

The Company Image at the Executive Dock of Merak Banten Port, Indonesia

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This study aims to examine the ticket Price and ship performance variables that affect the company image at the executive dock of Merak Banten Port in Indonesia, which is mediated by passenger satisfaction. Some of the problems encountered include the performance of the ships operating at the executive dock, which still does not meet the services expected by passengers. This study uses a questionnaire with a sample of 397 passengers on four ferry passenger ships. This study uses Structural Equation Modelling with the application of Smart PLS 3. In a separate case, a study based on the results of hypothetical testing; there are differences in the research methods, dimensions and indicators used. The results of this study indicate that ticket Price, ship performance and passenger satisfaction have a positive and significant influence on the company image at the executive dock of Merak Banten port, Indonesia.

Key words: *Company Image, Executive Dock, Ticket Price, Passenger Satisfaction, Ship Performance.*

Introduction

Today Merak Banten Port is managed by the Land Transportation Management Centre of Banten Province, a working unit under the Directorate General of Land Transportation. BPTD Area VIII of Banten Province cooperates with the Indonesian Lake and Crossing River Transportation Company (ASDP) as the organizer of Merak crossing port. The transportation at Merak crossing port used to cross Sunda Strait is a ferry ship. The ferry carries trucks, cars, motorcycles and pedestrian passengers.

The level of service in transportation is a qualitative measure that explains the operational conditions in a traffic flow and the perception of drivers and/or passengers towards those conditions (Khisty & Kent, 2005). Factors like acceleration and travelling time, freedom to maneuver, traffic stops, as well as ease and comfort, are conditions which affect the level of service. Ferry transportation at Merak Port today is still favored by the service users, generating competition in the business of ferry transportation. The tightening competition requires operators to maximize their company image to be able to compete in the market. Understanding customer needs, wants and demands will provide important input to the company's design marketing strategy, so as to be able to engender customer satisfaction and pleasurable fulfilment, that is, the fulfilment of customer expectation in satisfying ways (Oliver, 2010).

If a company provides good services and Price, it is presumed to be able to fulfil the expectation of passengers, to provide maximum value and satisfaction for passengers, compared with existing competitors. This creates a leading and reliable company image in the eyes of passengers or service users at the executive dock of Merak Banten Port. One of the businesses now facing a tight competition is ferry transportation. This requires the operator or administrator to develop strategies to compete and outdo its competing distributors.

The performance of vessels operating at the executive dock has not met the users' expectations; where there are only four units of vessels operating at the executive dock, causing the distance between one and another ships is long enough for passengers to wait the ship and it makes the ship arrives at the executive dock not on the determined schedule. The cost of the ticket for passengers at the executive dock has not been offset with premium and quality services; there are malfunctioning toilet facilities on the ship, the ship's travel time is not punctual, the ship's schedule is uncertain both at arrival and departure, and the speed and readiness of officers in running the procedure is not sufficient as the operation pattern made by PT ASDP still exceeds the allocated time.

Travel by ferry, which is more frequent in most ports, rather than by inter-island ships will give the advantage of internode transportation with shorter waiting times to travel (Odchimar & Hanaoka, 2015). Ferry transportation is a popular choice for the Java-Sumatera in Merak-Bakauheni, Java-Madura and Java-Bali. The problems examined in this research are; (1) The performance of ships operating at the executive dock has not provided services as expected by users, (2) the existing ticket Price has not been equal to the facilities and benefits as should be expected, (3) the punctuality of the ship's travelling time does not match the time determined by the operator, (4) arrival times have not been in line with the expectation of executive dock users, and (5) the speed and readiness of ASDP officers in running the procedure has not been at maximum level, the operation pattern exceeds the determined time.

