

The role of social media, service quality and public relation on organization image

Widodo Sunaryo^{a*}, Bibin Rubini^a and Ubaid Al Faruk^b

^aPakuan University, Bogor, Indonesia

^bPamulang University, Tangerang, Indonesia

CHRONICLE

Article history:

Received: June 29, 2022

Received in revised format: July 30, 2022

Accepted: September 13, 2022

Available online: September 13 2022

Keywords:

Organizational Image

Public Relation

Service Quality

Social Media

ABSTRACT

A good Organizational Image is already known as the important factor in developing higher education organization. This research investigated the effect of marketing variables, namely Service Quality, Social Media and Public Relation, toward the Organizational Image. This research was conducted at private universities located in South Tangerang City, Indonesia. The sample of this research were 715 students taken in proportional random sampling from 8 private universities. The method of data collecting from each variable used the questionnaires, and data analysis used the Path Analysis Technique which was calculated by Smart PLS-SEM program. The research findings derived conclusions that (1) Service Quality, Social Media and Public Relation have significant effect on Organizational Image, and (2) The Social Media and Service Quality have significant effect on Public Relation. Based on those findings we recommend that improving the Organizational Image should be prioritized through strengthening the Service Quality, Social Media and Public Relation activities.

© 2023 by the authors; licensee Growing Science, Canada.

1. Introduction

In several recent years there were phenomena that candidates of university students become more critical in their perception of the university that they will choose. The candidates know there are many universities that can be selected. The selection process of candidates starts from their perception about the image of each university. This research involved students from 8 private universities at Tangerang City. In 2020 there were 3 universities that were already accredited and the other 5 universities have been unaccredited yet. Based on our observations, we perceived indications that the accredited universities had more concern toward Organizational Image matters than the unaccredited universities. Organizational Image aspects were observed to consist of university's expertise, students' trustworthiness and perceived quality, value of services and benefit of services perceived by students. The accredited universities have more students enrolled than the unaccredited universities. Harahap et al. (2020) studied the role of image of a private university and derived a conclusion that candidate students prefer more to study at the universities which had higher image. Research from Akwensivie and Rutu-Boahene (2018), Kusuma and Yusuf (2020), had a conclusion that the organizational image of a university should be measured by the evaluation of the university's ability to meet the expectation of their students. Aisha and Kurnia (2018) studied the effect of Service Quality on Organizational Image of a private university at North Sumatra Province. This study derived a conclusion that high level of service quantity and service quality provided by the university increased the organizational image of the university. Suwarsih, Gunawan and Istiharini (2021) concluded their research findings that there is a positive effect of Social Media on Brand Image and there is a positive effect of Social Media on purchase intention. Research from Komalawati and Sewoyo (2020) derived a conclusion that the quality of Public Relation has a close relationship with the organizational image. Kaharmudzakir and El-Qudsi (2022) derived their research findings that positive content of Instagram (a form of Social Media) from students of a university will bring a positive image of the university. Those researches above mentioned bring

* Corresponding author.

E-mail address: widodosunaryo20@gmail.com (W. Sunaryo)

ISSN 2561-8156 (Online) - ISSN 2561-8148 (Print)

© 2023 by the authors; licensee Growing Science, Canada.

doi: 10.5267/j.ijds.2022.9.006

an assumption that the Organizational Image of university is influenced by their Service Quality, Social Media usage, and Public Relation activities.

2. Theoretical review

2.1 *The Organizational Image*

In many references, the term Organizational Image, Corporate Image or Company image were used in the similarity meaning. Hollensen (2015) defined image as “the mental picture of the company held by its audiences, which is created by company communication”. Regarding the organizational image, there are some factors that influence the image namely organizational reputation, customer experiences and value judgment by company’s stakeholders. Amini, Darani, Afshani and Amini (2012) stated that Organizational Image referred to a particular type of feedback from those in a given market regarding the credibility of the identity claims that the organization makes. The dimensions of Organizational Image consist of Trust toward the organization, Value of Services (price or money versus level of services), and Benefit of Services (benefits, durability and credibility of services). Abd-El-Salam, Shawky, and El-Nahas (2013) defined the Organizational Image as the customer’s perception and mind when hearing the name of the organization. There are some dimensions involved namely Tangible Dimension (the organization, the product and service it-self, and the organization’s capability). Triatmanto, Respati and Wahyuni (2021) explained that corporate image consists of two aspects, namely Regulatory Aspect and Individual Aspect. The Regulatory Aspect related to the internal effort of the organization to create a positive image for stakeholders and public, and the Individual Aspect related to the customers’ perception as the results of company marketing activities. Based on those above mentioned, it can be identified that Organizational Image have five aspects which are Organizational Expertise or Capability and Trust toward the credibility of the organization (as regulatory aspect), and creating Value of Service and providing Benefits of Service to the customer (as individual aspect).

