z2.3).	
Consumer Satisfaction (Y)	Giving recommendations to others (Y1)	(Singh et al., 2021)
	Satisfied with the product (Y2)	
	Want to buy the product in the future (Y3)	
	Conformity to expectations (Y4)	

Source: Processed Primary Data (2024)

The sample size was determined using Cohen's table for SEM-PLS analysis. In practice, Cohen's table is used as a guideline to determine the minimum number of observations required to achieve adequate statistical power in the multiple regression models underlying SEM-PLS, especially for detecting specific effect sizes. Based on a significance level of 5% and a minimum R² value of 0.50 (indicating a large effect size), the minimum number of participants required was 42 respondents. Nevertheless,

to enhance the validity and reliability of the research findings and to anticipate potential incomplete, invalid, or outlier data that could reduce the effective sample size, this study aimed to recruit 64 respondents. This number was chosen to provide better statistical power and flexibility in SEM-PLS analysis, exceeding the recommended minimum limit. The selection of 64 respondents represents a conservative approach to ensure that the model can be estimated stably and that the results obtained

have a higher detection power for relationships between variables.

Although efforts have been made to minimize bias, there is potential bias associated with this sampling process. Online data collection and the use of judgment sampling can introduce self-selection bias, where individuals with certain interests or views are more likely to participate. Additionally, social desirability bias can also occur, where respondents may provide answers that are considered more socially acceptable. To minimize bias, strict screening criteria were applied, the questionnaire was designed with clear instructions, and respondent anonymity was maintained.

However, these potential biases are recognized as limitations in the interpretation of the findings, which may affect the generalizability of the results. This study collected primary data through an online survey and secondary data from journal articles, books, and online sources. The questionnaire consisted of two parts: demographics and screening questions to ensure respondents met the research criteria, and the main research questions, which assessed e-WOM, religiosity, boycott participation, brand image, and consumer satisfaction, measured using a five-point Likert scale. Further details on the indicators for each variable are presented in [Table 1](#).

Data were analyzed using Structural Equation Modeling Partial Least Squares (SEM-PLS) through SmartPLS 4.0. The analysis followed five key steps: model specification, defining latent and manifest variables; model identification, verifying the model structure; estimation, calculating parameters; model evaluation, assessing the model's fit and validity; and model modification, adjusting the model if fit indices suggested improvements were needed. The external model was evaluated using convergent validity, discriminant validity, and reliability testing ([Ghozali & Latan, 2015](#)), while the internal model tested path coefficients, R² values, and hypothesis significance.

RESULTS AND DISCUSSION

1. Measurement Model

The data in this study were analyzed using SEM-PLS, which takes into account the total variance of the indicators ([Hair et al., 2017](#)). In addition, SEM-PLS has higher statistical power and the ability to explain endogenous variables ([Sarstedt et al., 2022](#)). First, the reliability test is measured using Cronbach's Alpha ($\alpha \geq 0.50$) and the composite reliability value ($Cr \geq 0.70$) ([Sarstedt et al., 2022](#)). The results of the research that has been carried out show that the Cronbach Alpha value ranges from 0.669 to 0.922, as shown in Table 1, while the composite reliability value ranges from 0.814 to 0.945. These results prove that the model has satisfactory, consistent reliability. Furthermore, the evaluation of convergent validity was conducted by assessing the factor loading (factor loading ≥ 0.50) and AVE (AVE ≥ 0.50). The results of the research conducted indicate that the factor loading values range from 0.710 to 0.931, while the AVE values range from 0.581 to 0.810. Look at Table 2.

Additionally, the discriminant validity test reveals that the overall loading value of the indicator is greater than the cross-loading factor value on other latent variables. This indicates that all indicators have accurately reflected all latent variables in the study and have passed the discriminant validity test, as shown in [Table 3](#).

For example, in this study, indicator X1.1 has a value of 0.830, which is the largest value compared to the loading factor values of X2 against X1.1 (0.488), Y1 against X1.1 (0.594), and so on. Thus, it can be concluded that indicator X1.1 is truly able to measure the value of variable X1, namely e-WOM.

