

**Improving Organizational Image and Customer Loyalty through Strengthening Customer Satisfaction, Service Quality, and Training Programs: Empirical Studies on Training Participants at Center for Development of Vocational Education Quality Assurance in Business and Tourism
Ministry of Education and Culture Indonesia**

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Abstract

This study aims to determine and test 1) The direct effect of service quality on organizational image; 2) The direct effect of service quality on customer loyalty, 3) The direct effect of service quality on customer satisfaction; 4) The direct effect of training programs on organizational image; 5) The direct effect of training programs on customer loyalty; 6) The direct effect of training programs on customer satisfaction; 7) The direct effect of customer satisfaction on organizational image; 8) The direct effect of customer satisfaction on customer loyalty; 9) The indirect effect of service quality on organizational image through customer satisfaction; 10) The indirect effect of service quality on customer loyalty through customer satisfaction; 11) Indirect effect of training programs on organizational image through customer satisfaction and 12) Indirect effects of training programs on customer loyalty through customer satisfaction. This research was conducted on educators and educational staff at vocational schools (SMK) throughout Indonesia who had participated in the Business and Tourism training activities of the Ministry of Education and Culture Research and Technology as many as 176 people. Data analysis used path analysis and SITOREM. The results of the study found that 1) There is a direct positive effect of service quality on organizational image; 2) There is a direct positive effect of service quality on customer loyalty; 3) There is a direct positive effect of service quality on customer satisfaction; 4) There is a direct positive effect of the training program on the image of the organization; 5) There is a direct positive effect of the training program on customer loyalty; 6) There is a direct positive effect of the training program on customer satisfaction; 7) There is a direct positive effect of customer satisfaction on organizational image; 8) There is a direct positive effect of customer satisfaction on customer loyalty; 9) There is an indirect positive effect of service quality on organizational image through customer satisfaction; 10) There is an indirect positive effect of service quality on customer loyalty through customer satisfaction; 11) There is an indirect positive effect of training programs on organizational image through customer satisfaction; 12) There is an indirect positive effect of training programs on customer loyalty through customer satisfaction. Based on the results of calculations the intervening variable customer satisfaction has an ineffective effect on organizational image and customer loyalty.

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Introduction

The theme of this research covers two topics, namely organizational image and customer loyalty as variables that play an important role in the marketing management of an organization. Organizational image is more directed at how the organization is perceived by customers as something very meaningful so that customers will interpret that the image of the organization can provide something very useful for themselves and others. Meanwhile, customer loyalty is customer loyalty to the products issued by the organization. The more quality the product is perceived by customers, the more loyal these customers will be to the products produced by the organization.

The Center for Development of Quality Assurance for Vocational Education in Business and Tourism Business and Tourism (BBPPMPV) is a government agency whose mission is to increase the competence of teachers and education staff in business and tourism with vocational knowledge and skills and entrepreneurship. To realize this mission can be realized through training activities at BBPPMPV Business and Tourism by providing the best service for training participants, this refers to Government Regulation (PP) Number 96 of 2012 Article 3 concerning Public Services that Service Standards are benchmarks used as guidelines for administering public services and references for evaluating service quality as obligations and promises of administrators to the community in the framework of quality, fast, easy, affordable and measurable services.

The Center for Development of Vocational Education Quality Assurance in Business and Tourism (BBPPMPV) as a UPT (Technical Implementation Unit) institution under the Director General of Vocational Education Ministry of Education and Culture has the authority to organize training activities in the field of Business and Tourism in Vocational High School (SMK) education units with the scope of work throughout Indonesia. BBPPMPV Business and Tourism will have a good or bad perception of training participants depending on how the impression is obtained by its customers, that impression arises when what is done by BBPPMPV gives a good impression through services, from registration to the end of training activities. If this impression leaves an impression on the hearts of the training participants, it will affect the organization, which is commonly called the image of the organization. A good organizational image is when the training participants are comfortable, and pleasant according to what they feel. While the training participants assess the good organizational image if the desired product is following reality and brings benefits to the training participants.

Before the education and training activities are held, the training participants can open the BBPPMPV website, then register and select the desired competency skills. After being declared passed to attend the training, the training participants go to the BBPPMPV location with easy access to accommodation and have been placed in rooms at the BBPPMPV location as well as in hotels that have been provided with complete facilities. When the education and training learning process begins, the training participants will evaluate every activity and service provided by BBPPMPV, if what the training participants feel is by their expectations, then the training participants will be satisfied.

Training participants who have experienced and experienced good organizational activities related to products/services and the organizational management of a company is required to continue to maintain a good image. A good image of an organization has a beneficial impact and is an asset because the image of an organization is a public perception in various matters, especially those related to the experiences experienced by individuals in the organization. Building and maintaining a reputation requires hard work to remain the best in the hearts of the people. There is a trust factor in society that is very strongly embedded in it so if an organization has a bad reputation, then the inherent public trust is released quickly and it will take a long time to restore it.

Organizational or company image is the view or impression of other parties in viewing the company, organizational image is an important asset of the company or organization and the impression obtained is based on knowledge and experience. Image cannot be measured systematically but can be felt from the results of the assessment following the acceptance and response so it can be said that the image of the

organization is a reputation that must be maintained and achievements that are continuously developed and can realize organizational goals.

The organizational image of BBPPMPV will always give a good impression or image to the training participants or the community through various activities such as providing excellent service, providing adequate learning facilities, and creating a conducive and beautiful learning atmosphere, all of this is done for the comfort and harmony of the training participants in gain knowledge and insight enlightenment in the face of very fast global change.

The role of the organizational image for BBPPMPV is to improve public services for the community, especially the teaching community (GTK, school principals, supervisors) through education and training activities in developing and increasing the competence of educators and education staff in their respective fields so that a good organizational image will improve quality services.

The concept of customer loyalty in a marketing or marketing is the right strategy to keep customers from switching to other products or services. Loyalty means loyalty, in this case, how to retain loyal customers and loyalty is considered an important factor that must be considered by organizations. There are various ways to maintain customer loyalty, one of which is by providing good quality service and quality products/services and increasing customer satisfaction. The importance of customer loyalty for companies so that customers remain loyal in the long term even forever, because customer loyalty is a benchmark for organizations or companies to develop better and better quality products/services.

Loyal customers indirectly help organizations promote their products/services to customers, because the more loyal they are, the easier it will be for organizations or companies to market and sell their products/services. But if the customer is less loyal to the products/services produced by the organization or company, it will be difficult for the company to develop and make a profit.

The importance of customer loyalty for BBPPMPV is being able to maximize training programs for vocational teachers throughout Indonesia, in this case, the competencies provided by BBPPMPV are adjusted or selected by prospective training participants via the website. To increase customer loyalty to BBPPMPV in various ways, one of which is that the products/services produced are beneficial to training participants, especially in improving the quality of vocational teacher skills. Other things that affect the organizational image and customer loyalty are affected by changes in the curriculum to become an independent curriculum, so adjustments are needed to change the curriculum.

One of the successes of an organization or profit institution in increasing product or sales is to provide customer satisfaction. Customer satisfaction is a standard measure for the company, and in the future, it can maintain or even add components that can lead to more customer satisfaction than expected. If a consumer or customer is dissatisfied or feels aggrieved, he will not come back again and will likely complain about dissatisfaction with other customers, otherwise a customer who is satisfied with the product or service being sold or provided will become a loyal customer and will recommend the product and services to other people so that many new customers will come to look for goods and services provided or sold.

Customer satisfaction can be achieved not only with service quality, but there are other factors as expressed by Zeithaml, Bitner, and Gremler (2010) in a journal report emphasizing that service marketing requires 4 PS, namely: product, price, promotion, and place in its development there are three Additional are: people, processes, and physical evidence because services are usually produced and consumed simultaneously, customers often interact directly with company personnel, and are part of the service production process.

The level of customer satisfaction with the quality of services provided is an important element in developing a quality service provision system that is integrated with customer needs. Fulfillment of needs and desires as well as the value of service quality is affected by the level of customer satisfaction as the wearer. Service to customers if it is unsatisfactory leads to reduced consumers or even lost customers because consumers move to a better place in providing services so that sales of goods and services will not reach the target. The biggest challenge for the industry in providing services is building a better industrial image.

