Improving Customer Satisfaction through Trust in "Bandung Tour on Bus (Bandros)" by Taking Into Account The Contribution of Service Quality and Brand Image

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ABSTRACT

The importance of trust in bridging the gap between service quality, brand image, and customer satisfaction is investigated in this study. Respondents to this study were tourists who used Bandros services. Questionnaires were distributed to travellers of Bandros users using purposive sample techniques with the final sample number of 300 respondents. The data was collected through questionnaires on Bandros bus passengers in Bandung, West Java, Indonesia. Smart PLS-SEM 3.2.9 is used to assess conceptual models. Although service quality and trust were essential elements in increasing customer satisfaction, the data showed that brand image was not. The quality of service and the brand image significantly influence building trust. Service quality, contentment, and brand image are all mediated through trust. This study provides new insights into how "Bandros" builds customer satisfaction. The model demonstrates how trust is crucial in mediating brand image and consumer satisfaction. In addition, research conducted in the tourist transportation service industry is believed to have unique characteristics compared to other sectors.

1. INTRODUCTION

The In recent years, the service industry has overgrown and played a role in encouraging economic development in Indonesia. Due to the global nature of business, competing companies constantly strive to improve service quality and brand image to the trust and satisfaction of customers. Currently, the service sector has very significant potentiality. Because the service sector is potentially more important, business and service researchers are constantly working to improve understanding of the impact of service quality and brand image on trust and satisfaction. Due to the intangible nature of the service, determining the relationship between service quality and satisfaction presents its challenges (Srivastava & Sharma, 2013).

One of the impacts of the advancement of transportation, technology, and information modes has created increasingly tight business competitions, including tourism. This certainly requires business people always to try to make a different advantage and attraction so that the business can still survive. The thing to do is to, wherever possible, create new market opportunities or at least maintain the existing markets. In collaboration with the Bandung City Tourism Promotion Agency (BP2KB), Bandung City Government made an innovation in the city's tour bus transportation mode by carrying the concept of a double-decker bus, which was then named Bandung Tour On Bus (Bandros).

The quality of public transportation services is critical in achieving a better and more pleasant environment. In terms of amenities, cleanliness, comfort, timeliness, frequency, and personnel response, the quality of public transportation services seems to be less satisfying and average (Mat et al., 2019). According to research on service quality, customer discontent has a substantial role in consumer trust and satisfaction. Changes in service quality can lead to service degeneration and price inequities, which will affect customer satisfaction and trust (Setiawan et al., 2020). Better service generates trust in service providers and is an influential factor that contributes to customer

satisfaction. The link between service quality and customer pleasure is mediated by trust (Uzir et al., 2021).

Previous research states that service quality significantly impacts satisfaction (Ariyani et al., 2021; Shamsudin et al., 2020; Srivastava & Sharma, 2013; Yulisetiarini & Prahasta, 2019). There are also results of service quality research that do not significantly impact satisfaction (Ninla Elmawati Falabiba, 2021). Brand image is known to be important for an organization. Through practical and efficient brand image research and development, it is believed that the right organizational goals can be achieved well. As a result, developing a solid brand image is essential to the organization's overall success (Lahap et al., 2016).

A company's brand image can drive increased trust and satisfaction with a product or service in competitive business competition. Most business organizations consider brand image a solid asset to their success (Neupane, 2015). Previous research has suggested that brand image influences customer satisfaction (Khodadad Hosseini & Behboudi, 2017; Shamsudin et al., 2020; Yulisetiarini & Prahasta, 2019). But there are also research results stating that brand image insignificant on customer satisfaction research (Cantona & Tunjungsari, 2019; Tjahjono et al., 2021; Wahyuni & Ghozali, 2019). As a result, there is a gap between brand image and customer satisfaction. The hole in understanding the relationship between service quality and brand image with customer satisfaction may be overcome by using trust as a mediator. While service quality encourages increased Trust (Osman & Sentosa, 2013; Simarmata et al., 2017), Brand image encourages Trust (Lien et al., 2015; Simarmata et al., 2017). Trust drives satisfaction (Mahmoud et al., 2018; Uzir et al., 2021). Another problem that has to be addressed to improve awareness of the link between these factors is the shortage of research on Bandros tour buses from the viewpoint of Indonesian visitors.