2. Structural Model

The calculation of the fit model and quality indices in the table above displays several results of fit indicators, including the Average Path Coefficient (APC), Average R-Square (ARS), and Average Block VIF

(AVIF). According to the statement of Solimun et al (2017), if the P-value data value for APC and ARS is more than 0.05, it is considered significant. Additionally, AVIF, which serves as a multicollinearity indicator, should be less than 5. From the results shown in the table above, it can be seen that the P-value of APC and ARS has a P-value <0.001, which means it has a value of less than 0.05.

The next indicator used is TgoF, where this indicator is used to explain the strength of the explanatory model that has been formed (A. J. Kim & Ko, 2012). The result of the TgoF calculation in this study is 0.584 and is included in the large category. Based on the results above, it can be concluded that the model in this study is considered to be a good fit.

Table 2. Factor loading, Cronbach's alpha, composite reliability, average variance extracted

Items	Factor Loadings	Cronbach's Alpha (α)	Composite Reliability (Cr)	Average Variance Extracted (AVE)
e-WOM		0.669	0.814	0.754
X1.1	0.830			
X1.2	0.710			
X1.3	0.767			
Religiosity		0.836	0.890	0.584
X2.1	0.810			
X2.2	0.847			
X2.3	0.776			
X2.4	0.836			
Boycott		0.894	0.926	0.594
Z1.1	0.842			
Z1.2	0.931			
Z1.3	0.803			
Z1.4	0.902			
Brand Image		0.643	0.808	0.810
Z2.1	0.731			
Z2.2	0.789			
Z2.3	0.771			
Customer Satisfaction		0.922	0.945	0.669
Y1	0.909			
Y2	0.895			
Y3	0.918			
Y4	0.879			

Source: Processed Primary Data (2024)

Next, a determination coefficient (R^2) test is carried out, which is used to determine the effect of the independent latent variable on the dependent latent variable. The R-squared value ranges from 0 to 1, where the higher the value, the higher the level of prediction accuracy (Hair et al., 2017). The R^2 values for boycott, Brand Image, and Customer Satisfaction are 0.796, 0.137, and 0.567, respectively, indicating acceptable predictive accuracy. As an example of the

boycott variable with a value of 0.796, this value can be interpreted as indicating that the e-WOM and religiosity variables explain 79.6% of the boycott variable at Starbucks Indonesia in Malang City, while the remaining 20.4% is explained by other variables outside the model.

3. Hypothesis Testing

A bootstrapping procedure using 5000 subsamples was used to assess the various hypotheses shown in Table 4. The results

showed a negative impact on e-WOM and customer satisfaction ($\beta = -0.481$; p-value = 0.033). Boycott showed a significant negative impact on customer satisfaction ($\beta = -0.712$; p-value = 0.004), brand image showed a significant positive impact on customer satisfaction ($\beta = -0.502$; p-value = 0.000), e-WOM showed a significant positive impact on brand image ($\beta = 0.063$; p-value = 0.002), e-WOM gave a significant positive impact on boycott ($\beta = 0.416$; p-value = 0.000), and religiosity gave a significant positive impact ($\beta = 0.571$; p-value = 0.000) indicating that all the hypotheses were accepted. However, there was no significant effect observed between religiosity and customer satisfaction ($\beta = -0.138$; p value = 0.215), religiosity and brand image ($\beta = 0.239$; p value = 0.097), and boycott on brand image ($\beta = -0.278$; p value

= 0.200) so this hypothesis is rejected. For the clear data, refer to [Table 4](#).

