

The Impact of Satisfaction and Environmental Uncertainty on Commitments Mediated by the Franchisee's Trust

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Abstract: This study aims to analyze the effect of environmental satisfaction and uncertainty on commitment and its indirect effects through trust mediator variables. The research sample is franchisee, especially in the field of food and beverages. Data analysis using SPSS and Sobel Test. The results showed that there was a positive and significant effect of Franchisee Satisfaction on Franchisee Trust, positive and significant influence between Environmental Uncertainty on Franchisee Trust, positive influence of Franchisee Trust on Commitment, further Franchisee Satisfaction had a positive and significant effect on Commitment with Franchisee's Trust as a mediating variable, and Environmental Uncertainty has a positive and significant effect on Commitment with Franchisee's Trust as a mediating variable.

1 INTRODUCTION

In today's highly developed digital era, there are many businesses, both large and small, in society, especially in Indonesia. One of the businesses that is currently on the rise is about franchising or franchising, especially in the field of food and beverages where there are more competitors. From year to year, the prospect of franchise business in Indonesia is increasingly promising. General Chairperson of the Indonesian Franchise and Licensing Association (Wali), Levita Ginting Supit, said the franchise business in the country continues to experience positive growth. In 2018, the franchise business in the country experienced a growth of 3% with a turnover of IDR 150 trillion. In 2019, it is projected that the franchise business can grow by 5% (FLEI, 2019). In addition, this franchise is also supported by the improvement of infrastructure and investment in the trade sector. The concept of franchising is just learning and running a system that has been determined by a certain brand, so there is no need to create a new brand.

This franchise business can be said to be a strategic business because even though it was built from a small business, it was formed in a mature concept. In the franchise business, the risk of failure can be minimized, because the franchisor has

provided everything to support the franchisee, including surveys, marketing and promotion methods, licensing, raw materials, management, work standards (SOP), interior design, strategies and so on (Latan et al., 2018). Several franchise businesses are currently under increasing pressure by having to always innovate, otherwise this will make the business worse off. The challenge of this franchise business is that business people must be innovative and creative. The reason is, the emergence of various franchises and many foreign franchises have entered Indonesia. "Like it or not, franchising has to be creative," said Levita (2019).

Meanwhile, in other conditions in 2020, around the world began to talk about the Covid-19 virus. This virus was first known to infect humans at the end of December 2019 in the city of Wuhan - China. Then in January 2020, the National Health Commission of China informed that this virus can be transmitted from human to human (Sheth et al., 2012). In this case, the whole world is experiencing changes in all their daily activities. Including in terms of the economy, the economic turmoil caused by the Covid-19 pandemic hit Indonesia like a perfect storm which at least had three major impacts on the economy, Suryo said the first impact was making household consumption or purchasing power which is the support for 60 percent of the economy to fall deep enough. This is evidenced by data from the Central

Statistics Agency (BPS) which recorded that household consumption fell from 5.02 percent in the first quarter of 2019 to 2.84 percent in the first quarter of 2020. The second impact, namely the pandemic, caused prolonged uncertainty so that investment also weakens and implies cessation of business. The third impact is that the entire world is experiencing an economic downturn, causing commodity prices to fall and Indonesia's exports to several countries have also stopped (Morgan et al., 1994).

Based on data, especially in the food and beverage franchise business sector in Indonesia, for example, PT Fast Food Indonesia Tbk (FAST), the KFC franchise rights holder acknowledged the cessation of operations in some companies, due to the impact of the corona virus or Covid-19. This termination made FAST close 115 KFC outlets (Davies et al., 2011). Then for the current beverage business from Taiwan, Chatime, to change its operating hours, according to the applicable mall operating hours to close several stores in several cities during the pandemic period, there are 39 outlets that have started to stop operating, which are spread throughout the cities of Indonesia (Minarikova et al., 2020). This creates a condition of uncertainty in terms of denomination or environment uncertainty. Unpredictable environmental uncertainty (such as climate change or natural disasters) or the level of change in the market (such as customer desires, competitor challenges and technological changes) that lead companies to respond either now or in the future (Minarikova et al., 2020).

The relationship between the Franchisor and Franchisee has an important role in the franchise business. (Latan et al., 2018) state that the important thing in building relationships in the franchisee field is to develop a vertical marketing system, for example franchising and exclusive distribution where marketers can develop long-term relationships and contracts between buyers and sellers. In this case, forming relationships, trust and commitment are three important factors. Commitment and trust are key because it encourages marketers to (1) work in maintaining investment relationships by working with partners, (2) refuse to take short-term alternatives in order to expect longterm benefits with partners, (3) see potential high risk actions as wise because they believe that partners will not act opportunistically (Justitia et al., 2019).