The operation of the ferry ship generates an impact on the users of executive dock services. Passengers expect to arrive at their destination in a short amount of time but the reality differs from passenger expectations; the services provided by the executive dock are not much different to those provided by the ordinary dock. The overall impact of this will affect the company image. According to Kanaidi (2010), the dimensions that create company image refer to a set of impressions, beliefs, and attitudes. Some of the dimensions of company image that can actively affect brand equity are (Hoeffler & Keller, 2003): (1) attributes of the product, benefit, and behavior in general related to quality and innovation, (2) people and relationship, as related to customers (customer orientation), (3) value and program, related to care for the environment and social responsibility, and (4) company credibility, related to expertise, trust, and a pleasant attitude.

The increased willingness to pay is common in the transportation application (Anjos, Cheng & Currie, 2005). The approach used in the analysis of Willingness to Pay is based on the perception of public transport users toward the tariff on public transport. Passengers buy a ticket in accordance with the type of ferry ship and their willingness to pay (Bayliss, et al., 2019). The management has an objective to maximize income from ticket sales. In previous research on ferry transportation at Telaga Pungkur-Tanjung Uban Riau, comfort, security, safety, information on routes, complaints, as well as ticket pricing are included in the category of good service (Sihombing & Marpaung, 2015). Some of the Price dimensions, according to Stanton, (2012) are; (1) affordability, (2) conformity between Price and product quality, (3) competitiveness, and (4) conformity between Price and benefit.

De Borger, Kerstens and Costa, (2002) explain the cost limit for public transport operators and the understanding of the public transport sector performance. Various performances of ferry ships have been studied: navigation and good communication by Perera & Mo, (2018), operational efficiency by Soner, Akyuz & Celik (2018); Dinu & Ilie (2015). The performance of ferry ships relating to ship speed has been studied by Muhammad, Djabbar, & Yuniarsih, (2013). Based on the findings by Darmadi, Arifin, & Agustin, (2016) at the crossing point of Kariangau-Penajam, Balikpapan, East Kalimantan, the users' assessment of the performance of transportation services is categorized as satisfactory. Another study concerns ferry ship passengers' frustration, which has an important role in service quality (Chan, 2017). Plangiten, Pandey, & Lalamentik, (2019), find that the time of service and ferry ship service in Bitung Port, North Sulawesi are considered good, whereas the ship loading-unloading services have not met the standard operational performance. Some dimensions of performance are; (1) safety, (2) security, (3) comfort, and (4) equality (Director General of Land Transportation of the Republic of Indonesia, 2012). The other dimensions are; (1) performance, (2) conformity to specification, and (3) serviceability (Tjiptono & Chandra, 2016).

Quality, efficiency, reliability and service supporting facilities simultaneously have direct, positive and significant influence on the service user satisfaction and give an indication of the enhanced satisfaction of port service users (Majid, et al., 2019). The characteristics of service affecting customer satisfaction are the quality of customer service representatives, the quality of digitalization and the quality of sales representatives (Hirata, 2019). Passengers' attention to safety, security and the environment can determine the service operations of a ferry and affect the ferry passenger satisfaction (Garrick, Oshuare, & Sidum, 2016).

The passenger perception of the service quality of public transport in China, according to Zhang, et al. (2019) has positive and significant impacts on passenger satisfaction. Research by Anuar (2016) at the Ferry Terminal of Langkawi Malaysia indicates that customer satisfaction has correlation with such factors as facilities, accessibility, infrastructure, service and safety. Research by Meidutė-Kavaliauskienė, Aranskis, & Litvinenko, (2014) shows that high service quality and the service provider's competitive advantage directly affect customer satisfaction. Another finding explains that the level of passenger satisfaction becomes the main priority of the port management of Tanjung Api-api, South Sumatera, to improve its services (Marissa & Iqbal, 2019).

Zachary, Tinali, & Temba, (2017) show a significant increase in passenger satisfaction from service reliability. Research by Pantouvakis & Lymperopoulos, (2008), shows that physical factors of service are more important than interactive features of service in determining the customer's evaluation of overall satisfaction. A High Customer Service Index, for example toilet facilities, is a priority for improving ship passenger satisfaction, although complaints from ferry passengers at Merak Banten Port still exist after its implementation (Gunawan & Iqbal, 2018).