Furthermore, the results of the mediation variable test show that e-WOM towards Customer Satisfaction through Brand Image gives positive results ($\beta = 0.571$; p value = 0.000), e-WOM towards Customer Satisfaction through Boycott and Brand Image gives negative results ($\beta = -0.058$; p value = 0.000), thus it can be seen that the hypothesis is accepted. However, it is different from the results of the hypothesis of Religiosity towards Customer Satisfaction through Brand Image ($\beta = 0.199$; p value = 0.138) and Religiosity towards Customer Satisfaction through Boycott and Brand Image ($\beta = 0.080$; p value = 0.230) where both hypotheses are rejected. For the clear data, refer to [Table 4](#).

Table 3. Discriminant Validity Test Results

Indicator	<i>e-WOM</i>	Religiosity	Boycott	Brand Image	Customer Satisfaction
X1.1	0.830	0.488	0.594	-0.180	-0.402
X1.2	0.710	0.612	0.685	-0.404	-0.540
X1.3	0.767	0.386	0.517	-0.131	-0.322
X2.1	0.481	0.810	0.561	-0.194	-0.294
X2.2	0.536	0.847	0.745	-0.108	-0.432
X2.3	0.558	0.776	0.636	-0.100	-0.306
X2.4	0.610	0.836	0.741	-0.035	-0.391
Z1.1	0.679	0.655	0.842	-0.199	-0.374
Z1.2	0.750	0.791	0.931	-0.215	-0.643
Z1.3	0.518	0.554	0.803	-0.094	-0.476
Z1.4	0.790	0.834	0.902	-0.309	-0.652
Z2.1	-0.240	-0.042	-0.172	0.731	0.446
Z2.2	-0.346	-0.210	-0.208	0.789	0.484
Z2.3	-0.192	-0.037	-0.185	0.771	0.520
Y1	-0.541	-0.469	-0.612	0.552	0.909
Y2	-0.440	-0.279	-0.474	0.565	0.895
Y3	-0.621	-0.481	-0.682	0.584	0.918
Y4	-0.444	-0.338	-0.467	0.579	0.879

Source: Processed Primary Data (2024)

Direct Effect of Exogenous Variables on Consumer Satisfaction

The results of the analysis show that e-WOM has a negative and significant effect on consumer satisfaction, as evidenced by a path coefficient of -0.482 and a P-value of 0.033. This finding clearly indicates that the more intensively consumers are exposed to e-

WOM, especially negative ones, their satisfaction tends to decrease. This is in line with [Ladhari & Michaud's \(2015\)](#) research, which states that e-WOM has the capacity to shape consumer expectations and perceptions. However, this study makes it clear that in a context where e-WOM is dominated by negative sentiments, such as

boycott issues, the effect is actually the opposite of promoting satisfaction. This distinguishes our findings from other studies that may focus more on positive e-WOM as a driver of satisfaction.

Next, the hypothesis testing the relationship between boycott and consumer satisfaction showed a negative and significant result. The implication of this finding is that consumer involvement or exposure to boycott activities can substantially reduce their satisfaction with a brand. (C. Kim et al., 2025) has previously emphasized that

boycotts can affect the emotional connection between consumers and brands. However, our study shows that in Malang, this impact extends beyond emotional dissonance; boycotts create deep-seated negative perceptions that disrupt satisfaction, which is usually based on product quality or experience, as highlighted by Majeed et al. (2025). This underscores that in the context of a boycott, consumer satisfaction is not only influenced by the functional attributes of the brand, but also by the value alignment between consumers and the company.

Table 4. Hypothesis testing results

Hipotesis	Koef.	P-value	Result
Direct Effect			
1: <i>e-WOM</i> – Customer Satisfaction	-0.482	0.033	Significant Negative
2: Religiosity - Customer Satisfaction	-0.137	0.215	Negative Not Significant
3: Boycott – Customer Satisfaction	-0.712	0.004	Significant Negative
4: Brand Image– Customer Satisfaction	0.502	0.000	Significant Positive
5: <i>e-WOM</i> – Brand Image	0.063	0.002	Significant Positive
6: Religiusitas – Brand Image	0.239	0.097	Positive Not Significant
7: Boycott – Brand Image	-0.278	0.200	Negative Not Significant
8: <i>e-WOM</i> – Boycott	0.416	0.000	Significant Positive
9: Religiosity - Boycott	0.571	0.000	Significant Positive
Indirect Effect			
10: <i>e-WOM</i> - Customer Satisfaction through Brand Image	0.192	0.003	Significant Positive
11: Religiosity - Customer Satisfaction through Brand Image	0.199	0.138	Positive Not Significant
12: <i>e-WOM</i> - Customer Satisfaction through Boycott dan Brand Image	-0.058	0.004	Significant Negative
13: Religiosity - Customer Satisfaction through Boycott dan Brand Image	-0.080	0.230	Negative Not Significant

