

**CORPORATE IMAGE MEDIATION BETWEEN TRUST AND MANAGERIAL
CAPABILITIES TOWARD CUSTOMER SATISFACTION
(Empirical Study of the Customer of Familie Hotel in Metro City)**

Ngaliman

pak_ngaliman@yahoo.com

Faculty of Economics, University of Batam

ABSTRACT

This research is motivated by the importance of customer satisfaction measurement using trust variable and managerial capability through company image. The research method used is explanatory survey and primary data. The sampling technique used questionnaire with likert scale to 150 respondents in Hotel Familie 2 Metro. Testing instrument requirements used include test validity and reliability test. Testing instrument analysis include lilifores normality test, homogeneity, linearity and regression significance. The tool used to test is the Structural Equation Model (SEM) and use the Linear Structural Relationship (LISREL) program which is a statistical program package for the structural equation model. Based on the findings of the research, it is known that trust does not affect the company image, managerial ability has a positive effect on the company's image, trust does not affect customer satisfaction, managerial ability has a positive direct effect to customer satisfaction, and corporate image has a positive effect on customer satisfaction.

Keywords: trust, managerial ability, corporate image, customer satisfaction.

1. Introduction

One of the requirements for companies to succeed in future competition is to achieve goals by creating and retaining customers (Abd-El-Salam, 2013). The role of profit-oriented companies must think of the completeness of the various means to meet customer needs required by customers. Within a company, the issue of confidence in the community is also one of the priorities that management should pay attention to (Irma, 2016). Trust is present if a party has integrity and reliability to the other party or declares trust as the ability to believe

another who has been believed (Morgan & Hunt, 1994; Ratni, 2009).

If a company wants consumers to be satisfied then it is necessary to pay attention to the company's image and the right strategy of trust (Merza, 2015; Lilita, 2013). Although the product offered by the management has been appropriate with the tastes of consumers, but the bad corporate image will cause less satisfied to the consumers (Kisworo, 2013). The consequence is the loss of consumer confidence in the products or services produced by the company, the consumer's motivation to utilize

the company's products or the services will decrease, and the marketing area will be seized by the competitor (Ratni, 2009). Conversely, if the strategy used by companies in forming trust is appropriate and supported by a good corporate image, it can provide satisfaction to consumers.

The managerial capability of every employee in a company should always be improved so that the company can achieve organizational goals (Teuka, 2014). The ability to manage the organization, and the ability to serve customers can thrive, among others through employee organizing strategies, motivating employees, monitoring and creating customer satisfaction. (Quddus & Hudrasyah, 2014; Lumley, 2011).

Changes in the environment and changes in human behavior, increasingly encourage the increasing use of services produced by the company (Sahu, 2015). This environmental change encourages entrepreneurs in hospitality services, in order to provide the best service to create customer satisfaction (Danesh, et al., 2012).

The hospitality organization is part of the tourism industry that provides lodging and food and beverage facilities and services and other services to customers who live temporarily and commercially managed. One of the requirements for companies to win the competition is to achieve goals by creating and maintaining customer loyalty (Astri, 2015; Suharto, 2016).

The role of management as a means of meeting customer needs is becoming increasingly important for society (Rao & Sahu, 2013). Knowing the level of customer satisfaction with trust and knowing the factors that influence the level of customer satisfaction and displaying a good image for the community also apply to the company (Quddus & Hudrasyah, 2014; Yousafzai, 2015; Hamid & Jusoh, 2016).

The lodging services company is a service company that is not only known as a place to stay when away from home, but also known as a company engaged in the service to the community. Although the facilities are very supportive if not supported by satisfactory service, the customer will feel dissatisfied. It can be seen how important the importance of service quality for a company that produces services (Stranjancevic & Bulatovic, 2015)

Based on the background and conceptual framework, then conducted research that aims to test the hypothesis of direct influence of trust on corporate image, direct influence of managerial ability to corporate image, positive influence of trust on customer satisfaction, positive influence of managerial ability to customer satisfaction, corporate image to customer satisfaction.