2.2 *Service Quality and Organizational Image*

Baines, Fill and Kelly (2011) defined Service Quality as customer perception toward differences between perceived quality and expected quality of the product they purchased. Dimension of Service Quality includes Reliability of the service, Responsiveness in providing the service, Assurance from its service, Empathy toward customer expectation, and tangibles of product appearance. Rabbai and Gable (2012) explained that Service Quality refers to the differences between expectation and actual services provided by the seller. Dimensions of Service Quality are Reliability which means consistency of the service provided, Responsiveness toward customer needs, Assurance of product or service quality, Empathy in handling customers, and Tangible aspects of the product or service. It can be identified that Service Quality has five dimensions which are Reliability or consistency of the service provided, Responsiveness toward customer need, Assurance of product or service quality, Empathy in handling customers, and tangible aspects of the product or service. Research from Maeriyana, Soesilowati and Rozi (2019) derived a conclusion that Service Quality had a direct influence on Corporate Image. Research from Ali, Siddique and Abubakar (2021) that studied 52 universities in Pakistan derived findings that Service Quality had a strong influence toward university image ($\beta = 0.527, p < 0.00$). Suryaatmaja and Saputra (2020) in their study of the structural relationship between service quality, corporate image and customer value perception derived one of the conclusions that service quality had a strong effect on corporate (organizational) image.

2.3 *Social Media and Organizational Image*

Social media is generally known as the virtual online media utilized by its users as they can easily send messages, participate in group discussion, share the information, and create content. Most common forms of social media are Facebook, Twitter, Instagram, and Youtube. Nilasari (2020) describes social media as the online interaction media that allow people and businesses to communicate and share ideas, personal information, and information about products and services. Dijk and Poell (2013) identified the dimensions of social media that consisted (1) the programming as the ability of media to trigger and steer the users’ creativity and contribution while utilizing the media, (2) the popularity that refers to the ability of the media to attract and influence more users, (3) Connectivity refers as an enable factor provided by the media to fasten users’ connecting the network, (4) Data or Process Usage means the ability of media to facilitate users in gaining real-time communication. Hassan and Basit (2020) studied the impact of social media on organizational image which resulted in a conclusion that the social media usage had a strong effect ($\beta = 0.620, p < 0.000$) toward organizational image in the field of private business organization in Malaysia. Research in a university organization from Suwarsih, Gunawan and Istiharini (2021) had derived one of the conclusions that there is a positive and strong effect of social media activities toward the brand image of the university organization ($\beta = 0.565, p < 0.00$).

2.4 *Public Relation and Organizational Image*

Hutchins and Tindall (2016) described the Public Relation activities in terms of the Community Management which function are building, maintaining and enhancing two-way communication and relationship between organizations and their publics. Mullins, Walker Jr., and Boyd Jr. (2008) defined more specific activities of Public Relation as non-paid stimulation for demand of product, service, business or any organizational relationship toward stakeholders by planting significant news

about it or a favorable presentation of it in the media. There are many dimensions involved in Public Relation such as dimension which concern of personal relationship the organizations toward their public (examples: the ability to make relationship with media TV or Radio), dimension which concern on institutional relationship (examples: sponsorship program, official relationship with government institutions and other organizations), dimension which concern on media relationship (examples: publish article in newspaper or magazine, handling negative news or rumor). Research from Alhadid and Qaddomi (2016) derived the conclusion that there is a direct impact ($\beta = 0.345$ $p < 0.000$) of Public Relation on Company Image of Private Universities at Jordan. Research from Saputra and Ardila (2021) which investigated the effect of marketing public relation activities on brand image of a product's services derived a conclusion that public relation activities had a strong effect ($\beta = 0.555$ $p < 0.000$) toward the brand image of a product's services.