BBPPMPV Business and Tourism, following one of its missions, is to increase the competence of teachers and education staff in business and tourism with vocational knowledge and skills, and entrepreneurship. This increase is through education and training activities. BBPPMPV Business and Tourism made various

changes, one of which is that prospective training participants are not ordered to attend training (Mandatory), but training participants can choose the competencies they want according to the competency requirements that exist in their respective work environments. It is common for training participants to overlap with training activities, for example, training participants have attended Type A training, then are called again to attend training with type A training. For this reason, training participants can choose the expertise program provided by BBPPMPV Business and Tourism, so that training participants choose the expertise program they want.

Factors that Affect the image of training participants' organizations range from product/service factors produced by BBPPMPV that don't match the expectations of the training participants, the packaging or performance of training that is less attractive, and the timing of the implementation together with the activities at their respective institutions. Customer loyalty factors such as the reluctance of training participants to take part in training again, because the training activities that have been attended have not yet seen results, and are unable to improve the skills of vocational teachers.

Factors that are observed and suspected to be more dominant in influencing organizational image and customer loyalty are customer satisfaction, service quality, and training programs. Customer satisfaction for training participants is something that must be accepted when participating in training activities, this is by Regulation PANRB No. 14 of 2017 article 1 which states that (1) Public service providers are required to conduct regular Community Satisfaction Surveys at least 1 (once) a year and (2) Surveys are conducted to obtain a Community Satisfaction Index. It means that BBPPMPV as a public service must know the level of community satisfaction.

The training program is an activity to improve competence, expertise, and individual skills in supporting the achievement of organizational goals in these training activities a lot of knowledge and experience is gained so that training participants will broaden their horizons with new knowledge and experience. The training program is a planned process to change attitudes, knowledge, or skills behavior through learning experiences to achieve effective performance in an activity or various activities. The training program can also affect customer satisfaction. Through the training program, the training participants will experience changes in knowledge and skills which will ultimately provide satisfaction because the training participants are satisfied with the desired expectations, namely an increase in knowledge and skills through the training program. Research conducted by Haki (2021) states that it indicates that the training program conducted by the company (Giant Extra) is indeed very beneficial to the point that it has a big impact on consumers and can lead to a feeling of satisfaction when shopping.

BBPPMPV is a national-level education and training organizer whose mission is to improve the competence of educators and education staff, if the quality of service provided to training participants meets their expectations, then they will feel satisfaction or in other words if the quality of service increases, customer satisfaction will also increase. The organizational image of BBPPMPV that is formed in the memories of the training participants cannot be separated from the quality of the services provided so it will give a positive impression. This is following what was stated by Sektiyaningsih (2019) in his research stating that service quality has a positive and significant effect on satisfaction, and service quality has a positive and significant effect on hospital image. In other words, the higher the quality of service, the higher the image of the organization.

BBPPMPV in improving the competence and skills of education and training participants requires experts with the best human resources so that the education and training goals can be achieved. In addition, they must also be supported by adequate learning facilities to support the learning process. The results obtained by training participants will be beneficial for future career development. This means that the more useful the knowledge the training participants receive, the more enthusiastic they will be to continue participating in training activities organized by BBPPMPV. This means that the quality of services provided through learning and the knowledge received is beneficial, so training participants will be more loyal to the organization that provides their knowledge. Research conducted by Sembiring (2014) states that service quality has a direct and significant effect on customer loyalty, the higher the service quality, the higher customer loyalty. The same thing was stated by Shpëtim (2012) that companies or manufacturers must

comprehensively understand the important factors needed to achieve high service quality which will significantly impact customer trust, satisfaction, and loyalty, and use them as diagnostic information.

The Vocational Education Quality Assurance Development Center for Business and Tourism (BBPPMPV) which has the authority as an institution that organizes training activities will be in direct contact with the service component because training activities will provide services to training participants in achieving the expected competencies. The service provided by BBPPMPV is the best quality service so that the training participants feel comfortable in the training center, however, there are still complaints expressed by the training participants, because the quality of the service received is not as desired, which has an impact on organizational image and service loyalty.

Customer loyalty cannot be separated from the Effect of service quality and customer satisfaction, these two factors can contribute to customer loyalty, with excellent service quality, with adequate facilities and there is a guarantee of the quality of the services provided. While individual customer satisfaction will feel that something he wants is fulfilled according to his expectations. This is following what was reported by Yunus et al (2018) which analyzes the factors that Affect customer loyalty are customer trust and satisfaction. The effect that occurs is mediated by partial customer satisfaction either by simple or multiple mediation. Thus, in this case, service quality is one of the key determinants of success in creating customer satisfaction which then affects customer loyalty.

Customers play an important role in the development of an organization or company because companies still exist with products/services if customers are loyal to continue waiting for the next product/service. The results of Surjaatmadja's research (2020) show that service quality, corporate image, and use of technology have a significant relationship to customer value perceptions in Indonesian banking institutions. In detail, the quality of banking services in Indonesia is felt to contribute to customer value by 38%. Corporate image banking image contributes to customer value by 25%.

Literature Review

Organizational Image

Image is the impression experienced by an individual when experiencing an unforgettable experience, so that it will be imprinted in his mind, an image can be positive if the experience is pleasant, conversely if the experience is unpleasant, usually the pleasant experience wants to repeat the incident. Indrasari (2019) states that corporate image is a combination of the impact on observers from all verbal and visual components of the company, whether planned or not, or from other external Effects. According to Frandsen (2017), organizational image is often seen as a cognitive construction that signifies the perception of the organization and is defined as the impression created in the minds of the audience. For example, give the following definition: "An image is a set of meanings by which an object is known and through which people describe, remember, and relate to it. That is, it is the net result of the interaction of one's beliefs, ideas, feelings, and impressions about an object

Lievens (2017) states that organizational image refers to people's global impression of an organization and is defined as the loose structure of people's knowledge and beliefs about an organization. The organizational image represents the net cognitive reaction and association of customers, investors, employees, and applicants for the organization's name.

Based on the description above, it can be synthesized that the image of the organization in this research is the perception of the public or members of the organization who assess by differentiating and comparing their characteristics, which can be measured through indicators: (1) corporate expertise: companies are considered experts by consumers in producing goods or services, (2) corporate trustworthiness, the company is considered honest by consumers in marketing goods or services, (3) organizational legitimacy, acceptance of the organization's or company's performance by the community for what the company has given to society, social or environment, (4) product quality, image satisfaction that customers receive for a company's products, (5) price of products or services price comparisons of products or services with other companies, and (6) product benefits, what customers feel and enjoy through purchasing products or services.

Customer Loyalty

Loyalty or customer loyalty is customer loyalty to the service products they have experienced. In this study, customer loyalty (training participants) will be loyal to the service products provided, because they feel high satisfaction with the service product, even the training participants' loyalty will wait for the latest service products to be issued and tend to recommend these service products to others.

Pratminingsih et al (2013) stated that customer loyalty is a pattern of repeated consumer purchases of products/services from an organization/company. Customer loyalty occurs when a customer buys products or services repeatedly and he holds the appropriate goods and services from the company. According to Bagram and Khan (2012), customer loyalty is a continuous pattern of consumer purchases of certain products, over a long period, and does not pay attention to products from other companies, and provides recommendations to friends and family to buy these products. According to Goldstein (2010), loyalty is behavior that has satisfaction as its foundation plus a willingness to repurchase and a willingness to recommend.

Based on the description above, it can be synthesized that customer loyalty in this research is consistent customer loyalty to products or services over time and there is a good attitude to recommend to others to buy these products/services as well as immunity to offers from other companies, which can be measured through indicators: (1) trust, namely emotional or rational trust in the organization, (2) repurchase, namely the willingness to make repurchases in the future, (3) purchase proportions, namely testing the proportion of total purchases from a group certain products aimed at one brand or a combination of several brands, (4) brand preferences; namely as a "positive attitude" towards a particular product, often described in terms of intention to buy and (5) brand commitment; a brand is part of consumer loyalty to that brand. Brand loyalty raises commitment to that brand.

Service Quality

Service quality in the marketing segment has a very strategic role in the sale of service products because good service quality results in customer satisfaction. Good service quality when the expectations of the customer exceed what he expected. According to Kotler and Keller (2016), service is any action or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Parasuraman et al (1985) stated that service quality is a measure of how well the level of service provided matches customer expectations. According to Hardiansyah (2011), service quality is something related to meeting customer expectations/needs, where service is said to be of quality if it can provide products and services according to customer needs and expectations. Zeithaml (2010) states that services, which can be defined as actions, processes, and performance, are divided into several categories. Many services, such as hotels, transportation, and healthcare, are offered in and of themselves and are the company's primary revenue-generating activities.