2. Research Methods

This research used survey method and implemented in February until April 2017 in Lampung Province. Research variables include trust as an exogenous variable, managerial ability as exogenous, corporate image as endogenous variable, and customer satisfaction as endogenous variable. Target population is all consumers who use the services of Hotel Familie 2 Hotel Metro. The sample used is 150 respondents. Sampling method utilize accidental sampling technique. The instrument used in this study is a multiple choice with 5 alternative Likert scale models. The instrument preparation steps include the development of dimensions and indicators, instrument preparation, validity and reliability testing, instrument revision, finalization, and data collection.

Testing instrument validity use biserial correlation. The scale of trust, managerial abilities, the scale of corporate image and customer satisfaction scale which are tested for validity use the coefficient of "Product Moment", while reliability testing use the coefficient of "Cronbach's Alpha" (Ghozali,

2011; Suharto, 2016; Hair, 2009). Data analysis techniques include descriptive statistical analysis, inflation statistics, Test requirements analysis includes test normality, homogeneity, linearity and regression significance. Multivariate statistics use path analysis (Path Analysis). Processing using Microsoft Excel, SPSS, and LISREL.

3. Research Results

Prior to data analysis, the required requirements analysis requirements as follows:

a. Test Requirements Analysis of Data Homogeneity

The test results of this analysis requirements are used to find out the relationship between variables, with the requirement that each variable must have a normal distribution.

Table 1. Requirements Analysis Test of Data Normality

No.	Estimated Error of Regression	L _{value}	L _{table}	Decision	Conclusion
1.	Y ₁ on X ₁	0.05	0,072	H ₀ acceptable	Normality
2.	Y ₁ on X ₂	0.083	0,072	H ₀ Un acceptable	Un Normality
3.	Y ₂ on X ₁	0.052	0,072	H ₀ acceptable	Normality
4.	Y ₂ on X ₂	0.055	0,072	H ₀ acceptable	Normality
5.	Y ₂ on Y ₁	0.059	0,072	H ₀ acceptable	Normality

b. Test Requirements Analysis of Data Homogeneity

The results of testing requirements of this analysis are used to determine the

relationship between variables, with the requirement that each variable must have a homogeneous relationship.

Table 2. Requirements Analysis Test of Homogeneity

No.	Homogeneity	X ² _{value}	X ² _{table}	Conclusion
1.	Y ₁ on X ₁	33,885	132,144	Homogeneous
2.	Y ₁ on X ₂	45,932	141,030	Homogeneous
3.	Y ₂ on X ₁	24,653	132,144	Homogeneous
4.	Y ₂ on X ₂	38,486	141,030	Homogeneous
5.	Y ₂ on Y ₁	21,754	141,030	Homogeneous

c. Test Requirements Analysis of Linearity and Significant Regression

The results of this test are used to determine the relationship between variables,

with the requirement that each variable must have a linear relationship and regression significance.

Table 3. Summary of Requirements Analysis Test of Linearity and Significance of regression

Variable	F _{value} and F _{table}		Sig. regression	F _{value} and F _{table}		Linearity regression
	f _{value}	f _{table}		f _{value}	f _{table}	
Y ₁ on X ₁	10,24	2,12	Significant	0.10	2,12	Linearity
Y ₁ on X ₂	58,60	2,12	Significant	0.10	2,12	Linearity
Y ₂ on X ₁	14,32	2,12	Significant	0.11	2,12	Linearity
Y ₂ on X ₂	203,94	2,12	Significant	0.02	2,12	Linearity
Y ₂ on Y ₁	4,13	2,12	Significant	5.12	2,12	Un Linearity

Result of Path Coefficient Calculation, t_{value}

After the test requirements analysis is done, the next is to calculate and test each path coefficient as presented in the following table:

Table 4. Summary of Result of Path Coefficient

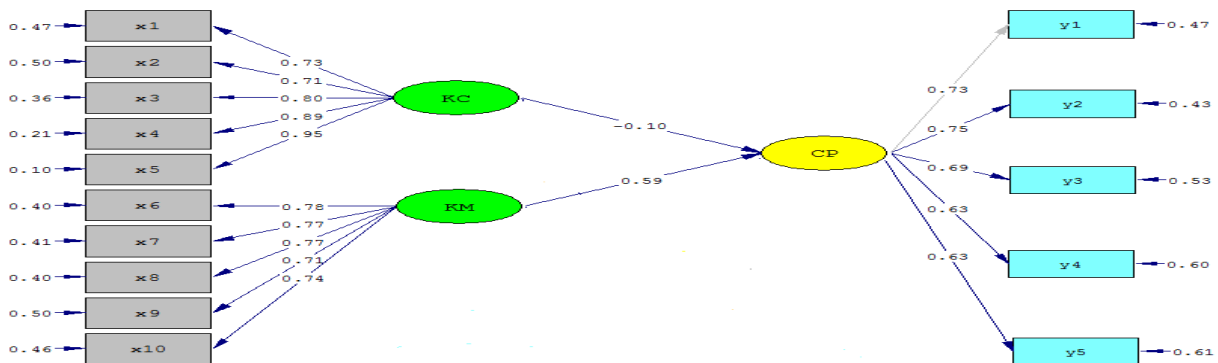
No.	Variable	Coefficient Path (ρ)		Decision	Conclusion
		SLF*	t _{value}		
1	Y ₁ on X ₁	-0,10	-1,27	H ₀ accepted	Un Significant
2	Y ₁ on X ₂	0,59	5,93	H ₀ rejected	Significant
3	Y ₂ on X ₁	-0,09	-1,54	H ₀ accepted	Un Significant
4	Y ₂ on X ₂	0,67	7,14	H ₀ rejected	Significant
5	Y ₂ on Y ₁	0,25	2,82	H ₀ rejected	Significant

*:Standardized Loading Factor.

Sub-Structure Path Coefficient 1

The model of the coefficient analysis of the sub-structural path 1 is expressed in terms of equations $Y_1 = \beta_{31}X_1 + \beta_{32}X_2 + \varepsilon_1$. This test will

provide decision-making test hypotheses 1 and 2.



Chi-Square=391.39, df=183, P-value=0.00000, RMSEA=0.087

Figure 1. Sub-Structure PathLine Coefficient 1

Based on sub-structural test 1 obtained path coefficient (β_{31}) amount -0,10 and worth $t_{value} = -1,27 < t_{table(0,05: 150)} = 1,97$. So, H_0 received and the coefficient of path ρ_{11} is not significant, meaning trust does not have a direct positive effect on the company image. Path coefficient (β_{32}) amount 0,59 and worth $t_{value} = 5,93 > t_{table(0,05: 150)} = 1,97$. So, H_0 rejected and path coefficient (β_{32}) is significant, it means

managerial ability have a direct positive effect on company image.

Sub-Structure Path Coefficient 2

The model of the coefficient analysis of the sub-structure path 2 is expressed in terms of equations $Y_2 = \beta_{41}X_1 + \beta_{42}X_2 + \beta_{43}Y_2 + \varepsilon_2$. This test will provide decision-making test hypotheses 3, 4, and 5.