2.5 Service Quality and Public Relation

Research from Trinh and Nguyen (2018) describe that among five dimensions of Service Quality, the research findings showed that four dimensions (Reliability, Responsiveness, Empathy and Tangible) had positive effect on Marketing Public Relation, and only one dimension namely Assurance showed no significant effect on Marketing Public Relation. Even that research still does not provide a statistics quantitative calculation but it can be assumed that there is an indication of relationship between Service Quality and Public Relation.

2.6 Social Media and Public Relation

It is generally known that Social Media becomes the most effective media for any purpose of Public Relation activities. A qualitative research from Hasanah, Yuniarti dan Hidayat (2021) in a public company at Bandung City derived a conclusion that Social Media became effective media in handling customer complaints in order to maintain good public relations of the organization. Other qualitative research from Suha and Kurnia (2021) in an insurance company at Jakarta City described that the Social Media Activity had a positive effect ($\beta = 0.425$) toward public relation activities measured by degree relationship quality of the organization with the customer.

3. The research framework and hypothesis development

Based on the theoretical review above mentioned it can be formulated this research framework as figured below.

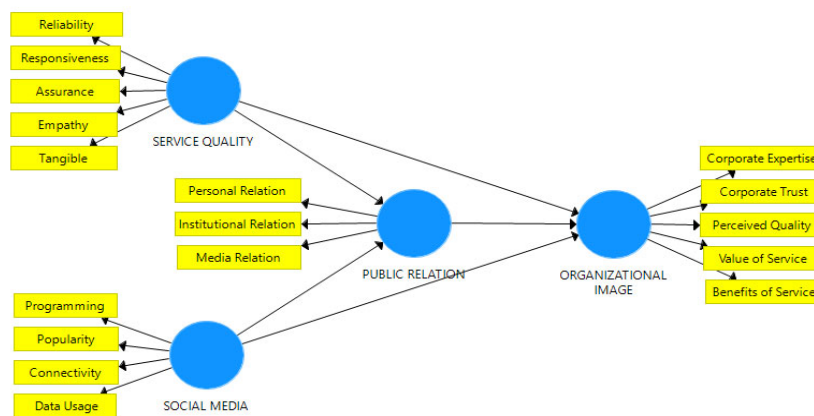


Fig. 1. The Research Framework of Organizational Image

Based on this Research Framework it can be formulated the research hypotheses as follows:

1. There is a direct effect of Service Quality on Organizational Image.
2. There is a direct effect of Social Media on Organizational Image
3. There is a direct effect of Public Relation on Organizational Image.
4. There is a direct effect of Service Quality on Public Relation
5. There is a direct effect of Social Media on Public Relation
6. There is a non-direct effect of Service Quality on Organizational Image through Public Relation
7. There is a non-direct effect of Social Media on Organizational Image through Public Relation.

The research findings that comparing the direct effect and non-direct effect will determine which strategy is more effective in improving Organizational Image from direct Service Quality or from Service Quality through Public Relation, and from direct Social Media or from Social Media through Public Relation.

3.1 Research method

Population and Sample: The scope of this research involved 8 private universities in South Tangerang City which covered a population of 24,062 students. The 715 research sample was calculated by Slovin Formula at 0.05 significance level. This sample took in proportional random sampling from each university. The research instruments used Questionnaires which measured the students' perception toward their own universities on Organizational Image, Service Quality, Social Media and Public Relation. Each questionnaire initially had 40 items and already tried out (used 50 students). The item validity coefficient (correlation of item scores with total scores of each variable) calculated by Pearson's Product-Moment Correlation formula at 0.05 significant level (Nolan and Heinzen, 2012). Some items were dropped-out, and the rest are the valid items that were used as questionnaires in this research as described in table below.

Table 1
Questionnaire's Item Analysis Results

No	Questionnaire of	Initial Sum of Items	Sum of Valid Items
1	Organizational Image	40	35
2	Service Quality	40	35
3	Social Media	40	36
4	Public Relation	43	36

This research used Path Analysis Technique to investigate the direct effect and non-direct effect among the research variables (Hair, Jr. et al., 2017) and used Smart PLS-SEM 3.3 program to analyze the data.