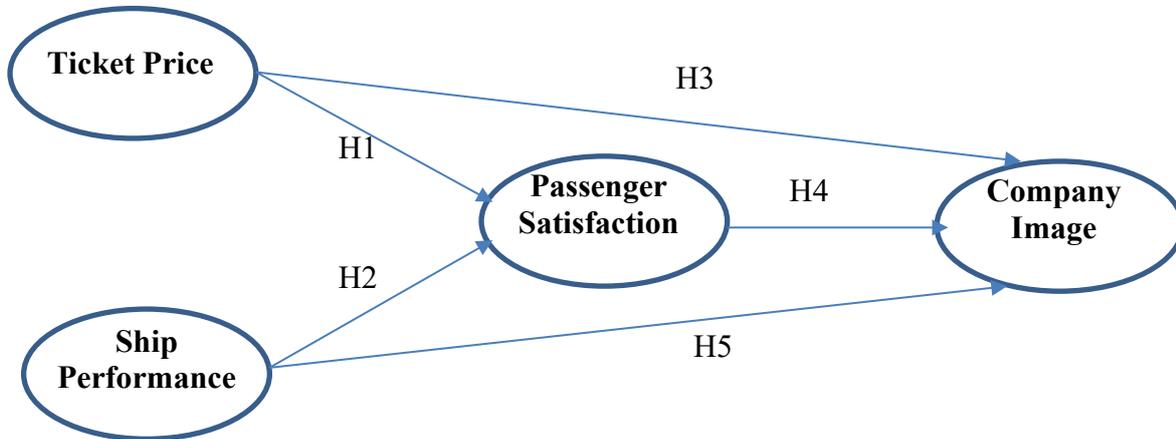
Hypothesis

- H1:** Ticket Price has a direct and positive influence on passenger satisfaction.
- H2:** Ship performance has a direct and positive influence on passenger satisfaction.
- H3:** Ticket Price has a direct and positive influence on company image.
- H4:** Passenger satisfaction has a direct and positive influence on company image.
- H5:** Ship performance has a direct and positive influence on company image.

This research involves four variables whose data comes from observation of a set of same samples at the executive dock of Merak Banten Port. The questionnaire is designed in a structured manner and distributed to 397 passengers on four passenger ships of Roll-Off Roll-On (RoRo) or ferry, at the executive dock. We propose that the ticket Price and ship performance variables that affect the company image at the executive dock of Merak Banten Port in Indonesia are mediated by passenger satisfaction.

From these four variables we can see their causal relations (Figure 1).

Figure 1. Conceptual Framework



Methodology

This research uses the analytical technique method of SEM (Structural Equation Model) with the approach of Partial Least Square (PLS) 3 to examine the five hypotheses made in this research. The sampling in this research uses the probability sampling method, with a method of simple random sampling, that is, taking a random sample of members of the population regardless of the social strata existing in that population. The population in this research is taken from a number of ship transportation users at the executive dock of Merak Banten Port in 2019. The sample of this research is 397 passengers as users of Merak Banten Port's executive dock services, to be the research objects taken from the population of as many as 52,167 passengers.

The use of the SEM model to make a quantitative analysis based on the theory proposed by Hair, et al. (2006); Chin & Newsted, (1999) to examine the conceptual framework is supported by previous researchers. They include (Susanty & Kenny, 2015) using SEM through brand identification which positively and significantly affects customer satisfaction, and Khan, et al. (2018), who used the SEM approach to model the relationship between the variables of service and the overall service quality in terms of ferry passengers' perspectives. Research concerning the influence of performance on the competitiveness of ferry shipping companies in Indonesia was conducted by Solikin, Thamrin, & Widodo, (2017). SEM has also been utilized in the implementation of some variables such as perceived Price, perceived value, passenger satisfaction and company image (Park, Robertson & Wu, 2006).