Based on the description above, it can be synthesized that the quality of service in this research is a measure of how well the level of service provided matches the expectations of training participants so that it meets customer expectations consistently which can be measured through indicators: (1) reliability is the company's ability to provide services according to promised to be accurate and reliable, (2) responsiveness, namely a policy to help and provide fast (responsive) and appropriate services to customers by delivering clear information, (3) assurance and certainty (assurance) is knowledge, politeness and the ability of company employees to foster customer trust in the company, (4) empathy gives sincere and individual or personal attention given to customers by trying to understand consumer desires and (5) tangible is the ability a company in showing its existence to external parties.

Training Program

An employee's skills will increase if he has a high capability of providing quality service to his customers, this can be done through increasing human resources through training programs. The training program is an activity that has been designed so that the desired goals can be achieved. According to Wilson (2004), a

training program is a planned process to change attitudes, knowledge, or skills behavior through learning experiences to achieve effective performance in an activity or various activities. The goal, in work situations, is to develop individual capabilities and to meet current and future organizational needs.

According to Ivancevich (2010), a training program is a systematic process to change employee behavior in a direction that will achieve organizational goals. Training relates to current employability skills and abilities. According to Chan (2010), training is learning given to improve performance at the current job.

"There are two implications in that statement. The first is that current performance needs to improve — there is some sort of gap between what a person knows and can do today and what the person needs to know and be able to do. Second, learning is not for future use but must be used immediately. According to Buckley and Caple (2009), a training program is a planned and systematic effort to modify or develop knowledge, skills, and attitudes through learning experiences, to achieve effective performance in an activity or various activities. The aim, in work situations, is to enable the individual to acquire abilities so that he or she can perform adequately the assigned task or work and realize their potential.

Based on the description above, it can be synthesized that the training program in this research is a planned and systematic effort to modify or develop knowledge, skills, and attitudes through learning experiences, to achieve effective performance in an activity or various activities to gain the ability to be able to perform tasks or jobs that are given adequately and realize their potential, which can be measured through indicators: (1) identification of training needs, namely designing training programs by determining the training needs of participants, (2) training objectives, namely to improve in the areas of affective, cognitive understanding, development of behavioral skills, problem solving, and application in the workplace, (3) determining the content of the training subject, i.e. the trainer determines the topics to be presented, according to the needs of the trainees, (4) selects the participants and the training schedule, i.e. participants are selected based on the choice of registration on the desired needs with a predetermined schedule, (5) determining professional instructors, namely instructors who have certificates as instructors, (6) suitability of facilities, namely the facilities provided are in accordance with training objectives so as to support training activities and (7) formative assessment -summative, namely formative assessment is carried out after each lesson is completed, while summative assessment is carried out as a whole for the training.

Customer Satisfaction

Satisfaction is a person's emotional symptoms when what is received exceeds what is expected. Customer satisfaction in this case is training participants for teaching staff and educational staff at vocational schools throughout Indonesia. According to Hawkins & Mothersbaugh (2016), customer satisfaction (with purchases) is a function of initial performance expectations and perceived performance relative to these expectations. According to Baines et al (2011), customer satisfaction is defined as the "fulfillment of customer expectations". Siddiqui (2012) states that satisfaction is a response to consumer fulfillment is a judgment that features a product or service, or the product or service itself.

According to Lodenius (2011), customer satisfaction is generally understood as the satisfaction that customers feel when comparing their initial expectations with the actual quality of the services or products obtained. In other words, customers usually care about the value and quality of the product or service they receive. Johnson et al (2008) stated that customer satisfaction is defined as a customer's assessment that the consumption of a product or service provides a pleasant level of fulfillment of customer needs, desires, and goals.

Based on the description above, it can be synthesized that customer satisfaction in this study is the level of feeling happy or disappointed because expectations from service products match customer expectations, which can be measured through indicators: (1) customer loyalty (not choosing competitor service products), (2) informing (telling) others about the goodness of the service product, (3) service encounter (politeness, concern, knowledge, etc.), (4) Convenience (location, waiting time, operating hours, etc.), (5) response to service (sentiment, emotion, etc.) and (6) previous buying experience.

Research Methods

This research was conducted on training participants, namely educators and education staff at vocational schools (SMK) located throughout Indonesia. A research object is a unit consisting of several components, namely research variables that are interrelated to achieve goals (Arikunto, 2013). The object of this research is to increase Organizational Image Enhancement and Customer Loyalty through Strengthening Customer Satisfaction, Service Quality, and Training Programs. While the research subjects are educators and education staff at vocational schools (SMK) throughout Indonesia who have participated in training activities at the BBPPMPV Business and Tourism Ministry of Education and Culture Research and Technology

The population in this study were training participants, namely educators or teachers at vocational schools (SMK) throughout Indonesia totaling 314 people. The determination of the number of samples was carried out using the proportional random sampling technique. The research sample of 176 people at a probability of 5%.

This research used a combination research method between Quantitative Research and SITOREM Analysis. The flow of this combined research methodology uses a quantitative research flow which is analyzed using SITOREM analysis. As revealed by Hardhienata (2017), for operations research in education management, we need to add the scientific identification theory mentioned above with a statistical model and steps to obtain an optimal solution. Identification theory mentioned above with statistical models and steps to get the optimal solution.

Research Result

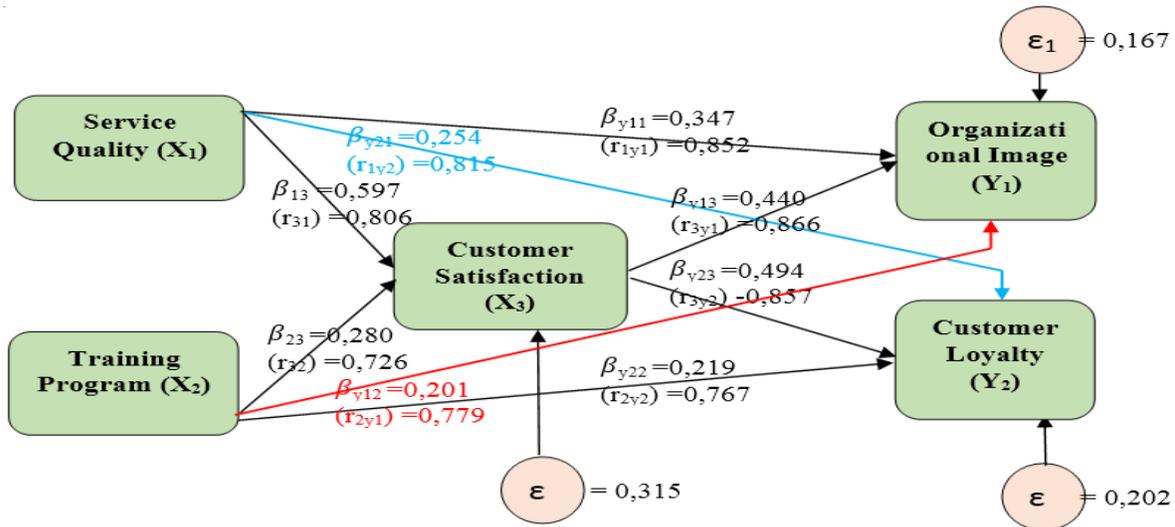


Figure 1. Research Path Analysis Model

Then the hypothesis testing stage is carried out to see the direct and indirect effects of each variable using the path coefficient values as follows:

Table 1. Calculation of Direct and Indirect Effects

Line Path	Beta		Direct	Indirect	Probability
	$\beta_1 / \beta_2 / \beta_3$	β_3			
X1 → Y1	0,347	-	0,347	-	0,000
X2 → Y1	0,201	-	0,201	-	0,000
X3 → Y1	0,440	-	0,440	-	0,000
X1 → Y2	0,254	-	0,254	-	0,000
X2 → Y2	0,219	-	0,219	-	0,000
X3 → Y2	0,494	-	0,494	-	0,000
X1 → X3	0,597	-	0,597	-	0,000
X2 → X3	0,280	-	0,280	-	0,000
X1 → X3 → Y1	0,597	0,440	-	$0,597 \times 0,440 = 0,263$	0,000*
X2 → X3 → Y1	0,280	0,440	-	$0,280 \times 0,494 = 0,123$	0,000*
X1 → X3 → Y2	0,597	0,494	-	$0,597 \times 0,440 = 0,295$	0,000*
X2 → X3 → Y2	0,280	0,494	-	$0,280 \times 0,494 = 0,138$	0,000*

*) the p-value is calculated by the Sobel test

Based on Table 1, regarding the direct effect and indirect effect of service quality and training program variables on the organizational image (Y1) and customer loyalty (Y2) through customer satisfaction, data is obtained that:

1. Direct Positive Effect of Service Quality on Organizational Image

The direct effect of the service quality variable (X1) on the organizational image variable (Y1) has a $\beta_{11} = 0.347$ with a significance level of $0.000 < 0.05$ so it can be concluded that there is a direct effect of the service quality variable (X1) on the organizational image variable (Y1). This means that improving the image of the organization can be done through strengthening service quality.