4. Research findings

Construct Reliability and Average Variance Extracted (AVE – measured the convergent validity) of each variable which was calculated from scores of 715 research samples by the PLS-SEM 3.3 program described in Table 2. Those findings can be concluded that each variable (construct) had high reliability coefficients (more than 0.700) and had high convergent validity (AVE more than 0,500) (see Hair et al, 2017).

Table 2
Construct Reliability and Validity

No	Variables	Cronbach's Alpha Reliability	AVE
1	Organizational Image	0.810	0.574
2	Public Relation	0.823	0.738
3	Service Quality	0.883	0.684
4	Social Media	0.826	0.657

Table 3
Path Coefficients of Each Variable

No	VARIABLES	Organizational Image	Public Relation
1	Organization Image	-	-
2	Public Relation	0.312	-
3	Service Quality	0.151	0.242
4	Social Media	0.329	0.548

Note: all coefficients are significant at p<0.000

Path Coefficients in the Research Framework which indicated the effect of independent variables (Service Quality and Social Media) and intervening variables (Public Relation) on dependent variables (organizational Image) described on the table below. The path coefficients of independent and intervening variables indicated positive effect on dependent variables. The path coefficients in the research framework can be described on Fig. 2 below indicates 41.5% combined contribution of Service Quality and Social Media toward Public Relation, and 0.406 indicates 40.6% combined contribution of Service Quality, Social Media and Public Relation toward Organizational Image).

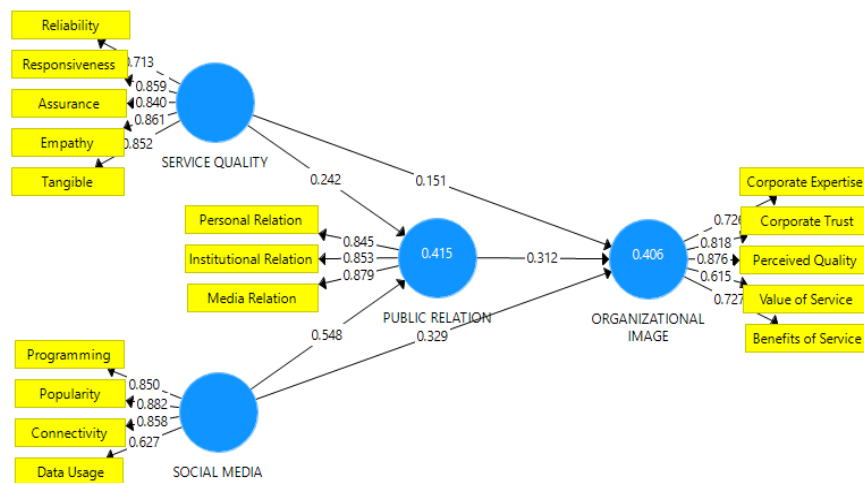


Fig. 2. Path Coefficient in the Research Frame Work.

Based on the path coefficients mentioned above it can be found that all research hypotheses were accepted as described on the Table 4 below.

Table 4

The Research Hypotheses Tested

No	Hypotheses	Path Coefficient	Significant Level	Results
1	The direct effect of Service Quality on Organizational Image	0.151	p<0.000	Accept the hypothesis
2	The direct effect of Social Media on Organizational Image	0.329	p<0.000	Accept the hypothesis
3	The direct effect of Public Relation on Organizational Image	0.312	p<0.000	Accept the hypothesis
4	The direct effect of Service Quality on Public Relation	0.242	p<0.000	Accept the hypothesis
5	The direct effect of Social Media on Public Relation	0.548	p<0.000	Accept the hypothesis
6	The indirect effect of Service Quality on Organizational Image through Public Relation	$(0.242)(0.312) = 0.076$	p>0.109	Reject the hypothesis
7	The indirect effect of Social Media on Organizational Image through Public Relation	$(0.548)(0.312) = 0.171$	p<0.000	Accept the hypothesis

Accepting the hypothesis that Service Quality had direct effect on Organizational Image had supported by research findings from Rabbai and Gable (2012), Maeriyana, Soesilowati and Rozi (2019), Suryaatmaja and Saputra (2020), and from Ali, Siddique and Abubakar (2021). Accepting the hypothesis that Social Media had a direct effect on Organizational Image had been supported by research findings from Hassan and Basit (2020), also from Suwarsih, Gunawan and Istiharini (2021). Accepting the hypothesis that Public Relation had a direct effect on Organizational Image had been supported by research findings from Alhadid and Qaddomi (2016), also from Saputra and Ardila (2021). Accepting the hypothesis that Service Quality had a direct effect on Public Relation had been supported by research finding from Trinh and Nguyen (2018). This research finding had rejected the hypothesis of indirect effect Service Quality on Organizational Image through Public Relation, but accepted the hypothesis that Social Media had indirect effect on Organizational Image through Public Relation.