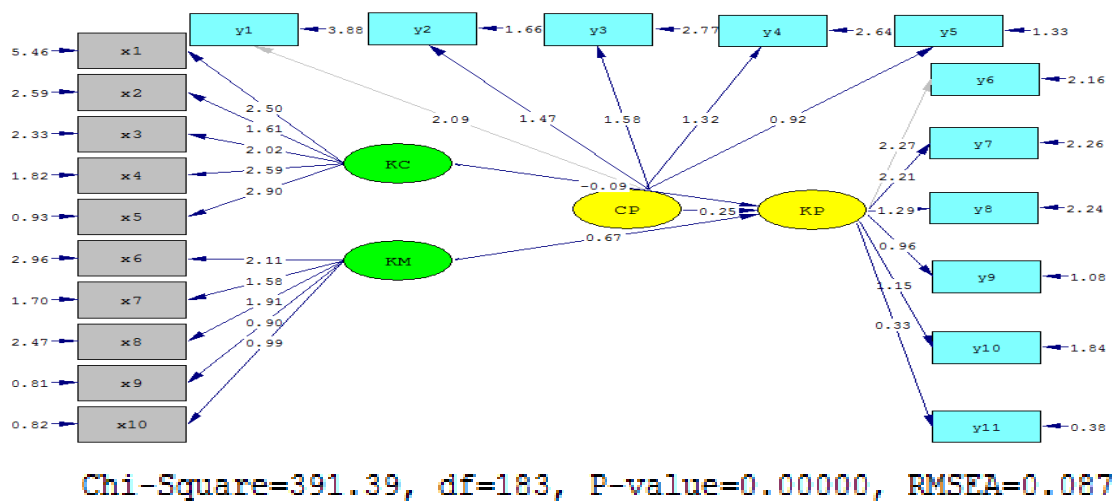


Figure 2. Sub-Structure Path Coefficient 2

Based on sub-structure 2 testing, the path coefficient was obtained (β_{41}) amount -0,09 and worth $t_{value} = -1,54 < t_{table(0,05: 150)} = 1,97$. So, H_0 received so that the path coefficient (β_{41}) is insignificant. This means that trust has no direct positive effect on customer satisfaction. Path coefficient (ρ_{42}) amount 0,67 and worth $t_{value} = 7,14 > t_{table(0,05: 150)} = 1,97$. So, H_0 rejected so the path coefficient (β_{42}) is significant. This means that managerial ability has a direct positive effect on customer satisfaction. Path coefficient (ρ_{43}) amount 0,25 and worth $t_{value} = 2,82 > t_{table(0,05: 150)} = 1,97$. So, H_0 rejected so the path coefficient (β_{43}) is significant. This means that

corporate image has a direct positive effect on customer satisfaction.

Based on the calculation of path coefficients and *t-value* for the purpose of testing the established hypothesis, indicate that the five path coefficients $> 0,05$ and $t_{value} > 1,97$. So, H_0 rejected and three lanes are significant.

Standardized Solution Path Chart

The overall standardized solution path diagram of each variable through Lisrel program 8.80 is illustrated as follows.