This research aims to increase understanding of the role of trust in mediating the relationship between service quality, brand image, and customer satisfaction. Therefore, this research will also demonstrate the importance of trust bridging service quality and brand image in customer satisfaction.

Theoretical Study

Service Quality

One of the problems commonly associated with public transportation is service quality. Service quality plays a role in measuring the ability of service providers to provide services promised (Parasuraman et al., 1988). Because services are intangible, diversified, and often indivisible, customer processes for evaluating service quality are different and difficult to identify (Parasuraman et al., 1985). Consequently, pursuing service quality has become vital for all businesses looking to succeed and compete (Srivastava & Sharma, 2013).

According to researchers, service quality is an attitude created due to the disparity between consumer expectations for a service and the impression of the benefit obtained (Parasuraman et al., 1988). Perceived service quality is a customer's assessment of a product or service (Zeithaml et al., 2013). Other researchers attributed service quality to meeting customer needs or expectations (Dotchin & Oakland, 1994). Quality is defined as the overall customer impression related to a service's relative inferiority and superiority (Parasuraman et al., 1991). The service quality model identifies five dimensions: tangibility, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). Passenger satisfaction varies by a person in the transportation industry, and time relates to the gap between expectations and actual performance (Parasuraman et al., 1988).

The quality of service has a positive and substantial influence on customer trust and satisfaction in various situations, such as transportation (Chen et al., 2019; Mat et al., 2019; Setiawan et al., 2020; Shamsudin et al., 2020), telecommunication (Aslam et al., 2018; Yulisetiarini & Prahasta, 2019). The following are the hypotheses in this investigation, based on the previous explanation:
H1: Customer Satisfaction is significantly influenced by service quality in Bandros.
H2: Trust is significantly influenced by Trust in Bandros.

Brand Image

The success of a service is determined by its brand. It takes many stages to develop a great name that is easy to remember and generates a good picture in the customer's mind. A positive brand image in customers' minds will result in a rise in the number of new customers and increased pleased

customers (Yulisetiarini & Prahasta, 2019). Switching to another provider will be tough for customers. Consumer satisfaction grows when the consumer's perception of the brand improves.

A reasonable consumer view of a company's image leads to customers reinforcing their trust in the brand, resulting in a particular degree of satisfaction. Customer satisfaction may lead to efficient customer relationship management (Nyadzayo & Khajehzadeh, 2016). Image is how society perceives or thinks about a company or product (Kotler et al., 2018). Brand image is a way of looking in the customer's mind when remembering a particular brand. Brand image is a determining factor influencing a customer's subjective assumptions and consequent behaviour. It is an extrinsic gesture when a customer evaluates a product/service before buying (Zeithaml, 1988). Keller (1993) defines brand image as a customer's perception of a brand as reflected in their recollection of the brand. A brand association has power, and brand bonds are more potent due to consumer experience or communication exposure (Aaker, 1991). Attributes, perks, and attitudes are the three types of brand associations, and these associations might differ depending on their likes, strengths, and distinctiveness (Keller, 1993). Keller (2013) measures brand image-guided by aspects of a brand, namely Strength, Uniqueness, Favourable. The following research hypothesis may be constructed based on the preceding description:

H3: Customer satisfaction is significantly influenced by the brand image in Bandros
H4: Trust is significantly influenced by the brand image in Bandros.

Trust

In the ever-increasingly competitive service market, trust is essential. Trust is built gradually through continuous interaction; These interactions, in turn, affect customer confidence in the company (Schoorman et al., 2007). In establishing interactions with customers, it is not uncommon to have difficulty understanding and predicting their desires, leading to an extraordinary complexity level.