5. Conclusions and recommendations

There is a positive direct effect of Service Quality on Organizational Image with the implication that strengthening Service Quality will have a direct effect on improving the organizational image of universities. Also there is a positive direct effect of Service Quality on Public Relation that strengthening the Service Quality will have a direct effect on improving Public Relation. Strengthening each dimension of Service Quality (Reliability, Responsiveness, Assurance, Empathy and Tangible) partially or simultaneously will have a positive effect on improving the organizational image as well as the public relation of universities. Conducting the Service Excellence Program becomes an alternative to strengthening reliability, responsiveness and empathy of its services that lead to improve Organizational Image and Public Relation of its University.

There is a positive direct effect of Social Media on Organizational Image with the implication that strengthening Social Media activities will have a direct effect on improving Organizational Image of university. Also there is a positive direct effect of Social Media on Public Relation that strengthening the Social Media activities will have a direct effect on improving Public Relation. We recommend that strengthening each dimension of Social Media (Programming, Popularity, Connectivity and Data Usage) partially or simultaneously will have a positive effect on improving the organizational image as well as the public relation. Increasing skills and frequencies using Social Media to distribute information about universities will lead to improve organizational image and public relation of its university.

There is a positive direct effect of Public Relation on Organizational Image which implies that strengthening Public Relation activities will have a direct effect on improving Organizational Image of university. We recommend that strengthening each dimension of Public Relation (Personal Relation, Institutional Relation and Media Relation) partially or simultaneously will have a positive direct effect on Organizational Image. Conducting public relation programs such as promoting high personal qualification of executives and lecturers of the university, or credibility (accreditation) of the university, will lead to improve the organizational image of its university.

Based on the research findings that indirect effect Service Quality and Social Media through Public Relation were lower than the direct effect of Service Quality and Social Media on Organizational Image, it can be concluded that Public Relation had not mediated (as intervening variable) the effect of Service Quality and Social Media on Organizational Image.

References

Abd-El-Salam, E.M., Ayman Y. Shawky, & Tawfik El-Nahas (2013). The Impact of Corporate Image and Reputation on Service Quality, Customer Satisfaction, and Customer Loyalty. *The Business and Management Review*, 13(2), 107-118.