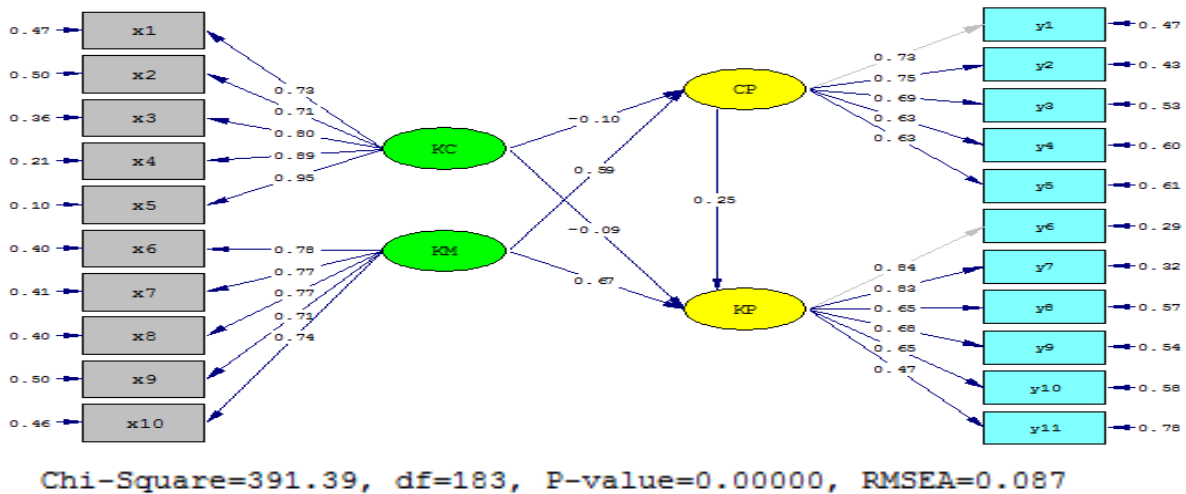


Figure 3. Standardized Solution Path Chart

Based on Figure 3 (Standardized Solution Path Diagram), in addition to direct influence, there is also a total and indirect effect between exogenous variables (X) and endogenous variables (Y). Based on the lisrel output of the standardized total effect shows that: (1) the total effect of the confidence variable X_1 and managerial ability X_2 on the company image (Y_1) is also equal to the direct effect of each effect, (2) the total effect of trust variable X_1 , managerial ability X_2 , and company image (Y_1) to customer satisfaction (Y_2) is equal to the value of direct influence (direct effect) of each variable, because it is not mediated by other variables (intervening variable), (3) indirect effect of trust variable (X_1) on customer satisfaction (Y_2) equal to $-0,10 \times 0,25 = -0,025$, because the other variable (intervening variable) is company image (Y_1) equal to 0,25, whereas its total influence is $-0,09 + (-0,025) = -0,115$ and (4) indirect effect variable managerial ability X_2) to customer satisfaction (Y_2) of $0,59 \times 0,25 = 0,148$ because of intervening variable that is company image (Y_1) equal to 0,25, mean total influence is $0,67 + 0,148 = 0,818$.

Description of the total effect of exogenous variables (X) on the endogenous variable (Y) above shows that the variables X_1 and X_2 have a positive effect on Y_2 because of the intervening (mediation) variable Y_1 has a

greater influence value than the variables that are not mediated other variables. In other words, trust, managerial ability and corporate image together affect customer satisfaction has greater value of influence compared to only one variable (X) affecting customer satisfaction. It also occurs in corporate image variables, that trust and managerial capabilities affect the company image has a greater influence value compared to only one variable (X) that affects the company image.

4. Discussion

a. Effect of Belief on Corporate Image

The results of the study found that trust had no direct positive effect on the company image. It shows that if trust cultivates a sense of honesty, promises consumers, coaching relationships, consistent with thoughts and actions, then the company's image can design the company, honesty, justice and attitudes of knowledge, the overall impression of the organization, evaluate the overall service of the company, opinions that come into the minds of customers when they hear the name of the company, the company employees will still provide a good corporate image for the company.

These findings are not in accordance with research conducted by Merza, (2015),

which concludes that trust has a significant influence on the company's image.

b. The Influence of Managerial Ability To Corporate Image

The results of the study found that managerial ability had a direct positive effect on the company image. It shows that if managerial ability can plan, organize, give motivation, supervision and marking to consumer company, hence good image of company, will be formed by attitude of response done by company employees. The responsiveness is already manifested by company employees in the form of convenience.

The findings of Teuka, (2014) and Astri, (2015) conclude that managerial capability is the ability to perform tasks based on the competence performed by a person in achieving the goals of working with others.

c. The Influence of Trust on Customer Satisfaction

The results of the study found that trust had no direct positive effect on customer satisfaction. It shows if trust can be a sense of honesty, promise consumers, coaching relationships, then customer satisfaction can create a good impression for customers, profitable for the company because, and with good customer satisfaction, the customer remains loyal to use the services of the company.

These findings are consistent with research conducted by Irma (2016) which concludes that trust has an influence on satisfaction of the customers.

d. The Influence of Managerial Ability To Customer Satisfaction

The results suggest that managerial ability has a direct positive effect on customer satisfaction. This indicates if variations of changes that occur in managerial capabilities,

will cause changes to the ups and downs of customer satisfaction, the customer satisfaction impression after getting the services of the company, perceive the performance of employees with the customers satisfaction with existing services in the company will make customers keep using company services.

These findings are consistent with research conducted by Bharwana (2013) which concludes that partially managerial ability has a significant influence on customer satisfaction.

e. The Influence Of Corporate Image On Customer Satisfaction

The results suggest that corporate image has a positive effect on customer satisfaction. This shows that if variations of changes that occur in the image of the company, will cause changes to the ups and downs of customer satisfaction. If the company image can affect consumer confidence, evaluate the overall service of the company, the opinions that come into the customer's mind when they hear the company's name.

By establishing a good corporate design can create the image of the company, employees can be honest, fair, know the broad knowledge, the overall impression of the organization, evaluate the overall service of the company, then the customer satisfaction can provide information something needed, have responsiveness to customer complaints, will increasingly believe in the company.