One solution to reduce this hassle is to build customer trust. Luhmann & Barrett (2018) define trust as a collection of beliefs that people will follow through on their promises. Gefen (2000) defines trust as the expectation that an individual or company will behave ethically, consistently, and according to the stated commitments. Trust refers to a person's belief that positive expectations of others will do based on previous interactions (Setiawan et al., 2020). The study measured trust using indicators presented by (Buttle, 2009); Trust is formed from three things, including the following: benevolence, honesty, competence. The study hypothesis may be phrased as follows based on the given description:

H5: Customer satisfaction is significantly influenced by trust in Bandros.

Customer Satisfaction

Service providers periodically measure customer satisfaction (Nainggolan et al., 2022). Passengers with different interests and destinations have different ways of forming satisfaction assessments (Setiawan et al., 2020). In other situations, customer satisfaction with products and services can be achieved. This is a very personal assessment heavily influenced by the customer satisfaction theory regarding the client (Shamsudin et al., 2020).

Differences in interest and destination between passengers bring differences in how they form satisfaction judgments (Setiawan et al., 2020). According to Kotler (2014), Customer satisfaction results from comparing performance or results with their expectations. Customer satisfaction is a cognitive or dynamic response to a sequence of single service encounters over a lengthy period. Cronin & Taylor (1992) define and measure customer satisfaction as a single item that measures a customer's overall feelings for a product or service. This study measures satisfaction using a scale of three things modified by Taylor and Baker (1994): pleasure in service, fulfillment of expectations, and a satisfying experience.

The Service Quality, friendliness, courtesy of employees, and the facilities customers enjoy can increase customer satisfaction (Setiawan et al., 2020). The joy of the services obtained provides a pleasant experience for customers. Customer satisfaction comes from the fairness offered and the excellent service quality, which is the basis of customer trust. The study hypothesis may be phrased as follows based on the given description:

H6: Customer Satisfaction and Service quality are mediated by trust in Bandros
H7: Customer Satisfaction and Brand image are mediated by trust in Bandros.

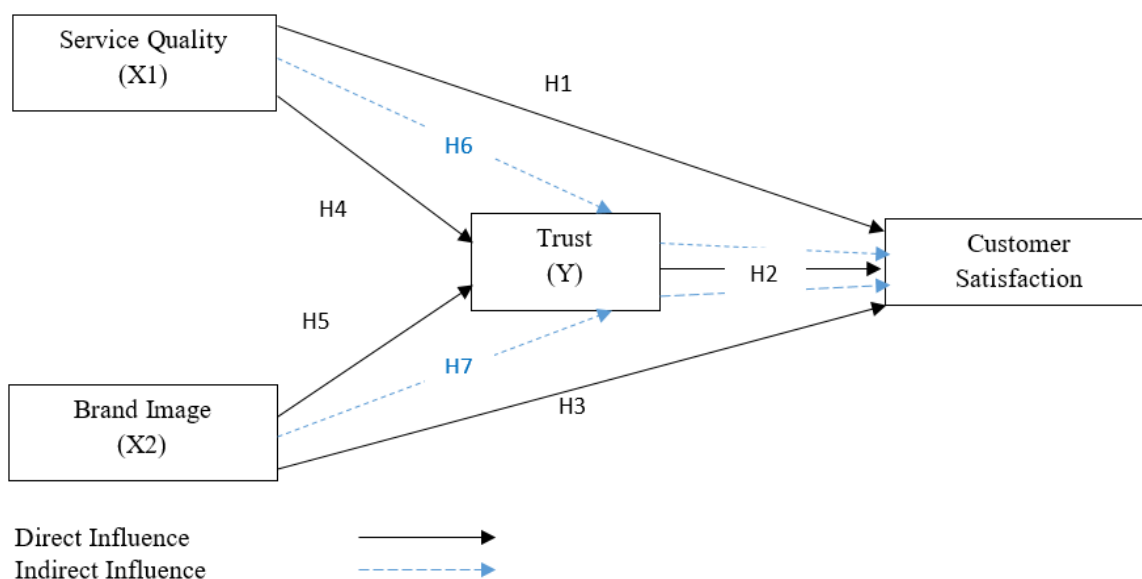The following is the study's conceptual framework, based on this explanation:

Fig. 1. Conceptual Framework

2. METHOD

This study samples include 300 respondents taken from August to September 2021 at Bandros tourist transportation in Bandung. The data are collected through questionnaires. The trial was conducted on 20 tourists to test the instrument's validity and reliability. Conceptual models are analyzed using PLS-SEM with used Smart- PLS 3.2.9. Outer model testing measures the relationship between observed sizes and construct; whether it reflects its latent variables using the Confirmatory Factor Analysis (CFA) (Brown, 2006). Convergent validity refers to the outer loading $\geq$ 0.6, and construct validity refers to Average Variance Extracted (AVE) $\geq$ 0.5. Reliability refers to Composite Reliability (CR) $\geq$ 0.7 and Alpha Cronbach $\geq$ 0.7 (Hair et al., 2017). Fornell & Larcker (1981) uses the square root of AVE, which should be greater than the correlation of latent variables and the Heterotrait-Monotriat Ratio (HTMT) is below 0.90 (Hair et al., 2017). Multicollinearity refers to the Variance Inflation Factor (VIF) <5, which indicates the absence of similarities between variables. (J. Hair et al., 2017). The goodness of fit test of the SEM model is measured based on the coefficient of determination (R^2) with criteria R^2= 0.25, weak, R^2=0.50, moderate and R^2=0.75 strong. Size Effect(f^2), if the f^2=0.02 small, f^2=0.15 Medium and f^2=0.35 large size effect. Relevance of predictions (Q^2), with Q^2=0.02 Relevance of small, Q^2=0.15 relevance of medium and Q^2=0.35 Relevance of large (Hair et al., 2017), and Standardized Root Mean Square Residual (SRMR) $\leq$ 0,1. The significance level of α=5% (t_{table}=1.96) is used in hypothesis testing.

3.   RESULTS

Evaluation of Measurement Model (Outer Model)

Convergent validit

Outer Loading

The outer model measurements are shown in Table 1.
Consisting of outer loading values, Composite Reliability (CR), Alpha Cronbach, and AVE.

Table 1. Tabel Confirmatory Factor Analysis

Indicator	Outer Loading	Composite Reliability (CR)	Alpha Cronbach	AVE
Brand Image (BI)				
BI1	0.831			
BI2	0.852	0.889	0.815	0.727
BI3	0.874			
Customer Satisfaction (CS)				
CS1	0.873			
CS2	0.778	0.881	0.821	0.651
CS3	0.794			
Service Quality (SQ)				
CS4	0.778			
QS1	0.769			
QS2	0.740	0.870	0.814	0.573
QS3	0.743			
QS4	0.821			
QS5	0.706			
Trust (T)				
T1	0.813			
T2	0.819		0.703	0.628
T3	0.743			

Source: Processed Data

The outer loading indicates that each statement item on the indicator has reflected a latent variable. Table 1 shows that the minor outer loading in a Brand Image construct is 0.831 (BI1), and the largest is 0.874 (BI3). In customer satisfaction, the minor outer loading is 0.778 (CS2), and the largest is 0.873 (CS1). In the service quality variable, the minor outer loading is 0.706 (QS5), and the largest is 0.821 (QS4). Trust constructs' most minor outer loading is 0.743 (T3), and the largest is 0.819 (T2). All statements used in this study have an outer loading >0.6; this shows that each word in this study has measured what should be measured (valid) and reflects each latent variable. The AVE value indicates the validity of the construct studied. Table 1 shows the smallest AVE value is service quality (0.573), next is trust (0.628), and the largest is Brand Image (0.727). This indicates that the convergent validity criteria meet an AVE > 0.5.