2. Direct Positive Effect of Service Quality on Customer Loyalty

The direct effect of the service quality variable (X1) on the customer loyalty variable (Y2) has a number $\beta_{21} = 0.254$ with a significance level of $0.000 < 0.05$ so it can be concluded that there is a direct effect of the service quality variable (X1) on the customer loyalty variable (Y2). This means that increasing customer loyalty can be done through strengthening service quality.

3. Direct Positive Effect of Service Quality on Customer Satisfaction

The direct effect of the service quality variable (X1) on the customer satisfaction variable (X3) has a number $\beta_{31} = 0.597$ with a significance level of $0.000 < 0.05$ so it can be concluded that there is a direct effect of the service quality variable (X1) on customer satisfaction variable (X3). This means that increasing customer satisfaction can be done through strengthening service quality.

4. Direct Positive Effect of Training Programs on Organizational Image

The direct effect of the training program variable (X2) on the organizational image variable (Y1) has a $\beta_{12} = 0.201$ with a significance level of $0.000 < 0.05$ so it can be concluded that there is a direct effect of the training program variable (X2) on the organizational image variable (Y1). This means that improving the image of the organization can be done through strengthening the training program.

5. Direct Positive Effect of Training Programs on Customer Loyalty

The direct effect of the training program variable (X2) on the customer loyalty variable (Y2) has a $\beta_{22} = 0.219$ with a significance level of $0.000 < 0.05$ so it can be concluded that there is a direct effect of

the training program variable (X2) on customer loyalty variable (Y2). This means that increasing customer loyalty can be done through strengthening training programs.

6. Direct Positive Effect of Training Programs on Customer Satisfaction

The direct effect of the training program variable (X2) on the customer satisfaction variable (X3) has a number $\beta_{32} = 0.280$ with a significance level of $0.000 < 0.05$ so it can be concluded that there is a direct effect of the training program variable (X2) on customer satisfaction variable (X3). This means that increasing customer satisfaction can be done through strengthening training programs.

7. Direct Positive Effect of Customer Satisfaction on Organizational Image

The direct effect of the customer satisfaction variable (X3) on the organizational image variable (Y1) has a $\beta_{13} = 0.440$ with a significance level of $0.000 < 0.05$ so it can be concluded that there is a direct effect of the customer satisfaction variable (X3) on the organizational image variable (Y1). This means that improving the image of the organization can be done through strengthening customer satisfaction.

8. Direct Positive Effect of Customer Satisfaction on Customer Loyalty

The direct effect of the customer satisfaction variable (X3) on the customer loyalty variable (Y2) has a number $\beta_{23} = 0.494$ with a significance level of $0.000 < 0.05$ so it can be concluded that there is a direct effect of the customer satisfaction variable (X3) on the customer loyalty variable (Y2). This means that increasing customer loyalty can be done through strengthening customer satisfaction.

9. Indirect Positive Effect of Service Quality on Organizational Image Through Customer Satisfaction

Based on the calculation results obtained an indirect effect value of $\beta_{y113} (0.263) < 0.347$, so it can be concluded that the customer satisfaction variable as an intervening variable functions ineffectively on organizational image. This means that improving organizational image cannot be carried out jointly between service quality and customer satisfaction and can only be done directly between service quality on organizational image or customer satisfaction on organizational image.

10. Indirect Positive Effect of Service Quality on Customer Loyalty Through Customer Satisfaction

Based on the calculation results, the indirect effect value is $\beta_{y113} (0.123) < 0.254$, so it can be concluded that the customer satisfaction variable as an intervening variable functions ineffectively towards customer loyalty. This means that increasing customer loyalty cannot be done jointly between service quality and customer satisfaction and can only be done directly between service quality to customer loyalty or customer satisfaction to customer loyalty.

11. Indirect Positive Effect of Training Programs on Organizational Image through Customer Satisfaction

Based on the calculation results, the indirect effect value is $\beta_{y113} (0.295) > 0.201$, so it can be concluded that the customer satisfaction variable as an intervening variable functions effectively on organizational image. This means that the improvement of organizational image can be carried out jointly between training programs and customer satisfaction or can be done directly between training programs on organizational image and customer satisfaction on organizational image.

12. Indirect Positive Effect of Training Programs on Customer Loyalty through Customer Satisfaction

Based on the calculation results, the indirect effect value is $\beta_{y113} (0.138) < 0.219$, so it can be concluded that the customer satisfaction variable as an intervening variable functions ineffectively towards customer loyalty. This means that increasing customer loyalty cannot be carried out jointly between training programs and customer satisfaction and can only be done directly between training programs on customer loyalty or customer satisfaction on customer loyalty.

SITOREM Analysis

The process of carrying out operational research in the field of education management, adding the theory of scientific identification in this case the SITOREM (Scientific Identification Theory to Conduct Operations Research Education Management) analysis, which is a scientific introduction theory for conducting operations research in the field of education management (Hardhienata, 2017) with a statistical model and analysis of indicators of each variable to obtain optimal solutions for variable indicators that need to be repaired, maintained or enhanced. The results of the SITOREM analysis in this study can be explained as follows:

Table 2. Summary of SITOREM Analysis Results for Determining Indicator Classification Overall Variables

SITOREM ANALYSIS RESULT			
	Priority order of indicator to be Strengthened		Indicators remain to be Maintained
Customer Satisfaction ($\beta_{y_2X_3} = 0,494$) Rank 1			
1 st	Response (18.52%) (3.73)	1	Loyalty (17.28%) (4.05)
2 nd	Comfort (17.28%) (3.80)	2	Journalists (16.05%) (4.30)
		3	Experience (16.05%) (4.26)
		4	Services (12.81%) (4.16)
Service Quality ($\beta_{y_1X_1} = 0,347$) Rank 2			
3 rd	Guarantee (21.92%) (3.73)	5	Reliability (23.29%) (4.23)
4 th	Empathy (17.81%) (3.80)	6	Responsiveness (19.18%) (4.27)
		7	Tangible (17.81%) (4.15)
Training Program ($\beta_{y_2X_1} = 0,254$) Rank 3			
5 th	Identification (15.05%) (3.65)	8	Purpose (16.13%) (4.13)
6 th	Content (13.98%) (3.75)	9	Facilities (15.05%) (4.35)
7 th	Rating (12.90%) (3.70)	10	Instructor (13.98%) (4.05)
		11	Participants (12.90%) (4.20)
Organizational Image			
8 th	Cor. Trustworthiness (13.98%) (3.85)	12	Product quality (16.13%) (4.45)
9 th	Product price (12.90%) (3.55)	13	Cor. Expertise (15.05%) (4.13)
		14	Organizational legitimacy (15.05%) (4.00)
		15	Product benefits (13.98%) (4.05)
Customer Loyalty			
10 th	Brand preference (20.00%) (3.85)	16	Trust (22.86%) (4.35)
11 th	Purchase proportion (17.14%) (3.35)	17	Brand commitment (21.43%) (4.25)
		18	Repurchase 18.57% (4.00)

Table 3. SITOREM Analysis Result

No.	Organizational Image		
	Indicator in Initial State	Indicator after Weighted by Expert	Indicator Value
1	Corporate Expertise	1st Product quality (17.97%)	4,13
2	Corporate Trustworthiness	2nd Corporate Expertise (16.85%)	3.85
3	Organizational legitimacy	3rd Organizational legitimacy (16.85%)	4.00
4	Product Quality	4th Product benefits (16.85%)	4.45
5	Product or service price	5th Corporate Trustworthiness (15.73%)	3.55
6	Benefits of products and services	6th Price of products and services (15.73%)	4.05

No.	Customer Loyalty		
	Indicator in Initial State	Indicator after Weighted by Expert	Indicator Value
1	Trusts	1st Trust (22.86%)	(4.35)
2	Repeat purchase	2nd Brand commitment (21.43%)	(4,25)
3	Purchase Proportion	3rd Brand preference (20.00%)	(3.85)
4	Brand Preference	4th Rebuy (18.57%)	(4.00)
5	Brand Commitment	5th Proportion of purchases (17.14%)	(3,35)