These findings are consistent with research conducted by Suharto (2016) and Suratno (2016) that corporate image has a significant effect on customer satisfaction.

5. Conclusions

Based on the analysis and discussion, it can be concluded several things as follows:

- a. Trust has no direct positive effect on the company's image. It shows that if the customer's trust is improved, it does not directly affect the company's image.
 - b. Managerial ability has a direct positive effect on the company's image. It shows that if the managerial ability is improved, then the company image will be better.
 - c. Trust has no direct positive effect on customer satisfaction. It shows that if the consumer confidence is improved, it does not directly affect customer satisfaction.
 - d. Managerial ability has a direct positive effect on customer satisfaction. This shows that if the managerial ability is improved, then the customer satisfaction will be better.
 - e. Corporate image has a direct positive effect on customer satisfaction. This shows that if the company's image the better, then the customer satisfaction will be better.
- c. Company management should pay attention to the indicators of trust, managerial skills, corporate image and customer satisfaction for the general purpose of the organization can be achieved and can win the competition.
 - d. In order to improve the quality of service, the management needs to improve the condition of the building (physical appearance) with attention to cleanliness, comfort with attractive interior, complete supporting facilities (parking) as well as safety and security of customers.

6. Suggestions

The advice is given to doing this research include:

- a. Increased confidence in corporate image is one of the things that must be realized in order to achieve corporate goals, because with the effort to increase customer confidence will direct the appeal of consumers to take decisions to use the services company. The company needs to conduct periodic trust improvements on the principles of customer's relation management to employees in accordance with the company's vision and mission. Improvement of services such as honesty in instilling trust, promising consumers / customers, relationship building, customer desired knowledge, consistency between thoughts and actions is one thing that must be able to realize the effectiveness of corporate goals.
- b. To avoid the occurrence of customer disrespect, the service provided to the

REFERENCE

- Abd-El-Salam, Eman Mohamed et al. (2013). The impact of corporate image and reputation on service quality, customer satisfaction and customer loyalty: testing the mediating role. Case analysis in an international service company, Arab Academy for Science and Technology and Maritime Transport, College of Management and Technology, Alexandria, Egypt. *The Business & Management Review*, Vol. 3 Number-2, January.
- Astri, Ocktora Sinaga dan Kusumantoro. (2015). Pengaruh Kualitas Pelayanan, Kemampuan Manajerial Pengurus, Motifasi Anggota dan Citra perusahaan. *Jurnal Pendidikan*. Vol.10, No.1 – Juni: hal. 7.