The reliability test is conducted concerning CR, and Cronbach's Alpha is 0.70. CR indicates the internal consistency of the research instrument. Table 1 shows CR values between 0.835 to 0.889 and above 0.70, so the reliability of the research instrument has been met. Table 1 shows that Cronbach's Alpha is between 0.703 and 0.821, so the instrument's reliability has been met.

Discriminant Validity

Discriminant validity is tested using Fornell-Larcker criteria and HTMT Ratio.

Table 2. Fornell-Larcker Criterion

	BI	T	CS	SQ
BI	**0.852**			
T	0.551	**0.792**		
CS	0.309	0.615	**0.807**	
SQ	0.362	0.478	0.546	**0.757**

Source: Processed Data

This test is to measure the differences that occur between other constructs. Hopefully, the results aren't much different. The results of the Fornell-Larcker Test in Table 2 provide information that the square root value of each construct studied is greater than the highest correlation between constructs studied. This shows that the instruments studied have demonstrated good discriminant validity.

Table 3. Rasio Heterotrait-Monotrait (HTMT)

	BI	T	CS	SQ
BI				
T	0,714			
CS	0,360	0,800		
SQ	0,433	0,605	0,657	

Source: Processed Data

Discriminant validity can also be measured through the HTMT the result of the HTMT value shown in Table 3. The construct HTMT is entirely < 0.9 (Henseler et al., 2015). This shows that the instruments studied show good discriminant validity.

Construct Multicollinearity Test

Table 4. Variance Inflation Factor (VIF)

	BI	T	CS	SQ
BI		1.151	1.462	
T			1.647	
CS				
SQ		1.151	1.320	

Source: Processed Data

Multicollinearity testing between constructs are presented in Table 4. Table 4 shows that the VIF values between constructs studied were entirely < 5, indicating no multicollinearity disturbance between the constructs studied.

Structural Model Assessment (Inner Model)

Coefficient of determination (R^2)

The coefficient of determination (R^2) is defined as how much the ability of exogenous variables explains the diversity of variables endogen. Adjusted R^2 is the corrected R^2 of the standard error value. Adjusted R^2 describes a more substantial weight than R^2 in assessing a construct.

Table 5. R^2 and Adjusted R^2

	R^2	Adjusted R^2
CS	0.466	0.461
T	0.393	0.389

Source: Processed Data

From Table 5, Adjusted R^2 of 0.461, which describes 46.1% variance customer satisfaction is explained by Service Quality, Brand Image, and Trust. At the same time, the Adjusted R Square (R^2) value of 0.389, which explains 38.9% variance in the trust, is described by Service Quality and Brand Image.

Size Effect (f^2)

Table 6. Size Effect

Variable	f^2	Conclusion
BI -> CS	0.010	Small
BI -> T	0.271	Medium
SQ -> CS	0.162	Medium
SQ -> T	0.147	Medium
T -> CS	0.288	Medium

Source: Processed Data

The size effect (*f2*) is evaluated through changes when certain exogenous constructs are removed, substantially impacting endogenous constructs. Based on Table 7, the above found that the measuring effect between variables is generally in the medium category. The size effect in the small type is between Brand Image and Customer Satisfaction.

Predictive Relevance

Table 7. Predictive Relevance

	SSO	SSE	$Q^2 = 1-SSE/SSO)$
Service Quality	1.500.000	1.500.000	
Brand Image	900.000	900.000	
Trust	900.000	684.631	**0.239**
Customer Satisfaction	1.200.000	847.400	**0.294**

Source: Processed Data

Predictive relevance Values $Q^2 > 0$ prove that models have predictive relevance. While the value of $Q^2 < 0$ proves that predictive relevance does not exist. Table 7, $Q^2 > 0$, the predictions against constructs Y and Z are precise or relevant.