Results and Discussion

Port Conditions

Based on a visual survey and interviews with the users of port and executive ship services, data on the condition of port and ships facilities used by passengers is obtained. Some visual findings include, among others, the need for a running text board in the waiting room and other areas to allow easy access to information concerning the ship's arrival and departure schedule. The conditions of the car deck and ladders are visually still good but need repainting; air circulation in the waiting room of the executive ship is needed, and some units in air-conditioned rooms of the executive ship do not function properly. Attention needs to be paid to safety and toilet cleanliness, as well as to incomplete health facilities, like first aid kits. In addition, safety equipment such as life jackets are inadequate. It was also found that the room of the information officer on the executive ship is often unattended or has no information officer on standby in that room. Based on the results of the visual survey, it can be concluded that the executive ships are generally good with their supporting facilities. However, some conditions and facilities need attention, to improve comfort and safety for passengers.

Measurement Model (Outer Model) Test

a. Construct Validity Test

1) Convergent Validity Test

Based on the measurement model test through an analysis using Smart PLS, the result of the AVE test for the constructs of company image, ticket Price, passenger satisfaction and ship performance show that each construct is bigger than 0.50 (Table 1). It is concluded that all the indicators are reliable.

Table 1: Convergent Validity Test AVE

	Average Variance Extracted (AVE)
Company Image (Y)	0.616
Ticket Price (X1)	0.659
Passenger Satisfaction (X3)	0.627
Ship Performance (X2)	0.638

2) Discriminant Validity Test

The value of cross loading on the result of research (Table 2) shows good discriminant validity because the value of the indicator correlation with its construct is higher than the value of the indicator correlation with other constructs. For example, loading factor X1_1 with X1 which is 0.802; this value is higher than loading factor X1_1 with other constructs, namely X2 which is 0.447, X3 which is 0.546, and Y which is 0.593. The same thing happens to constructs X2, X3, and Y; the indicator correlation with its own construct is higher than the indicator correlation with other constructs.

Table 2: Cross Loading

	Company Images (Y)	Ticket Price (X1)	Passenger Satisfaction (X3)	Ship Performance (X2)
X1 2	0.632	0.838	0.561	0.500
X2 1	0.613	0.446	0.585	0.800
X2 10	0.613	0.458	0.648	0.822
X2 2	0.639	0.505	0.612	0.813
X2 3	0.569	0.456	0.589	0.771
X2 4	0.608	0.432	0.611	0.776
X2 5	0.650	0.468	0.664	0.819
X2 6	0.642	0.492	0.643	0.827
X2 7	0.632	0.477	0.605	0.787
X2 8	0.572	0.417	0.548	0.789
X2 9	0.604	0.468	0.591	0.781
X3 1	0.671	0.573	0.821	0.622
X3 2	0.625	0.511	0.762	0.608
X3 3	0.684	0.554	0.800	0.607
X3 4	0.671	0.539	0.807	0.585
X3 5	0.662	0.570	0.767	0.606
x1 1	0.593	0.802	0.546	0.447
x1 3	0.591	0.814	0.557	0.448
x1 4	0.635	0.793	0.589	0.483
y1	0.821	0.617	0.688	0.665
y2	0.815	0.607	0.683	0.626
y3	0.754	0.541	0.667	0.575
y4	0.790	0.628	0.674	0.620
y5	0.744	0.525	0.609	0.574
y6	0.790	0.641	0.638	0.611
y7	0.793	0.625	0.637	0.587
y8	0.766	0.551	0.656	0.572

Reliability Test

The output of Smart PLS (Table 3) shows that the constructs of company image, ticket Price, passenger satisfaction and ship performance have Cronbach's alpha and composite reliability over 0.70 so it can be stated that the measurement tool used in this research has good reliability (Sekaran, 2014).

Table 3: Reliability Test of Cronbach's Alpha and Composite Reliability

	Cronbach's Alfa	Composite Reliability
Company Image (Y)	0.911	0.928
Ticket Price (X1)	0.828	0.886
Passenger Satisfaction (X3)	0.851	0.894
Ship Performance (X2)	0.937	0.946

Structural Model (Inner Model) Test

Inner model describes the relation of inter-latent variables based on substantive theory. Structural Model is evaluated using R Square for dependent constructs.