- Bharwana, Tariq Khalil. (2013). Impact of Service Quality on Customers' Satisfaction: A Study from Service Sector especially Private Colleges of Faisalabad, Punjab, Pakistan. *International Journal of Scientific and Research Publications*. Volume 3, Issue 5, May, 1 ISSN 2250-3153.
- Danesh, Seiedeh Nasrin et al. (2012). The Study of Customer Satisfaction, Customer Trust and Switching Barriers on Customer Retention in Malaysia Hypermarkets. Faculty of Management and Information Technology, UCSI University. *International Journal of Business and Management* Vol. 7, No. 7; April. www.ccsent.org/ijbm.
- Ghozali, Imam. (2011). *Aplikasi analisis multivariante dengan program SPSS*. Semarang: Penerbit UNDIP.
- Hair, Jr. F. Joseph., William C. Black., Barry J. Babin & Rolph Anderson. (2009). *Multivariate Data Analysis*, Sixth Edition. New Jersey: Pearson Prentice Hall Education International.
- Hamid, Siti Ngayesah Ab & Wan Jamaliah Wan Jusoh. (2016). Corporate image of zakat institutions in Malaysia, GEOGRAFIA Online TM Malaysian Journal of Society and Space 12 issue 2 (47 - 57) Themed issue on contemporary financial, business, investment and entrepreneurial facets of Malaysia's development © ISSN 2180-2491
- Irma, Ayu Noeraini. (2016). Pengaruh Tingkat Kepercayaan, Kualitas pelayanan, dan Harga Terhadap Kepuasan Pelanggan JNE Surabaya. *Jurnal Ilmu dan Riset Manajemen*. Vol.5, No.5 – Mei: hal. 15.
- Kisworo, Danang. (2013). Exploring Service Quality, Customer Satisfaction Andcustomer Loyalty In The Taiwan Mobile Telecommunication. *Jurnalmetris*, 14: 67–72, ISSN: 1411-3287.
- Lilita, Seimus Kane et al. (2013). Citizens' Trust in Public authorities of Latvia And Participation Paradigm. *European Scientific Journal*. Desember /SPECIAL/edition Vol. 2 ISSN:1857-7881(print) e-ISSN 1857-7431.
- Lumley, E.J., M. Coetzee, R. Tladinyane & N. Ferreira. (2011). Exploring the job satisfaction and organizational commitment of employees in the information technology environment. *Southern African Business Review*, hlm. 100-118. Volume 15, Issue 1.
- Merza, Aris. (2015). *Pengaruh Citra Perusahaan Terhadap Kepercayaan Serta Dampak pada Minat Beli*. *Jurnal Adminitrasi Bisnis (JAB)*. Vol.3, No.1-Maret 2015: hal 4.
- Morgan, Robert M. & Shelby D. Hunt. (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal Article. Journal of Marketing* Vol. 58, No. 3 (Jul., 1994), pp. 20-38.
- Quddus, Fakhri Syahir Abdul & Herry Hudrasyah. (2014). The Influence Of Service Quality Dimensions On Customer Satisf action And Customer Loyalty In Pt. Jne North Bandung Area. *Journal Of Business And Management*. Vol. 3, No.5: 546-556.
- Rao, P. Srinivas & Padma Charan Sahu. (2013). Impact of Service Quality on Customer

- Satisfaction in Hotel Industry. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*. Volume 18, Issue 5 (Nov. - Dec. 2013), PP 39-44 e-ISSN: 2279-0837, p-ISSN: 2279-0845. www.iosrjournals.org.
- Ratni, Prima Lita. (2009). *Pengaruh kepercayaan pada komitmen loyalitas pelanggan*. Fakultas Ekonomi, Universitas Andalas, Padang Kampus Limau Manih, Padang, Sumatra Barat. *Trikonomika*, Volume 8, ISSN 1411-514X.
- Sahu, Subrat et al. (2015). *Strategi CSR, Corporate identity, Branding and Marketing, Review & Comments, Society of Interdisciplinary Bussiness Research (www. Sibresearch.org)*. ISSN: 2304-1013 (Online), 2304-1269 (CDROM), Vol. 4(3).
- Stranjancevic, Ana & Iva Bulatovic. (2015). Customer Satisfaction As An Indicator Of Service Quality In Tourism And Hospitality. *International Journal For Quality Research*. 9(4) 689–704 Issn 1800-6450, Article Info: Received 07.09.2015 Accepted 08.11. Udc – 638.124.8.
- Suharto. (2016). Responsiveness, Customer Relationship Management Confidence and Costomer Loyalty. *Social and Economic Sciences, Scientific Jurnal Of PPI-UKM*. ISSN No. 2356-2536. Vol. 3 No. 2.
- Suratno. (2016). Pengartu Citra Perusahaan Dan Kualitas Pelayanan Terhadap Loyalitas Pelanggan Dengan Kepuasan Pelanggan Sebagai Variabel Intervening Pada PT Pelabuhan Indonesia III Semarang. *Jurnal of Management*. Vol.2 No.2 – Maret 2016: hal 13
- Teuka, Miftahuddin. (2014). Kemampuan Manajerial Kepala Sekolah Dalam Meningkatkan Kinerja Guru Di SMK Negeri 1 Lhok Sukon, Kabupaten Aceh Utara. *Jurnal Adminitrasi Pascasarjana Universitas Syiah Kualo*. ISSN. 2302-0156, Pp.67-76. Volume 2, No.1. (Diakses Tanggal 03/02/2016).
- Yousafzai. (2015). Consistency are key to Developing Trust Worthinnes and Trust in on Line Context, Intertional. *Journal of Industrial management & Data System*. Vol. 115 No 2, pp; 239.