No.	Customer Satisfaction ($\beta_{y2X3} = 0,494$); Rank 1		
	Indicator in Initial State	Indicator after Weighted by Expert	Indicator Value
1	Faithfulness	1st Response (18.52%)	(3,73)
2	Herald	2nd Loyalty (17.28%)	(4.05)
3	Service	3rd Convenience (17.28%)	(3.80)
4	Comfort	4th Preacher (16.05%)	(4,30)
5	Response	5th Experience (16.05%)	(4,26)
6	Experience	6th Service (12.81%)	(4,16)

No.	Training Program ($\beta_{y2X1} = 0,254$); Rank 3		
	Indicator in Initial State	Indicator after Weighted by Expert	Indicator Value
1	Identification	1st Goal (%)	(4,13)
2	Objective	2nd Identification (%)	(3.65)
3	Content	3rd Facility (%)	(4.35)
4	Participant	4th Content (%)	(3.75)
5	Instructor	5th Instructor (%)	(4.05)
6	Facility	6th Participants (%)	(4,20)
7	Evaluation	7th Rating (%)	(3.70)

No.	Service Quality ($\beta_{y1X1} = 0,347$); Rank 2		
	Indicator in Initial State	Indicator after Weighted by Expert	Indicator Value
1	Reliability	1st Reliability (23.29%)	(3.94)
2	responsiveness	2nd Guarantee (21.92%)	(4,21)
3	Guarantee	3rd Responsiveness (19.18%)	(3,46)
4	Empathy	4th Empathy (17.81%)	(3.80)
5	Tangible	5th Tangible (17.81%)	(4.35)

Based on the table of the results of the SITOREM analysis for each variable, there are indicators that each needs to be corrected. This means that these variables have proven to have an impact on the low level of organizational image and customer loyalty.

Discussion of Research Results

1. Direct Positive Effect of Service Quality on Organizational Image

The first hypothesis of this study is that there is a direct positive effect of service quality on organizational image. Based on the results of research by testing the hypothesis it is known that the coefficient of influence between service quality on the organizational image is 0.347 with a probability value (sig 0.000 <0.05) then H_0 is rejected and H_1 is accepted so it can be concluded that service quality has a direct positive effect on the organizational image. The results of this study obtained a regression equation $\hat{Y}_1 = 44.80 + 0.748X_1$; which means that this equation can predict that every 1 increase in the service quality score will increase the organizational image by 0.748 times. This study also shows a coefficient of determination of 0.7259 or 72.59% of organizational image can be explained by the variables in the study while the remaining 27.41% is influenced by other factors outside the research variables.

The results of this study are in line with Sektiyaningsih's research (2019) with the title "The Influence of Service Quality on Patient Satisfaction, Image and Loyalty in the Outpatient Unit of Mampang Prapatan Hospital, South Jakarta". The results showed that service quality had a positive and significant effect on organizational (hospital) image so the hypothesis which stated that service quality had a positive and significant effect on the image was proven true or H_2 was accepted. This is evidenced by the results of the probability (p) value of 0.05, which means the value is 0.000 <0.05 with an estimated value of 0.682 which shows a positive result, which means that if the quality of service increases, the image of the hospital will also increase.

Nunkoo (2020) states that the perspective of service quality is an introduction to customer satisfaction. Therefore, customers cognitively evaluate the service attributes of customer satisfaction performance in the short term, which ultimately influences their overall service experience.

Based on the results of the SITOREM analysis, service quality has 5 (five) indicators, 2 indicators are included in the category that needs to be improved, namely (assurance and empathy), while the organizational image variable of the 6 indicators has 2 indicators that need to be fixed, this means that the problems in the variables service quality affect organizational image indicators.

The findings above show that strengthening the quality of service through indicators (1) reliability, that is, the organization can provide the best service for training participants, (2) responsiveness, an organizational policy to help and provide fast service so that training participants will be satisfied with what he expects. Based on the description above, it can be concluded that there is a positive direct effect of service quality on the organizational image so improving organizational image can be done by strengthening service quality.

2. Direct Positive Effect of Service Quality on Customer Loyalty

The second hypothesis of this study is that there is a direct positive effect of service quality on customer loyalty. Based on the research results by testing the hypothesis, it is known that the value of the coefficient of influence between service quality on customer loyalty is 0.254 with a probability value (sig 0.000 <0.05) then H_0 is rejected and H_1 is accepted, so it can be concluded that service quality has a direct positive effect on customer loyalty. The results of this study get the regression equation $\hat{Y}_2 = 40.45 + 0.752X_1$; which means that this equation can predict that every 1 increase in service quality score will increase customer loyalty by 0.752 times. This study also shows a coefficient of determination of 0.6642 or 66.42% of customer loyalty can be explained by the variables in the study while the remaining 33.58% is influenced by other factors outside the research variables.

The results of research conducted by Ozkan and Suer (2020) entitled "The effect of service quality and customer satisfaction on customer loyalty: The mediation of perceived value of services, corporate image, and corporate reputation". The results of the research show that research shows that customer satisfaction and service quality have a direct influence on perceived value, corporate image, and company reputation as well as customer loyalty. Customer satisfaction and service quality help explain the likelihood that

customers will repurchase the service. Based on these findings, bank managers must ensure that the level of performance in all bank components meets customer expectations.

Massey (2016) states that the concept of organizational image is very important for researchers and practitioners. The dynamic nature of organizational image makes managing it easier than managing organizational identity and organizational reputation. There are two most common definitions of organizational image, one focusing on the perceptions of internal members and the other focusing on the perceptions of external members. "interpreted external image" is a descriptive view, and refers to how insiders believe that external audiences perceive their organization and the latter is a projective view and is defined as "outsiders' beliefs about what sets an organization apart".

Based on the results of the SITOREM analysis, service quality has 5 (five) indicators, 2 indicators are included in the category that needs to be improved, namely (assurance and empathy), while the customer loyalty variable of the 5 indicators 2 indicators need to be repaired, this means that the problems in the variable service quality affect the indicators of customer loyalty.

The findings above show that strengthening the quality of service through indicators (1) is tangible, namely, the organization shows its existence to external parties (training participants) through the provision of facilities in training activities, (2) reliability, namely the organization can provide services the best for the trainees. Based on the description above, it can be concluded that there is a direct positive effect of service quality on customer loyalty so increasing customer loyalty can be done by strengthening service quality.

3. Direct Positive Effect of Service Quality on Customer Satisfaction

The third hypothesis of this study is that there is a direct positive effect of service quality on customer satisfaction. Based on the research results by testing the hypothesis, it is known that the coefficient of influence between service quality on customer satisfaction is 0.597 with a probability value (sig 0.000 < 0.05) then H_0 is rejected and H_1 is accepted, so it can be concluded that service quality has a direct positive effect on customer satisfaction. The results of this study get the regression equation $X_3 = 40.81 + 0.738X_1$; which means that this equation can predict that every 1 increase in service quality scores will increase customer satisfaction by 0.738 times. This study also shows a coefficient of determination of 0.6496 or 64.96% customer satisfaction can be explained by the variables in the study while the remaining 35.04% is influenced by other factors outside the research variables.

The results of research conducted by Fida et al (2020) entitled "Impact of service quality on customer loyalty and customer satisfaction in Islamic banks in the Sultanate of Oman". The research results show that the correlation results describe a significant relationship between the three variables: service quality, customer satisfaction, and customer loyalty. Likewise, the regression results show that the dimensions of empathy and responsiveness have a significant positive impact on customer satisfaction. Therefore, it is suggested that banks focus more on empathy and responsiveness considering the significant relationship between these two variables on customer satisfaction.

According to Tjiptono (2011), Service quality is a dynamic state that is closely related to products, services, human resources, as well as processes and environments that can at least meet or even exceed the expected service quality. Based on the results of the SITOREM analysis, service quality has 5 (five) indicators, 2 indicators are included in the category that needs to be improved, namely (assurance and empathy), while the customer satisfaction variable from the 6 indicators, 2 indicators need to be repaired, this means that the problems in the variables service quality affect customer satisfaction indicators.

The findings above show that strengthening the quality of service through indicators (1) reliability, namely the organization can provide the best service for training participants, (2) tangible, namely the organization shows its existence to external parties (training participants). through the provision of facilities for education and training activities. Based on the description above, it can be concluded that there is a direct positive influence of service quality on customer satisfaction so increasing customer satisfaction can be done by strengthening service quality.