The goodness of Fit Model

Table 8. The goodness of Fit Model

	Saturated Model	Estimated Model
SRMR	0.080	0.080

Source: Processed Data

From table 8, the value of SRMR of 0.080 < 0.10 proves that the model is fit, and it can be concluded that the model is a good fit.
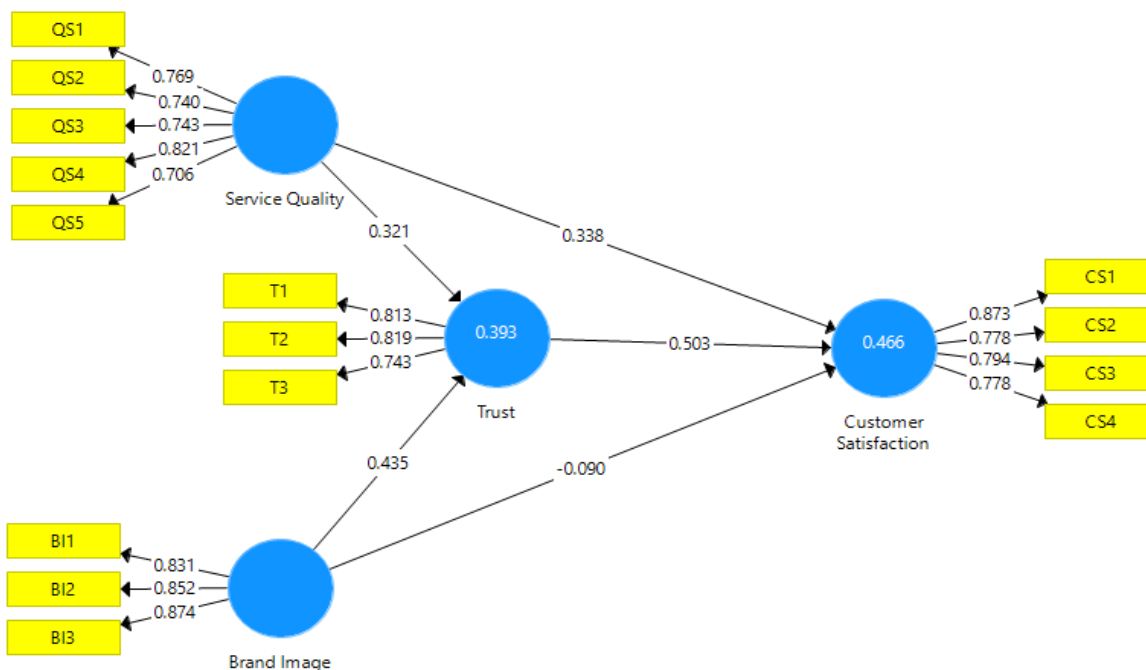
Path coefficient determines the strength of relationships and significance between variables directly or indirectly (Table 9).

Table 9. Path Coefficients in Direct Relationships Between Variables

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (| O/STDEV |)	p-values	Conclusion
Direct effect						
SQ -> CS	0.338	0.337	0.047	7.235	0.000	Significant
SQ -> T	0.321	0.323	0.054	5.891	0.000	Significant
BI -> CS	-0.090	-0.088	0.050	1.810	0.071	Non-Significant
BI -> T	0.435	0.437	0.043	10.179	0.000	Significant
T -> CS	0.503	0.503	0.048	10.478	0.000	Significant
Indirect effect						
SQ -> T -> CS	0.161	0.162	0.032	5.112	0.000	Significant
BI -> T -> CS	0.219	0.220	0.031	7.067	0.000	Significant

Source: Processed Data

The direct effect of Service Quality on Customer Satisfaction

The outcome of the service quality variable's direct impact route coefficient on customer satisfaction is 0.338. Using the significance level $\alpha = 5\%$ 5 (t_{table}=1.96), The results showed that the p-value <0.05 (t=7.235>1.96). Because of that, H1 was accepted. This shows a significant positive direct effect between service quality and customer satisfaction at Bandros Bandung. Improving the service quality can drive increased satisfaction.