The trust that is built between the franchisor and the franchisee is in the form of control that is dependent on the two. According to (Sanny et al., 2017), franchisors generally rely on franchisees to sell their brands but still with strict rules. So that the franchisee depends on the franchisor for promotional

support and managerial support such as conducting training. Therefore, the franchisor needs to maintain the trust that has been given. When the control between the two is missed until the franchisee doesn't trust the franchisor, the contract between the two of them becomes out of sync, which causes the franchisee to start not following the existing rules because they have lost trust.

According to (Allen and Meyer, 1990), franchisors have a perception that the income they receive is generally higher than their franchisees. This means that franchise royalties are usually based on gross sales figures, while franchisee's profits are strongly influenced by operating costs. Then, the revenue from the franchisor is a collection of a predetermined percentage of the total income or profits obtained from the franchisee, so if there is a problem in terms of an economic downturn, the franchisor will still get a profit according to that percentage. So that if there are problems related to the economy, there can be conflict friction between the two because of the mismatch of perception. In this case, trust and commitment must be built on both parties, trust is a factor that underlies a relationship so that with mutual trust the relationship between the two parties is strong enough.

Based on previous researchers who have conducted research on franchise and trust businesses, such as research by (labrague et al, 2018) which tested a model of trust and compliance in franchise relationships, other researchers, (Chu, 2003) tested the bright side and the dark side of trust: The mediating effect of the franchisor owner's trust in performance. Research by (Siagian and Cahyono, 2014), regarding the influence of environmental uncertainty on trust relationships, as well as research conducted by (Morgan et al., 1994) regarding the influence of environmental strategy, environmental uncertainty and management commitment to corporate environmental performance: The role of environmental management accounting. Finally, the research conducted by (Alzola, 2013), regarding the effect of environmental uncertainty, organizational commitment, and information asymmetry on the relationship between budget participation in manufacturing companies in Surabaya.

According to several previous studies that have been mentioned above, research has not been found that combines the variables of Satisfaction, Environmental Uncertainty, Commitments and Trust. Therefore, we will conduct a research entitled The Impact of Satisfaction and Environmental Uncertainty on Commitments Mediated by The Franchisee's trust. The results of this study are

expected to help franchisees, especially in the field of food and beverage companies, to be more optimal in running their business.

2 LITERATURE REVIEW

The development of the franchise at this time can be said to be worldwide, even its development has been very rapid in Indonesia, both international franchises and local brands. This is driven by the entrepreneurial spirit and creativity of the community to build their economic independence. Franchise is a form of business strategy that aims to expand the reach of its business in increasing market segment and sales. Satisfaction from the franchisee side is found when someone's expectations match the perceived performance of a given product or service. Loyalty is earned when a customer repurchases a service or product or recommends it to a potential new customer. Satisfaction has a direct positive correlation with loyalty (Padin et al., 2017).

Commitment is defined as an attitude that has a strong desire to remain in an organization, tries hard according to the wishes of the organization, and believes in the acceptance of organizational values and goals (Hogevold et al., 2019). Organizational commitment is defined as an emotional relationship between employees and the organization which consists of affective commitment, normative commitment, and ongoing commitment.

Trust is a trust based on integrity and reliability as well as dependence between consumers and providers (Rusman and Karim., 2017). According to (Hogevold et al., 2019) describes several indicators of trust such as best service, consistent, complete, valuable, and keeping promises. Then (Wasiati, 2019) add that trust is the willingness of a company to depend on its business partners. According to (Mowday et al, 1979) trust is a belief from one party regarding the intentions and behavior of the other party, thus trust is defined as an expectation that service providers can be trusted or relied on in fulfilling their promises.

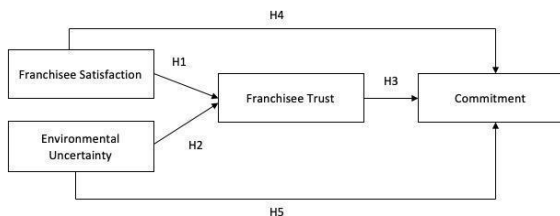


Figure 1: Research model.

Satisfaction is a manifestation of the other's capacity to fulfil relational norms, and this can generate trust. The perception of expectations regarding the quality of the franchise exchange is of course how to produce a relationship between the two parties, namely the Franchisee and Franchisor. Satisfaction in economic terms is based on distributive equity and equity exchanges, and leads directly to trust in the franchisor and his competencies (Kasali, 2018). Meanwhile, trust can be defined as a willingness to trust in another partner in a business context where actions taken by one partner can make another vulnerable (Etikan et al., 2016). Based on this description, our first hypothesis is:

2.1 H1: Franchisee Satisfaction Has a Positive Impact on Franchisee Trust

Under environmental uncertainty, one expects the level of trust in the organization to change because the circumstances we interact with may change; otherwise, the imminent interaction seems to be over. Therefore, environmental uncertainty limits the development of trust within the firm due to growing behavioral uncertainty. The higher the environmental uncertainty, the greater the need to incorporate risk into decisions, and the greater the need for trust. As Sako and Helper (1998) in (Etikan et al., 2016), the greater the level of environmental uncertainty, the greater the benefit of being able to trust a trading partner, because trust facilitates decision making in unforeseen circumstances or environmental uncertainty.