4. Direct Positive Influence of Training Programs on Organizational Image

The fourth hypothesis of this study is that there is a direct positive effect of the training program on organizational image. Based on the results of the study by testing the hypothesis, it is known that the coefficient of influence between training programs on the organizational image is 0.201 with a probability value (sig 0.000 < 0.05) then H_0 is rejected and H_1 is accepted. It can be concluded that the training program has a direct positive effect on organizational image. The results of this study get the regression equation $\hat{Y}_1 = 43.06 + 0.740X_2$; which means that this equation can predict that every 1 increase in the score of the training program will increase the image of the organization by 0.740 times. This study also shows a coefficient of determination of 0.6068 or 60.68% of organizational image can be explained by the variables in the study while the remaining 39.32% is influenced by other factors outside the research variables.

The results of this study are in line with research by Masrurroh et al (2017) with the title "The Influence of the Effectiveness of Training Learning and Service Quality on the Image of the Semarang Religious Education and Training Center". The results showed that there was a direct influence on the effectiveness of training learning on the image of the Semarang Religious Education and Training Center.

According to Chan (2010) training is learning given to improve performance at the current job. "There are two implications in that statement. The first is that current performance needs to improve — there is some sort of gap between what a person knows and can do today and what the person needs to know and be able to do. Second, learning is not for future use but must be used immediately.

Based on the results of the SITOREM analysis, the training program has seven indicators, three indicators are included in the category that needs to be improved, namely (identification, content, and assessment), while the organizational image variable of the 6 indicators has 2 indicators that need to be fixed, this means that the problems in the program variables training affect organizational image indicators.

The findings above indicate that reinforcing the training program through indicators (1) identification is training needs, namely designing training programs determining the training needs of participants training needs, namely designing training programs by determining the training needs of participants. Based on the description above, it can be concluded that there is a direct positive effect of the training program on the image of the organization so enhancing the image of the organization can be done by strengthening the training program.

5. Direct Positive Effect of Training Programs on Customer Loyalty

The fifth hypothesis of this study is that there is a direct positive effect of the training program on customer loyalty. Based on the research results by testing the hypothesis, it is known that the coefficient of influence between the training program on customer loyalty is 0.219 with a probability value (sig 0.000 < 0.05) then H_0 is rejected and H_1 is accepted. It can be concluded that the training program has a direct positive effect on customer loyalty. The results of this study obtained a regression equation $\hat{Y}_2 = 35.97 + 0.764X_2$; which means that this equation can predict that every 1 increase in the score of the training program will increase customer loyalty by 0.764 times. This study also shows a coefficient of determination of 0.5883 or 58.83% of customer loyalty can be explained by the variables in the study while the remaining 41.17% is influenced by other factors outside the research variables.

The results of this study are in line with the research of Lerengkeng et al (2023) with the title "The Influence of Job Training, Integrity and Motivation on Employee Loyalty at the Inspectorate of Talaud Islands District". The results of the study show that job training and integrity have no significant effect on employee loyalty.

According to Kirkpatrick and Kirkpatrick (2008), Training is a systematic process for changing employee behavior in a direction that will achieve organizational goals. Training relates to current employability skills and abilities. It has a current orientation and helps employees master the specific skills and abilities needed to be successful.

Based on the results of the SITOREM analysis, the training program has seven indicators, three indicators are included in the category that needs to be improved, namely (identification, content, and assessment), while the customer loyalty variable of the 5 indicators 2 indicators need to be fixed, this means that the problems in the program variables training affect the indicators of customer loyalty.

The findings above indicate that strengthening the training program through indicators determines the content of the training subject, namely the trainer determines the topics to be presented, for the needs of the training participants. Based on the description above, it can be concluded that there is a direct positive effect of the training program on customer loyalty so increasing customer loyalty can be done by strengthening the training program.

6. Direct Positive Effect of Training Programs on Customer Satisfaction

The sixth hypothesis of this study is that there is a direct positive effect of the training program on customer satisfaction. Based on the research results by testing the hypothesis, it is known that the coefficient of influence between the training program on customer satisfaction is 0.280 with a probability value (sig 0.000 <0.05) then H_0 is rejected and H_1 is accepted. It can be concluded that the training program has a direct positive effect on customer satisfaction. The results of this study get the regression equation $X_3 = 40.66 + 0.718X_2$; which means that this equation can predict that every 1 increase in the score of the training program will increase customer satisfaction by 0.718 times. This study also shows a coefficient of determination of 0.5271 or 52.71% customer satisfaction can be explained by the variables in the study while the remaining 47.29% is influenced by other factors outside the research variables.

The results of this study are in line with Haki's research (2021) with the title "The Influence of Training and Service Quality on Consumer Satisfaction at Giant Extra Sempu Serang City". The results showed that the results of this study showed that there was a positive and significant effect on the value of training on customer satisfaction of 3.015. This can be interpreted as the training program contributing to customer satisfaction.

According to Buckley and Jim Caple (2009) a training program is a planned and systematic effort to modify or develop knowledge, skills, and attitudes through learning experiences, to achieve effective performance in an activity or various activities. Based on the results of the SITOREM analysis, the training program has seven indicators, three indicators are included in the category that needs to be improved, namely (identification, content, and assessment), while the customer satisfaction variable from the 6 indicators 2 indicators need to be fixed, this means that the problems in the program variables training affect the indicators of customer satisfaction.

The findings above indicate that strengthening the training program is carried out through formative-summative assessment indicators, namely formative assessments are carried out at the end of each lesson, while summative assessments are carried out as a whole for the training. Based on the description above, it can be concluded that there is a direct positive effect of the training program on customer satisfaction so increasing customer satisfaction can be done by strengthening the training program.

7. Direct Positive Influence of Customer Satisfaction on Organizational Image

The seventh hypothesis of this study is that there is a direct positive effect of customer satisfaction on organizational image. Based on the results of the research by testing the hypothesis it is known that the coefficient of influence between customer satisfaction on organizational image is 0.440 with a probability value (sig 0.000 <0.05) then H_0 is rejected and H_1 is accepted so it can be concluded that customer satisfaction has a direct positive effect on organizational image. The results of this study obtained a regression equation $\hat{Y}_1 = 28.11 + 0.831X_3$; which means that this equation can predict that every 1 increase in customer satisfaction score will increase the image of the organization by 0.831 times. This study also shows a coefficient of determination of 0.7499 or 74.99% of organizational image can be explained by the variables in the study while the remaining 25.01% is influenced by other factors outside the research variables.

The results of this study are in line with Telagawathi's research (2018) titled "Customer Satisfaction with Corporate Image and Switching Barriers and Their Impact on Customer Loyalty in the Insurance Service Industry in Bali". The results of the research show that there is a relationship between customer satisfaction with image and switching barriers and a relationship between customer satisfaction, image, and switching barriers with customer loyalty.

According to Baines et al (2011) customer satisfaction is defined as "fulfillment of customer expectations". If expectations are met then customer satisfaction is achieved. Components that contribute to customer satisfaction: (1) core products/services, (2) services and support systems, (3) technical performance, (4) customer interactions (relationships, management), (5) affective dimensions of service (politeness, kindness, emotional attachment, empathy).

Based on the results of the SITOREM analysis, customer satisfaction has six indicators, two indicators are included in the category that needs to be improved, namely (convenience and responsiveness), while the organizational image variable of the 5 indicators has 2 indicators that need to be fixed, this means that problems in the customer satisfaction variable affect organizational image indicators.

The findings above indicate that strengthening customer satisfaction through indicators (1) customer loyalty (not choosing a competitor's service product), (2) informing (telling) others about the goodness of the service product. Based on the description above, it can be concluded that there is a direct positive influence of customer satisfaction on the organizational image so enhancing organizational image can be done by strengthening customer satisfaction.

8. Direct Positive Influence of Customer Satisfaction on Customer Loyalty

The eighth hypothesis of this study is that there is a direct positive effect of customer satisfaction on customer loyalty. Based on the results of the research by testing the hypothesis it is known that the coefficient of influence between customer satisfaction on customer loyalty is 0.494 with a probability value (sig 0.000 < 0.05) then H_0 is rejected and H_1 is accepted so it can be concluded that customer satisfaction has a direct positive effect on customer loyalty. The results of this study obtained a regression equation $\hat{Y}_2 = 19.77 + 0.864X_3$; which means that this equation can predict that every 1 increase in customer satisfaction scores will increase customer loyalty by 0.864 times. This study also shows a coefficient of determination of 0.6642 or 66.42% of customer loyalty can be explained by the variables in the study while the remaining 33.58% is influenced by other factors outside the research variables.