The direct effect of Service Quality on Trust

The direct effect path coefficient between service quality and trust variables is 0.321. The results showed that p-value<0.05 (t=5,891>1.96), this indicates that H2 was accepted using the significance level $\alpha = 5\%$ (t_{table}=1.96). As a result, service quality has a positive and sizeable direct impact on trust. Improving the quality of service will lead to increased trust.

The direct effect of Brand Image On Customer Satisfaction

Brand image has a direct influence path coefficient of -0.090 on Customer Satisfaction. Using the significance level $\alpha = 5\%$ (t_{table}=1.96), the results showed that the value p>0.05 (t=1.810<1.96), thus H3, was rejected at that level of significance. These findings suggest that brand image has a slight negative direct impact on consumer satisfaction. Brand image improvement is not directly related to happiness.

The direct effect of Brand Image On Trust

The Brand Image and Trust variables have a direct effect path coefficient of 0.435. The results showed that p-value <0.05 (t=10,179>1.96), thus H4 was accepted at that level of significance. These findings suggest that brand image has a favorable and considerable direct impact on trust. The increase in the brand image will play a role in increasing trust in Bandros.

The direct effect of Trust on Customer Satisfaction

The path coefficient of the relationship between trust and customer satisfaction is 0.503. The results showed that p-value<0.05 (t=10,178<1.96), thus H5 was accepted at that level of significance. These findings point to a clear link between trust and consumer satisfaction, both positive and substantial. Increased trust can increase satisfaction.

Indirect Effect of Service Quality on Customer Satisfaction Through Trust

The trust-mediated indirect effect pathways between service quality and customer satisfaction are 0.161. Using the significance level $\alpha = 5\%$ (t_{table}=1.96), the results showed that p-value<0.05 (t=5,112<1.96), therefore H6 was accepted for this level of significance. These findings suggest that trust mediates the impact of service quality on customer satisfaction. Improving the quality of service direct will increase trust, which boils down to increased satisfaction.

Indirect effect of Brand Image on Customer Satisfaction Through Trust.

With a path coefficient of 0.219, trust mediates the indirect influence of Brand Image on Customer Satisfaction. The results showed that at significance level $\alpha = 5\%$ (t_{table}=1.96), obtained p-value<0.05 (t=7,067>1.96), thus H7 was accepted at that significance level. These data show that trust mediates the relationship between brand image and satisfaction. They increase BrandiImage Bandros while increasing the trust and satisfaction of tourists who come using its services.

4. DISCUSSION

Influence of diversified strategy on corporate performance.

This research looks at trust as a mediator in the relationship between service quality, brand image, and customer satisfaction in Bandros, Bandung, West Java. This research adds contributions. First, this research demonstrates that service quality has a positive and considerable effect on customer satisfaction. These results are consistent with the study by (Ariyani et al., 2021; Shamsudin et al., 2020; Srivastava & Sharma, 2013; Yulisetiarini & Prahasta, 2019). In case studies at Guilan travel agencies, the essential criteria in referring to a service unit are Service Quality (Gholipour Soleimani & Einolahzadeh, 2018). Consumer satisfaction is directly linked to service quality that satisfies customer expectations. Satisfied customers are customers whose real needs can be met by service providers. As one part of the service, Bandros tour bus has a goal so that customers who use their services are completed with their needs. Thus, to achieve these goals directly, excellent service is needed.