Source: Processed Primary Data (2024)

On the other hand, brand image was found to have a positive and significant effect on consumer satisfaction, with a path coefficient of 0.099. This figure confirms that Starbucks Indonesia's strong brand reputation remains a crucial factor in maintaining consumer satisfaction levels. This finding is consistently supported by existing literature, such as Keller's (2013) research, which emphasizes that a positive brand image can enhance perceptions of product and service experiences, ultimately

contributing to increased consumer satisfaction. This suggests that even amidst challenges such as boycotts, solid brand image assets can serve as an important buffer.

The Influence of Forming and Mediating Variables in Various Contexts

This study also identified that e-WOM has a constructive and significant impact on the formation of Starbucks Indonesia brand image in Malang City, but in a specific context: the more e-WOM received by

consumers, especially those related to boycott issues, paradoxically worsens Starbucks Indonesia brand image. This finding is in line with [Laroche et al. \(2012\)](#) study, which states that boycott campaigns driven by negative e-WOM can damage brand reputation by forming negative perceptions among exposed consumers. Although Laroche also noted the potential for negative e-WOM as an opportunity if handled well (e.g., becoming a socially conscious brand), the Starbucks Indonesia case in Malang highlights the dominance of the reputation-damaging effect when e-WOM is related to sensitive issues.

Furthermore, e-WOM has been shown to have a positive and significant impact on boycotts. This confirms that discussions, reviews, and comments circulating on social media or digital platforms have great power to mobilize consumers to participate in boycott actions ([Sormin & Malik, 2024](#)), previously emphasized that e-WOM has the capacity to spread information quickly and widely, shaping consumer perceptions, especially when the information contains negative sentiments related to social issues, ethics, or company policies. This finding is very relevant not only in Malang but also in various cultural contexts where digital activism and social solidarity through e-WOM are increasing.

Simultaneously, religiosity has a positive and significant effect on boycotts. This finding indicates that individuals with higher levels of religiosity tend to be more motivated to join a boycott of brands that they view as contradictory to their religious values and consumption principles. This interpretation is based on the premise that religious individuals tend to have a strong moral and ethical value framework, making them more sensitive to issues that are considered inconsistent with their beliefs. ([Abdullah et al., 2021](#)) has previously shown that religiosity influences consumer preferences, attitudes, and behavior, including the decision to participate in a boycott. In a cultural context where religious values are a strong

foundation for social morality, such as in Indonesia in general, the influence of religiosity on boycott behavior can be much more pronounced than in a secular society.

Complex Mediation Path Analysis

The results of the hypothesis testing also revealed that e-WOM has a positive and substantial effect on consumer satisfaction through brand image mediation, as evidenced by the path coefficient of 0.192 and P-Value of 0.003. This finding indicates that information dissemination through e-WOM not only directly increases consumer satisfaction but also indirectly influences brand perception, which in turn contributes to satisfaction. This finding is consistent with the study of [Abdullah et al. \(2021\)](#), which highlights the crucial role of e-WOM in forming positive brand perceptions, which ultimately affect consumer decisions and levels of satisfaction. In other words, e-WOM that successfully builds a positive brand image can significantly increase consumer satisfaction.