Table 4: Structural Model

	R Square	R Square Adjusted
Company Image (Y)	0.791	0.790
Passenger Satisfaction (X3)	0.680	0.678

The determination coefficient of R square Adjusted is used to indicate how much the influencing variable affects the influenced variable. Based on the table 4 above, the value of R square Adjusted with company image equation is 0.790. This indicates that 79.0 per cent of company image variance can be explained by the changes in variables X1, X2 and X3. Based on the result of research, the value of R square Adjusted with passenger satisfaction equation is 0.678. This indicates that 67.8 per cent of X3 variance can be explained by the changes in variables X1 and X2.

Hypothetical Testing

Based on the data analysis and statistical calculation in the hypothetical testing, it is proven that all five proposed hypotheses have a significant influence (Table 5).

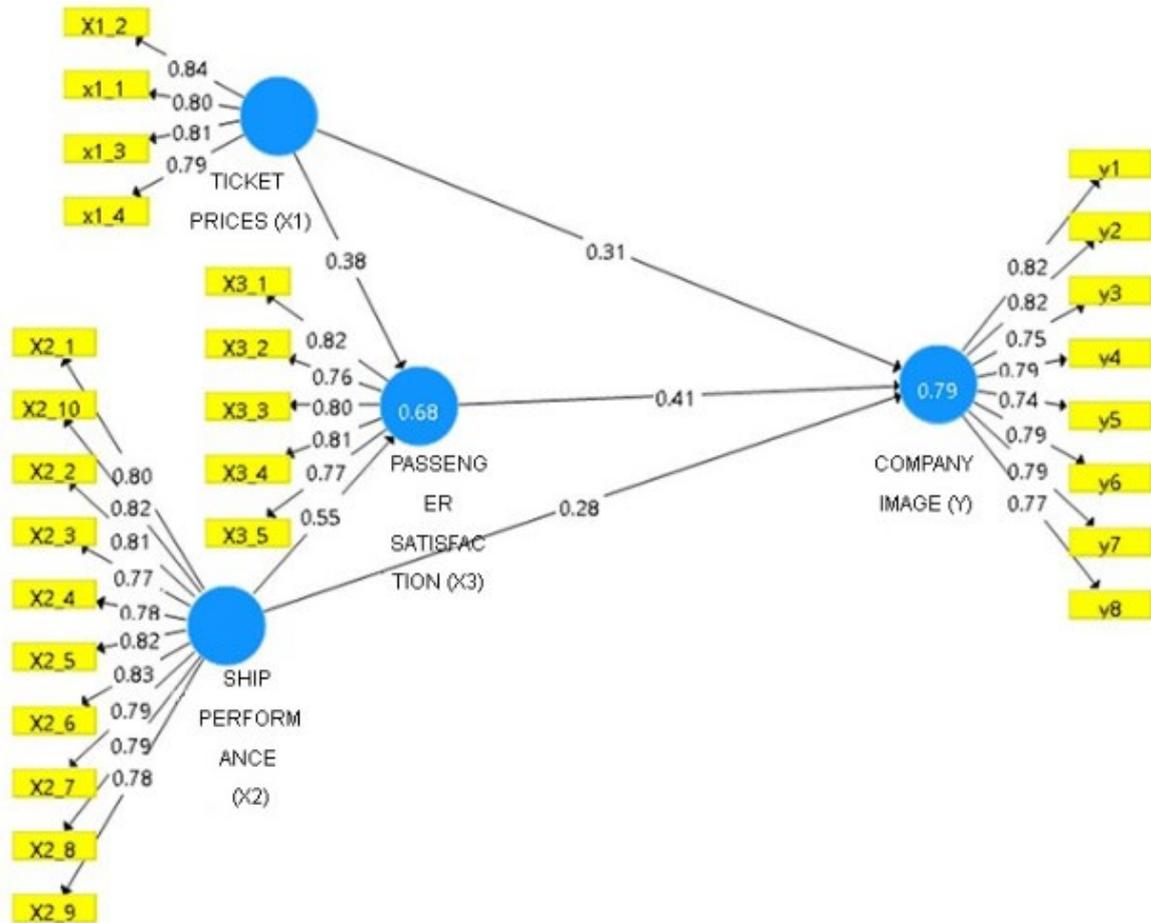
Table 5: Hypothetical Testing of Variable