- Aisha, N., & Kurnia, E. (2018). Pengaruh Kuantitas Pelayanan dan Kualitas Pelayanan terhadap Citra Merek pada Universitas Muhammadiyah Sumatera Utara. *Jurnal Samudra Ekonomi dan Bisnis*, 9(2), 128-137.
- Alhadid, A.Y., & Qaddomi, B.A. (2016). The Role of Public Relations on Company Image: Social Media as a Moderating Variable: A Case Study at the Applied Science Private University at Jordan. *International Journal of Academic Research in Business and Social Sciences*, 6(2), 310-317.
- Ali, M.H., Siddique, M.A., & Abubakar, M. (2021). Quality of Education and University Image on Word of Mouth: Empirical Study from Pakistani Universities. *iRASD Journal of Education Research*, 2(1), 1-14.
- Amini, A., Darani, M., Afshani, M., & Amini, Z. (2012). Effectiveness of marketing strategies and corporate image on brand equity as a sustainable competitive advantage. *Interdisciplinary journal of contemporary research in business*, 4(2), 192-205.
- Akwensivie, D.M., & Rutu-Boahene, B. (2018). Corporate Image of Ghanaian Universities. *International Journal of Business and Management Review*, 6(8), 74-86.
- Baines, P., Fill, C., & Kelly, K. (2011). *Marketing*. New York: Oxford University Press.
- Van Dijck, J., & Poell, T. (2013). Understanding social media logic. *Media and communication*, 1(1), 2-14.
- Hair, Jr. J.F., G.T.M. Hult, C.M. Ringle, and M. Sarstedt (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Los Angeles: Sage Publication.
- Harahap, D. A., Amanah, D., Gunarto, M., Purwanto, P., & Umam, K. (2020). Pentingnya citra universitas dalam memilih studi di perguruan tinggi. *Niagawan*, 9(3), 191-196.
- Hasanah, A. N., Yuniarti, E., & Hidayat, D. (2021). Public Relations Strategy of PDAM Tirtawening in Responding to Consumer Complaints through Social Media (Twitter). *Kanal: Jurnal Ilmu Komunikasi*, 9(2), 70-74.
- Hassan, Z., & Basit, A. (2021). Impact of Social Media Usage on Organisational Image Mediated by Customer Trust. *The International Journal of Business Management and Technology*, 4(6).
- Hollensen, S. (2015). *Marketing Management: A Relationship Approach*. Edinburg Gate, Harlow, UK: Pearson Education Limited.
- Hutchins, A.L., & Tindall, N.T.J. (2016). *Public Relations and Participatory Culture*. New York: Routledge.
- Kaharmudzakir, I., & El-Qudsi, M.I. (2022). Pengaruh Konten Instagram @interstudioofficial dan Opini Mahasiswa terhadap Citra Perguruan Tinggi InterStudi. *Jurnal Riset Komunikasi*, 5(1), 127-140.
- Komalawati, E., & Sewoyo, K.C. (2020). The Influence of Microweb Public Relations Media Quality on the Image of the Ministry of Finance of the Republic of Indonesia. *Communicare: Journal of Communication Studies*, 7(2), 106-1
- Kusuma, E.P., & Yusuf, S. (2020). Perspektif mahasiswa terhadap kualitas “branding” perguruan tinggi”. *Jurnal Akuntabilitas Manajemen Pendidikan*, 8(1), 24-33.
- Maeriyana, E. Soesilowati, & Rozi, F. (2019). The Influence of Service Quality on Loyalty with Satisfaction, Trust and Corporate Image as Intervening Variables in Rukun Tani Village Cooperative Unit in Pageruyung District Kendal Regency. *Journal of Economic Education*, 8(1), 30-38.
- Mullins, J.W., Walker Jr., O.C., & Boyd Jr., H.P. (2008). *Marketing Management: Strategic Decision Approach*. New York: McGraw-Hill.
- Nilasari, B.M. (2020). The Impact of Social Media on Employee Work Performance with Trust as a Mediation Variable. *Jurnal Manajemen*, 24(2), 298-312.
- Nolan, S.A., & Heinzen, T.E. (2012). *Statistics for the Behavioral Sciences*. New York: Worth Publisher.
- Rabbai, A.A., & Gable, G.G. (2012). Is Service Quality as A Multidimensional Formative Construct (Pacific Asia Conference on Information System (PACIS), Proceedings, p.59).
- Saputra, S., & Ardila, N.W.I. (2021). Pengaruh Marketing Public Relation terhadap Product Brand Image Layanan Kereta Api Kelas Bisnis di PT Kereta Api Indonesia (Persero). *Jurnal Bisnis dan Pemasaran*, 11(1), 38-47.
- Suha, B. (2021). Social Media Activity and Customer Experience dalam Membentuk Relationship Quality. *Ganaya: Jurnal Ilmu Sosial Dan Humaniora*, 4(2), 480-490.
- Suryaatmaja, S., & Saputra, J. (2020). The Structural Relationship Of Service Quality, Corporate Image And Technology Usage On The Customer Value Perception In Banking Institutions, Indonesia” *Talent Development & Excellence*, 12(1), 1056-1069.
- Suwarsih, N., Gunawan, T., & Istiharini (2021). Influence of Social Media on Brand Image and Buying Intention. *COSTING: Journal of Economic, Business and Accounting*, 4(2), 712-730.
- Triatmanto, B., Respati, H., & Wahyuni, N. (2021). Towards an understanding of corporate image in the hospitality industry East Java, Indonesia. *Heliyon*, 7, e06404.
- Trinh, V.D., & Nguyen, H.M. (2018). Model of Relationships among Marketing Public Relations, Service Quality and Attitude toward Brand. *ASEAN Marketing Journal*, 10(1), 17-30.