2.2 H2: The Effect of Environmental Uncertainty on Franchisee Trust

If in partnership both parties trust each other, they will be confident in their reliability and integrity which will then result in a commitment from each party. As business partners who can repeatedly interact with each other, the trust and commitment that has been built will be able to grow (Labrague et al, 2018) in (Chu, 2003). Based on the perspective of the sales process, Svensson et al., (2010) argue that trust is an antecedent to commitment.

2.3 H3: Franchisee Trust Has a Positive Impact on Commitment

Franchisees get satisfaction based on how well the relationship with the franchisors can meet their expectations (Kotler, 2012) Based on research

conducted by (Justitia et al., 2019) regarding the role of commitment and relationship satisfaction on franchisee loyalty, found that in testing the commitment between the franchisee and the franchisor, the results showed that the effect of commitment was lower than franchisee satisfaction. In this study, the franchisee seems less satisfied with the franchisor's attitude. The franchisor's attitude is one of several dimensions that are asked of the franchisee in addition to support from the franchisor, payment time, payment method and time to receive materials. In particular, it is said that although the franchisor provides all facilities to the franchisee based on the franchise agreement, the franchisor does not consider the franchisee's opinion, especially in an effort to develop a marketing strategy to increase sales of the products it sells.

2.4 H4: Indirect Influence of Franchisee Satisfaction on Commitment with Franchisee's Trust as a Mediating Variable

Based on previous research that tested the Effect of Environmental Uncertainty on Commitment, it was stated that testing for Environment uncertainty had a positive effect on Organizational Commitment (Latan et al., 2018). Organizational commitment in this study is because organizational commitment shows strong belief and support for the values and goals that the organization wants to achieve (Minarikova et al., 2020). A strong organizational commitment within the individual will cause individuals to strive to achieve organizational goals in accordance with the interests that have been planned. In this era of disruption, uncertainty is something that is of concern to both employees and companies. Uncertainty affects employee motivation at work (Davies et al., 2011) Individual beliefs or commitments in taking jobs, identify with workrelated roles, they will become committed to doing work and behave in accordance with the expectations of the job (Sheth et al., 2012).

3 METHODOLOGY

The population in this study were food and beverages franchisees in Jakarta areas. The technique used is convenience sampling. Convenience sampling (also known as Haphazard Sampling or Accidental Sampling) is a type of non-probability or non-random sampling in which members of a target population

meet certain practical criteria, such as easy accessibility, geographic proximity, availability at certain times, or willingness to participate . Convenience Sampling is a sampling that is quite affordable, easy and the subject is readily available. Of the total population, it is possible that the number of samples collected from this quota sample consists of 50-100 respondents who have business food and beverages franchisees.

4 RESULTS AND FINDINGS

Table 1: Demographic Characteristics of the Respondent.

Characteristics	Number	Percent
Age	< 20 y.o	3 5.7%
	21 - 30 y.o	31 58.8%
	31 - 40 y.o	16 30.2%
	41 - 50 y.o	3 5.7%
Gender	Male	22 41.5%
	Female	31 58.5%
Education	Junior High School	0 0%
	Senior High School	8 15.1%
	Bachelor Degree	36 67.9%
	Master Degree	8 15.1%
	Doctoral Degree	1 1.9%
Long been a franchisee	< 2 years	32 60.4%
	2 - 5 years	16 30.2%
	> 5 years	5 9.4%
Number of outlets owned	1 outlet	36 67.4%
	2 - 5 outlets	15 28.3%
	6 - 10 outlets	2 3.8%
	> 10 outlets	0 0%

Table 2: Reliability Consistency Test Results.

Construct	Item	Corrected item-Total Correlation	Cronbach's alpha
<i>Franchisee Satisfaction</i>	6	0.950	0.947
<i>Environmental Uncertainty</i>	9	0.663	0.514
<i>Franchisee Trust</i>	17	0.938	0.919
<i>Franchisee Commitment</i>	3	0.838	0.817

Through the results of the reliability test of the four variables, it is known that the first variable, namely Franchisee Satisfaction, has a Cronbach Alpha coefficient value of 0.947 which means that the internal consistency is very good ($r > 0.9$). The second variable, Environmental Uncertainty has a Cronbach Alpha coefficient value of 0.514, meaning that the internal consistency is categorized as less reliable ($r < 0.6$). The third variable, Franchisee Trust, has a Cronbach Alpha coefficient of 0.919, meaning that the internal consistency is very good ($r > 0.9$). And the last variable, Franchisee Commitment, has a

Cronbach Alpha coefficient value of 0.817 meaning that the internal consistency is categorized as good ($r > 0.8$).