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	Significant
Ticket Price (X1) -> Passenger Satisfaction (X3)	0.378	0.379	0.045	8.447	Significant
Ship Performance (X2) -> Passenger Satisfaction (X3)	0.546	0.545	0.045	12.253	Significant
Ticket Price (X1) -> Company Image (Y)	0.311	0.312	0.032	9.681	Significant
Passenger Satisfaction (X3) -> Company Image (Y)	0.409	0.408	0.041	9.963	Significant
Ship Performance (X2) -> Company Image (Y)	0.277	0.279	0.037	7.542	Significant

Result of Test Model

The tool aid used is Smart PLS Version 3. The following is the resulting display of the data processing structural model using Smart PLS in this research (Figure 2).

Figure 2. Results of full structural model (Standardized)



Discussion

H1. Ticket Price directly and positively affects passenger satisfaction

Based on statistical calculation, it can be concluded that the construct of perceived ticket Price affects passenger satisfaction. This can be seen from T-statistic as high as 8.447 higher than T-table which is 1.96. Thus, the first hypothesis of this research is accepted. This is in accordance with the result of research by Jiang & Zhang, (2016), stating that ticket Price has a positive and significant impact on overall passenger satisfaction. Ticket Price, in research by Apriyadi (2017), simultaneously and partially affects passenger satisfaction. The ticket Price variable in this research supports the theory proposed by Widyaningtyas & Sugiarto, (2010).

One of the factors that generate passenger satisfaction is low Price, which is an important source of satisfaction because customers will get high value for money. The conformity

between Price and product or service can create passenger satisfaction. The previous research by Consuegra, Molina, & Esteban, (2007); Park et al., (2006), also indicates that passenger satisfaction is an important factor in pricing. The result of another study however, explains that Price fairness may not affect passenger satisfaction (Rahyuda & Atmaja, 2018). Finally, this research supports the opinion of the previous researchers. It means ticket Price has a direct positive influence on passenger satisfaction, although some researchers explain that Price does not affect satisfaction.

H2. Ship Performance directly and positively affects passenger satisfaction

Based on statistical calculation, it can be concluded that the construct of perceived ship performance significantly affects passenger satisfaction with the value of T-Statistic 12.253, higher than the value of T-table which is 1.96. This indicates that ship performance has a significant influence on passenger satisfaction. Thus, the second hypothesis of this research is accepted. The behavior of this ship performance variable is in line with the theory proposed by Garvin in Tjiptono & Chandra, (2016), which refers to the characteristics of core product comprising brand, measurable attributes, and individual performance aspects which are the most basic dimensions related to the main function of a product that affect consumers, where the consumers will be disappointed if their expectation is not fulfilled. Another research with detail analysis using PLS indicates that the correlation between work satisfaction and performance is stronger than the correlation between performance and work satisfaction (Bakotić, 2016). Data analysis by Latif et al. (2013) shows the positive correlation between work satisfaction and performance. Furthermore, statistically positive and significant correlation is found between performance and satisfaction (Nezhad & Gayem, 2016). The result of this research is in accordance with the theoretical study and the result of previous related research. It means ship performance has a positive influence on passenger satisfaction.