However, a more complex and relevant mediation pathway in the context of this study is the effect of e-WOM on consumer satisfaction through the mediation of boycott and brand image, which yields a path coefficient of -0.058 and P-values of 0.004. These values indicate that e-WOM influences boycott and brand image sequentially, which collectively have a significant negative impact on consumer satisfaction. This confirms that the increase in consumer perceptions formed through e-WOM (especially negative and boycott-related ones) can trigger boycott actions, which in turn damage brand image and cumulatively decrease consumer satisfaction levels. In the framework of this study, boycott functions as a consumer behavioral response to negative information spread through e-WOM, while brand image is a key mediating factor in maintaining or restoring consumer trust. In line with ([Panteleeva & Oyner, 2013](#)), the decline in brand image due to boycotts can be caused by negative perceptions of the company's business practices or a

misalignment between the company's values and the values held by consumers. Consequently, negative e-WOM that triggers boycotts can fatally erode brand image, resulting in decreased consumer satisfaction because the brand is perceived as being inconsistent with their beliefs.

4. Managerial Implications and Practical Recommendations

The findings of this study have several significant managerial implications for businesses like Starbucks Indonesia, particularly in markets with high cultural and religious sensitivity, such as Indonesia and other countries with similar demographics. First, companies can no longer simply monitor negative e-WOM; they must develop a holistic, proactive and responsive e-WOM management strategy. This involves not only monitoring on digital platforms, but also implementing prompt, transparent, and culturally appropriate corrective and communicative actions. For example, in the face of a boycott campaign driven by sensitive issues, brands must be able to convey a clear and consistent narrative about their positions and initiatives, perhaps through a communications campaign that highlights locally relevant social responsibility or positive community involvement. This could mean conducting CSR programs that focus on the well-being of local communities or supporting respected religious initiatives.

Second, strategic brand image management is essential as a buffer against the negative impacts of e-WOM and boycotts. While negative e-WOM can be damaging, a strong brand image can serve as a vital asset that protects consumer loyalty. Companies must continue to invest in building and maintaining a positive brand image through consistent product quality, superior customer service, and branding campaigns that emphasize universal values or values that are contextually relevant to the local market. Branding strategies should be geared toward creating deep emotional connections with consumers, building trust

that is not easily eroded by negative sentiment. For global brands, this means tailoring brand image messaging to resonate with local values without compromising the brand's core identity.

Third, in a market context dominated by strong cultural and religious values, such as in Indonesia, a deep understanding of local consumer values is imperative. Brands must ensure that their business practices and marketing communications messages align with the community's core values. Ignoring these sensitivities can quickly trigger negative reactions, including boycotts. Companies need to conduct in-depth cultural research and engage local experts to navigate this value landscape. This can be achieved through strategic partnerships with local organizations, support for relevant cultural or religious initiatives, and ensuring that supply chains and company policies reflect ethical principles valued by consumers.

CONCLUSION

Based on the results and discussion, several conclusions can be drawn. Brand image has a positive and significant effect on consumer satisfaction, while e-WOM and religiosity have a positive effect on boycotts. On the other hand, e-WOM and boycotts have a negative effect on consumer satisfaction, and e-WOM also has a negative effect on brand image. However, religiosity and boycotts do not have a significant effect on brand image and consumer satisfaction. In addition, e-WOM has a positive effect on consumer satisfaction through brand image, but it can also indirectly decrease consumer satisfaction through boycotts and damage to brand image. This study reveals that e-WOM plays a dual role, which can either strengthen or increase consumer satisfaction, depending on the perception and response generated by the e-WOM.

It is recommended that future research delve deeper into this study by analyzing aspects such as consumer loyalty, purchase decisions, or purchase intentions. This

research should also consider other factors, such as customer engagement and brand trust, to gain a more comprehensive understanding of consumer behavior. Furthermore, the research area could be expanded to include several cities in East Java or even throughout Indonesia. This step aims to obtain a sufficient number of respondents, resulting in more varied research results and a more accurate picture of the boycott issue across various regions. Therefore, future research is expected to produce more adequate and relevant findings, and make a significant contribution to research and development and companies.

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