The results of this study are in line with Yonata et al's research (2020) with the title "The Influence of Service Quality and Consumer Satisfaction on Customer Loyalty at PT. Satria Antaran Prima. The results showed that there was a significant effect of consumer satisfaction on the customer loyalty variable, with t count = 11.361, then $\text{count} > \text{table}$ or $11.361 > 1.66071$ with a significance value of 0.000 < 0.05; and the coefficient of determination (R^2) is 0.784 which means that the influence of the independent variable (trust) has a significant and positive effect of 0.784 or 78.4% of consumer satisfaction on customer loyalty while the remaining 21.6% is influenced by other factors.

According to Lodenius (2011), customer satisfaction is generally understood as the satisfaction that customers feel when comparing their initial expectations with the actual quality of the services or products obtained. In other words, customers usually care about the value and quality of the product or service they receive. Based on the results of the SITOREM analysis, customer satisfaction has six indicators, two indicators are included in the category that needs to be improved, namely (convenience and responsiveness), while the customer loyalty variable of the 5 indicators has 2 indicators that need to be fixed, this means that problems in the customer satisfaction variable affect customer loyalty indicators.

The findings above show that strengthening customer satisfaction through indicators (3) service encounter (politeness, caring, knowledge, etc.), (4) convenience (location, waiting time, operating hours, etc.). Based on the description above, it can be concluded that there is a direct positive effect of customer satisfaction on customer loyalty so increasing customer loyalty can be done by strengthening customer satisfaction.

9. Indirect Positive Influence of Service Quality on Organizational Image through Customer Satisfaction

Based on path analysis calculations, the service quality variable has a direct effect on both endogenous variables (organizational image) and intermediate variables (customer satisfaction). Based on these data, it is obtained by calculating the comparison of the value of direct and indirect effects, the calculation of the indirect effect is $\beta_{y113} (0.263) < \beta_{y11} (0.347)$, so it can be concluded that the customer satisfaction variable functions ineffectively on organizational image as an intervening variable on the effect of service quality

on organizational image. This means that improving the image of the organization cannot be done jointly between service quality and customer satisfaction, but can be done separately between service quality to organizational image or customer satisfaction to organizational image.

The results of research by Özkan, Pınar, et al. (2020) with the title "The effect of service quality and customer satisfaction on customer loyalty: The mediation of perceived value of services, corporate image, and corporate reputation." shows that corporate image and corporate reputation can be used as a common marketing benchmark to measure the performance of a bank. The results show that customer-perceived quality and satisfaction affect loyalty through perceived value, image, and reputation.

Based on the comparison of the value of the direct effect and the indirect effect, the calculation of the indirect effect is obtained by $\beta_{113} (0.263) < 0.347$; so that it can be concluded that the variable customer satisfaction functions ineffectively on the organizational image as an intervening variable. This means that improving organizational image cannot be carried out jointly between service quality and customer satisfaction and can only be done directly between service quality on organizational image or customer satisfaction on organizational image. Based on the description above, it can be concluded that service quality has an indirect positive effect on the organizational image through customer satisfaction.

10. Indirect Positive Influence of Service Quality on Customer Loyalty through Customer Satisfaction

Based on path analysis calculations, the service quality variable has a direct influence on both endogenous variables (customer loyalty) and intermediate variables (customer satisfaction). Based on these data, it is obtained by calculating the comparison of the value of direct and indirect effects, the calculation of the indirect effect is $\beta_{213} (0.123) < \beta_{21} (0.254)$, so it can be concluded that the variable customer satisfaction functions ineffectively on customer loyalty as an intervening variable on the effect of service quality. This means that increasing customer loyalty cannot be done together between service quality and customer satisfaction, but can be done separately between service quality to customer loyalty or customer satisfaction to customer loyalty.

Zahara's research results (2020) with the title "The effect of service quality on customer loyalty with customer satisfaction as an intervening variable" state that the results of the research show that service quality influences customer satisfaction and consumer loyalty, however, satisfaction does not significantly affect loyalty so that the relationship is not direct between quality and loyalty through customer satisfaction cannot be verified or functions ineffectively.

Based on the comparison of the value of the direct effect and the indirect effect, the calculation of the indirect effect is obtained by $\beta_{213} (0.123) < 0.254$; so it can be concluded that the variable customer satisfaction functions ineffectively on customer loyalty as an intervening variable. This means that increasing customer loyalty cannot be done jointly between service quality and customer satisfaction and can only be done directly between service quality to customer loyalty or customer satisfaction to customer loyalty. Based on the description above, it can be concluded that service quality has an indirect positive effect on customer loyalty through customer satisfaction.

11. Indirect Positive Influence of Training Programs on Organizational Image through Customer Satisfaction

Based on path analysis calculations, the training program variables have a direct influence on both endogenous variables (organizational image) and intermediate variables (customer satisfaction). Based on these data, it is obtained by calculating the comparison of the value of direct and indirect effects, the calculation of the indirect effect is $\beta_{123} (0.295) > \beta_{12} (0.201)$, so it can be concluded that the customer satisfaction variable functions effectively on organizational image as an intervening variable on the influence of training programs on image organization. This means that the improvement of organizational image can be carried out jointly between training programs and customer satisfaction, or it can be carried out jointly between training programs on organizational image and customer satisfaction on organizational image.

The results of Putri's research (2014) with the title "The effect of service quality on customer satisfaction and corporate image in building PT. KAI customer loyalty" shows that the level of service quality, customer satisfaction, corporate image is in the high category and consumer loyalty is in the moderate category. This study also obtained the results that service quality influences corporate image and service quality influences customer satisfaction. Corporate image influences consumer satisfaction. Service quality has no direct influence on consumer loyalty. Corporate image influences consumer loyalty and consumer satisfaction influences consumer loyalty.

Based on the comparison of the value of the direct effect and the indirect effect, the calculation of the indirect effect is $0.201 < \beta_{y123}$ (0.295); so it can be concluded that the variable customer satisfaction functions effectively on organizational image as an intervening variable. This means that the improvement of organizational image can be carried out jointly between training programs and customer satisfaction or can be done directly between training programs on organizational image and customer satisfaction on organizational image. Based on the description above, it can be concluded that the training program has an indirect positive effect on the organizational image through customer satisfaction.

12. Indirect Positive Influence of Training Programs on Customer Loyalty through Customer Satisfaction

Based on path analysis calculations, the training program variables have a direct influence on both endogenous variables (customer loyalty) and intermediate variables (customer satisfaction). Based on these data, it is obtained by calculating the comparison of the value of direct and indirect effects, the calculation of the indirect effect is β_{y223} (0.138) $<$ β_{y22} (0.219), so it can be concluded that the variable customer satisfaction functions ineffectively on customer loyalty as an intervening variable on the influence of training programs. This means that increasing customer loyalty cannot be carried out simultaneously between training programs and customer satisfaction, but can be carried out separately between training programs on customer loyalty or customer satisfaction on customer loyalty.

The results of Amelia's research (2019) state that relationship marketing, service quality, and customer satisfaction have a direct positive and significant influence on customer loyalty. The indirect effect test shows that relationship marketing has a significant positive effect on customer loyalty through customer satisfaction, while service quality on customer loyalty through customer satisfaction has a positive and insignificant effect.

Based on the comparison of the value of the direct effect and the indirect effect, the calculation of the indirect effect is $0.219 > \beta_{y223}$ (0.138); so it can be concluded that the variable customer satisfaction functions ineffectively on customer loyalty as an intervening variable. This means that increasing customer loyalty cannot be carried out jointly between training programs and customer satisfaction and can only be done directly between training programs on customer loyalty or customer satisfaction on customer loyalty. Based on the description above, it can be concluded that the training program has an indirect effect on customer loyalty through customer satisfaction.