H3. Ticket Price directly and positively affects company image

Based on statistical calculation, it can be concluded that the construct of perceived ticket Price significantly affects company image with the value of T-Statistic 9.681 higher than T-table which is 1.96, indicating that ticket Price has a significant influence on company image. Thus, the third hypothesis of this research is accepted. The behavior of this ticket Price variable is in line with the theory developed by Kotler & Armstrong, (2018), stating that Price is the amount of money paid for a product or service, or a number of values exchanged by consumer to get the benefit or ownership or usage of a product or service. If customers are not satisfied, they will leave the company and will become the competitor's customers. This will decrease the company's sales and in turn will decrease its profit and even make loss. Research by Park et al. (2006) explains the influence between Price and company image.

Thus, the result of this research supports the theoretical discussion of the previous research. It means that ticket Price has a positive and direct influence on company image.

H4. Passenger satisfaction directly and positively affects company image

Based on statistical calculation, it can be concluded that the construct of perceived passenger satisfaction significantly affect company image with the value of T-Statistic 9.963 higher than the value of T-table, which is 1.96, indicating that passenger satisfaction has a significant influence on company image. Thus, the fourth hypothesis of this research is accepted. The result of research by Nischay, Upamannyu, & Sankpal, (2014) which supports this research also indicates that the overall satisfaction affects the benefit of brand image to reach customer loyalty. Research by Puri (2017) also explains that companies must focus on their brand image to win the customer satisfaction so that the customer will be loyal with their products and services. Another study by Andreani, Taniaji, & Puspitasari, (2012) shows the positive influence of the strength of brand association on customer satisfaction. Other researchers have the same opinion: brand image can positively and significantly affect customer satisfaction (Ferdiawan, et al., 2018; Zuhri & Palupiningdyah, 2018; Nezhad & Gayem, 2016). This research study supports the theory and result of previous research. It means that passenger satisfaction significantly affects company image.

H5. Ship performance directly and positively affects company image

Based on statistical calculation, it can be concluded that the construct of perceived ship performance significantly affects company image with the value of T-Statistic 7.542 higher than the value of T-table which is 1.96, indicating that a ship performance has significant influence on company image. Thus, the fifth hypothesis of this research is accepted.

This ship performance variable, which is in line with the opinion of Byars & Rue, (2011)), can be meant as “the degree of accomplishment”. Performance is also a measurement of output or the result of an organization. Another study explains that a strong company image will also enhance customer satisfaction (Ene & Ozkaya, 2014). Other researchers think that in company practices, the relation between reputation and performance happens through strategy and competitive advantage (Inglis, Morley & Sammut 2006). Just having reputation, however, is not enough; good management and exploitation are necessary to succeed. More work is needed to develop a reliable measurement of reputation. Another study by Sandada & Finch, (2015), explains that a company’s visual identity and identity review have a significant impact on performance. The result of this research supports the theoretical discussion and is in line with the previous research. This means that a ship performance significantly affects company image.

Conclusion

The respondents' common perception states that ticket Price and ship performance have an influence on passenger satisfaction, playing an important role in establishing the image of the company operating at the executive dock of Merak Banten Port. The results of data processing and analysis of the five hypotheses have the values of T-Statistic higher than of T-table, indicating that the five hypotheses have significant influences. Thus, the five hypotheses are accepted. The main factors that affect the ship performance in generating passenger satisfaction are: the punctuality of ship's operational schedule; completeness and availability of facilities; cleanliness; employees' skills; safety; security; comfort; and, the equality both at the executive dock and in the executive ship.

In order to maintain its services, which have been good, ASDP needs to upgrade its existing technology by, among other things, implementing online ticket sales in cooperation with ticket agents such as tiket.com, traveloka, etc., so that it will be easier for consumers to access and obtain a ticket. ASDP also needs to evaluate its ticket Price so as to maintain the likelihood that people will keep using the services provided by the executive dock. Therefore, it is necessary to conduct supervision of each ship performance: cleanliness, punctuality, comfort and public facilities. Digitalization of services related to information on ship availability is needed, for the ease of service users to know the service schedule at the executive dock. In regards to the influence of the ticket Price, ship performance and passenger satisfaction on the company image of ASDP at the executive dock of Merak Banten Port, there has not been much research using these four variables before: it can be said that this research is novel.

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