Second, trust is the distribution of responsibilities in the hopes of meeting one party's expectations of the other. According to this study, service quality has a good and substantial influence on trust. Studies back up these findings by Osman & Sentosa (2013), Simarmata et al. (2017). As a result, the exceptional service offered by Bandros tour bus will inspire consumers to believe in the services supplied in the long run. This becomes a guideline for managers, who recognize the need to provide excellent service to build trust. In the long term, consumer confidence in the service provider

is critical since it demonstrates the client's good feelings about the service they receive.

Third, this study shows that brand image negatively impacts customer satisfaction; however, the effect is minor. This corresponds to the research results (Cantona & Tunjungsari, 2019; Tjahjono et al., 2021; Wahyuni & Ghozali, 2019). This means that a good brand image does not necessarily play a role in satisfying consumers. The perception of a brand is represented in the customer's memory through the brand association (Keller, 1993). Customers do not directly accept the brand image. In the mind of consumers, a brand image is a mental picture of a product that is either favorable or not favorable. This makes it not have direct implications for customer satisfaction. Brand image owned by Bandros tour bus does not necessarily make customers as users feel satisfied.

Fourth, according to the findings, brand image has a favorable and substantial impact on trust. These findings are consistent with a prior study, which found that brand image had fair and significant implications for Trust (Lien et al., 2015; Simarmata et al., 2017). This means that a good brand image will play a role in determining customer trust. A good brand image should always be maintained by the managers of the Bandros tour bus to increase confidence.

Fifth, The results show that trust positively and significantly impacts satisfaction. This is consistent with prior study findings; trust has a favorable and considerable influence on satisfaction (Mahmoud et al., 2018; Uzir et al., 2021). The delegation of aspects with the hope of effectively satisfying one party's other expectations is referred to as trust (Garcia et al., 2020). Trust will encourage customers to feel satisfied with all the services they receive in the long run. The final phase is also critical to determine customer loyalty. Customer trust in Bandros tour bus can be one of the drivers who increase customer satisfaction with their services.

Sixth, trust was revealed to be a mediator between service quality and customer satisfaction in the study. This means that satisfaction must be preceded by providing excellent service that has implications in increasing trust, and increased confidence will encourage satisfaction (Uzir et al., 2021). Thus, providing quality services is the initial stage to increase confidence that boils down to increasing happiness.

Seventh, the findings also demonstrate that the connection between brand image and satisfaction is mediated by trust. With the initial stages, a good brand image will significantly encourage customers to trust the service provider more and more (Lien et al., 2015; Simarmata et al., 2017); trust targeted will increase customer satisfaction. The conclusions of this research reveal that in the service provider company, trust is critical, especially in the case of Bandros tour buses. Trust can bridge service quality, brand image, and customer satisfaction.

According to the many types of relationship models explored in this study, the link between trust and satisfaction is the strongest compared to the relationships between other variables. The connection between brand image and trust comes next. These findings reveal various issues that should worry Bandros tour bus management, even though there is no direct link between brand image and customer satisfaction. Trust is instrumental in bridging the relationship between the two, so it needs to be underlined that the **Brand Image-Trust-Customer Satisfaction** stage is a series that management must consider because it becomes a significant stage for achieving customer satisfaction.

5. CONCLUSSION and SUGGESTIONS

The results of this study found that the diversification strategy and the size of the Board of Commissioners have no effect on the performance of the company, while the compensation of the Board of Directors and Frequency of the Board of Commissioners meets the performance of the company. In addition, the impact of diversified strategies include the growing business segment and increased operational costs, this has no significant effect on corporate performance. The result of this research can beusedas input and the consideration materialFor the managerial ranksnor the committeeRemuneration in determining the right strategy to improve company performance and determine compensation, composition and good frequency and precise in the management of the company, so avoid actionsoportuniSME made by the Board of Directors in an attempt toincrease its compensation andcompensation givenIn accordance with the task or responsibility owned.For further research, it is expected to expand the reach of research and fill out the deficiencies in this study by using a broader sector on the Indonesia Stock Exchange or other samples and replacing the variables in the fuel of the company that is not studied in this study.

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