Conclusion

This research has succeeded in finding ways and strategies to improve organizational image and customer loyalty through the identification of the strength of the relationship between research variables. Furthermore, this research has produced findings about research variable indicators that need to be repaired and maintained. In detail, the conclusions of this study are as follows:

1. There is a direct positive effect of service quality on the organizational image, with a path coefficient of ($\beta_{y1.1}=0.347$) so strengthening service quality can improve organizational image
2. There is a direct positive effect of service quality on customer loyalty, with a path coefficient of ($\beta_{y1.2}=0.201$) so strengthening service quality can increase customer loyalty
3. There is a direct positive effect of service quality on customer satisfaction, with a path coefficient of ($\beta_{13}=0.440$) so strengthening service quality can increase customer satisfaction

4. There is a direct positive effect of the training program on the organizational image, with a path coefficient of ($\beta_{y2.1}=0.254$) so the strengthening of the Training Program can improve organizational image
5. There is a direct positive effect of the training program on customer loyalty, with a path coefficient of ($\beta_{y2.2}=0.219$) so the strengthening of the training program can increase customer loyalty
6. There is a direct positive effect of the training program on customer satisfaction, with a path coefficient of ($\beta_{23}=0.494$) so the strengthening of the training program can increase customer satisfaction
7. There is a direct positive effect of customer satisfaction on the organizational image, with a path coefficient of ($\beta_{y1.3}=0.597$) so strengthening customer satisfaction can improve organizational image
8. There is a direct positive effect of customer satisfaction on customer loyalty, with a path coefficient of ($\beta_{y2.3}=0.280$) so strengthening customer satisfaction can increase customer loyalty
9. There is an indirect positive effect of service quality on the organizational image through customer satisfaction, with a path coefficient of ($\beta_{y1.13} = 0.0.263$) so strengthening service quality through customer satisfaction can improve organizational image
10. There is an indirect positive effect of service quality on customer loyalty through customer satisfaction, with a path coefficient of ($\beta_{y2.13} = 0.123$) so strengthening service quality through customer satisfaction can increase customer loyalty
11. There is an indirect positive effect of training programs on the organizational image through customer satisfaction, with a path coefficient of ($\beta_{y1.23} = 0.295$) so strengthening training programs through customer satisfaction can improve organizational image
12. There is an indirect positive effect of training programs on customer loyalty through customer satisfaction, with a path coefficient of ($\beta_{y2.23} = 0.138$) so strengthening training programs through customer satisfaction can increase customer loyalty
13. Based on the results of calculations the intervening variable customer satisfaction has an ineffective effect on organizational image and customer loyalty.

Implications

1. Organizational image is the impression that customers perceive of the organization they have experienced, especially experiences related to the quality of service provided by the organization to its customers. The higher the image of the organization, the easier it will be to provide the best service. Meanwhile, customer loyalty is customer loyalty to the organization that they have experienced, especially about the service products and services provided by the organization to its customers. The higher customer loyalty, the easier it is for organizations to produce service products and services.
2. Based on the results of the study, organizational image, and customer loyalty can be improved through service quality, training programs, and customer satisfaction. In this regard, the implications of the research are as follows:
 - a) There is a direct positive effect of service quality on organizational image with the implication that improving organizational image can be done through strengthening service quality, in particular by improving and increasing service quality variable indicators, namely guarantees (21.92%) (3.73) and empathy (17.81%) (3.80).
 - b) There is a direct positive effect of service quality on customer loyalty, which implies that increasing customer loyalty can be done through strengthening service quality, in particular by improving and increasing service quality variable indicators, namely guarantees (21.92%) (3.73) and empathy (17.81%) (3.80). If customer satisfaction is to be strengthened, improvements are needed on indicators that are still weak, namely (1) identification (15.05%) (3.65), (2) content (13.98%) (3.75), and (3) assessment (12.90%) (3.70).
 - c) There is a direct positive effect of service quality on customer satisfaction with the implication that increasing customer satisfaction can be done through strengthening service quality, in particular by improving and increasing service quality variable indicators, namely guarantees (21.92%) (3.73) and empathy (17.81%) (3.80).

- d) There is a direct positive effect of the training program on the image of the organization, which implies that enhancing the image of the organization can be done through strengthening the training program, in particular by improving and increasing the variable indicators of the training program, namely identification (15.05%) (3.65), content (13.98%) (3.75), and assessment (12.90%) (3.70).
- e) There is a direct positive effect of the training program on customer loyalty, which implies that increasing customer loyalty can be done through strengthening the training program, in particular by improving and increasing the variable indicators of the training program, namely identification (15.05%) (3.65), content (13.98%) (3.75), and assessment (12.90%) (3.70).
- f) There is a direct positive effect of the training program on customer satisfaction, which implies that increasing customer satisfaction can be done through strengthening the training program, in particular by improving and increasing the variable indicators of the training program, namely identification (15.05%) (3.65), content (13.98%) (3.75), and assessment (12.90%) (3.70).
- g) There is a direct positive effect of customer satisfaction on organizational image, which implies that improving organizational image can be done through strengthening customer satisfaction, in particular by improving and increasing the indicators of customer satisfaction variables, namely convenience (17.28%) (3.80), and response (18.52%) (3.73).
- h) There is a direct positive effect of customer satisfaction on customer loyalty, which implies that increasing customer loyalty can be done through strengthening customer satisfaction, in particular by improving and increasing the variable indicators of customer satisfaction, namely convenience (17.28%) (3.80), and response (18.52%) (3.73).
- i) There is an indirect positive effect of service quality on organizational image through customer satisfaction, which implies that improving organizational image can be done through strengthening service quality and customer satisfaction, in particular by improving and increasing service quality variable indicators, namely guarantees (21.92%) (3.73) and empathy (17.81%) (3.80) and customer satisfaction, namely convenience (17.28%) (3.80), and response (18.52%) (3.73).
- j) There is an indirect positive effect of service quality on customer loyalty through customer satisfaction, which implies that increasing customer loyalty can be done through strengthening service quality and customer satisfaction, in particular by improving and increasing service quality variable indicators, namely guarantees (21.92%) (3.73) and empathy (17.81%) (3.80) and customer satisfaction, namely convenience (17.28%) (3.80), and response (18.52%) (3.73).
- k) The conclusion that there is an indirect positive effect of training programs on organizational image through customer satisfaction implies that improving organizational image can be done through strengthening training programs and customer satisfaction, in particular by improving and increasing the variable indicators of training programs, namely identification (15, 05%) (3.65), content (13.98%) (3.75), and assessment (12.90%) (3.70) and customer satisfaction, namely convenience (17.28%) (3, 80), and response (18.52%) (3.73).
- l) There is an indirect positive effect of training programs on customer loyalty through customer satisfaction which implies that increasing customer loyalty can be done through strengthening training programs and customer satisfaction, in particular by improving and increasing the variable indicators of the training program, namely identification (15.05%) (3.65), content (13.98%) (3.75), and assessment (12.90%) (3.70) and customer satisfaction, namely convenience (17.28%) (3.80), and response (18.52%) (3.73).

Suggestion

Based on the results of the SITOREM analysis, it was obtained data on the indicators for each variable, both the indicators that were maintained and the indicators that were prioritized had to be corrected immediately. These optimal indicators must still be maintained and those that have not been optimal must be corrected immediately. The order of priority that is a priority for immediate improvement is: Convenience (17.28%) (3.80), (2) Response (18.52%) (3.73), (3) Guarantee (21.92%) (3.73), (4) Empathy

(17.81%) (3.80), (5) Identification (15.05%) (3.65), (6) Content (13.98%) (3.75), (7) Assessment (12.90%) (3.70), (8) Corporate Trustworthiness (13.98%) (3.85), (9) Price of products and services (12.90%) (3.55), (10) Purchase proportion (17.14%) (3.35), and (11) Brand preference (20.00%) (3.85).

Based on the description above, several things can be done as an effort for training participants, in this case, vocational teachers throughout Indonesia, to improve the organizational image and customer loyalty. This improvement effort is to make improvements to several variable indicators that are still low and maintain the indicators that are already good. The following are suggestions for what can be done by making improvements to several variables and indicators that are still low, especially those that fall into the "priority for immediate improvement" category. As well as maintaining or developing indicators that are already good. The implementation of each of the following suggestions is based on the scale of the results of the SITOREM analysis by considering the capabilities of human resources in each Vocational High School (SMK).

Research Limitations

1. This study only uses 3 (three) independent variables, namely service quality and training programs, and 1 intervening variable, namely customer satisfaction which is thought to have a direct and indirect effect on the organizational image and customer loyalty, other variables are thought to have a direct effect on the organizational image and customer loyalty that were not examined in this study, including customer perceptions, knowledge management, and so on
2. The study population is vocational teachers or vocational teachers who have attended education and training on "Vocational Teacher Competency Improvement" in the period 2021 to 2022, so generalizations of the research results are limited to this population.

COMPETING INTERESTS

The author has no competing interests to declare.

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