Table 3: Result of Normality Test between Variables.

Construct	Kolmogorov-Smirnov Z	P
Franchisee Satisfaction & Trust	0.095	0.200
Environmental Uncertainty & Trust	0.131	0.083
Franchisee Trust & commitment	0.069	0.200

Through the results of the correlation test using the Kolmogorov-Smirnov 1-Samples Menu by looking at the significance value (p), variables that have a normal distribution will have a p value (Asymp. Sig.) > 0.05 and an abnormal distribution is $p < 0.05$. From the first three tests, Franchisee Satisfaction Trust has a normal distribution with a Kolmogorov-Smirnov Z value = 0.095 and a significance value $p = 0.200$ ($p > 0.05$). Second, Environmental Uncertainty Trust has a normal distribution with a Kolmogorov-Smirnov Z value = 0.131 and a significance value $p = 0.083$ ($p > 0.05$). And finally, Franchisee Trust commitment has a normal distribution with the Kolmogorov-Smirnov Z value = 0.069 and a significance value $p = 0.200$ ($p > 0.05$).

Table 4: Results of Hypothesis 1, 2 and 3 Regression Test.

Variable	Regression Coefficient	t hitung	Sig.
Franchisee Satisfaction & Trust	14.463	4.605	0.000
	1.87	8.053	0.000
Environmental Uncertainty & Trust	-2.212	-0.385	0.702
	1.939	7.203	0.000
Franchisee Trust & commitment	0.724	0.982	0.332
	0.143	7.708	0.000

In the results of the above calculations, hypothesis 1 has a sig value. of the independent variable Franchisee Satisfaction, which is equal to $0.000 < 0.05$ so that it has a significant influence on the dependent variable, namely trust, and the same as the trust variable on the dependent variable Franchisee Satisfaction has a value of $0.000 < 0.05$, which means that it has a significant influence between the two variables. In this case, both variables have a significant effect.

In the results of the above calculations, hypothesis 2 has a sig value. from the independent variable Environmental uncertainty, which is $0.702 > 0.05$, so it does not have a significant effect on the dependent variable, namely trust, and the trust variable on the dependent variable Environmental uncertainty has a value of $0.000 < 0.05$ which means it has a significant effect. In this case, when compared, the trust variable has a significant influence compared to the environmental uncertainty variable.

In the results of the above calculations, hypothesis 3 has a sig value. from the free variable trust which is equal to $0.332 > 0.05$ so that it does not have a significant effect on the dependent variable, namely the commitment, and the trust variable on the commitment bound variable has a value of $0.000 < 0.05$ which means that it has a significant effect. In this case, when compared, the variable commitment has a significant effect compared to the trust variable.

Table 5: Results of Hypothesis 1, 2 and 3 Regression Test.

Variable	p-value
Franchisee Satisfaction, Commitment & Trust	0.0047
	0.0050
	0.0044
Franchisee Trust, Environmental Uncertainty & Commitment	0.0001
	0.0001
	0.0000

From the results of the above calculations using the Sobel test, in Hypothesis 4, the indirect effect of Franchisee Satisfaction on Commitment with trust as mediation, has a value of 2,824 with P value: 0.0047, 0.0050, and 0.0044 where the P value < 0.01 which means that trust mediates the relationship Indirectly variable Franchisee Satisfaction with Commitment. From the results of the above calculations using the

Sobel test, in Hypothesis 5, the indirect effect of Environmental Uncertainty on Commitment with trust as mediation has a value of 2,824 with a P value: 0.0001, 0.0001, and 0.0000 where the P value <0.01 which means that trust mediates the relationship indirectly the Environmental Uncertainty variable on Commitment.

5 CONCLUSION

on the results of data analysis described in chapter IV, both hypothesis 1, hypothesis 2 and hypothesis 3 are accepted and have an influence on this study. Where hypothesis 1 shows that satisfaction has a positive effect on trust, hypothesis 2 shows that environmental uncertainty has a positive effect on trust, and hypothesis 3 on trust has a positive effect on commitment. On the results of data analysis described in chapter IV, the hypothesis with the mediation variable Trust tested using the sobel test is also accepted and Trust as the mediating variable is proven to have a direct effect. For hypothesis 4 with P values: 0.0047, 0.0050, and 0.0044 where the P value < 0.01, which means that trust mediates the indirect relationship of the Franchisee Satisfaction variable to Commitment. Then hypothesis 5 with the value of P: 0.0001, 0.0001, and 0.0000 where the value of P < 0.01, which means that trust mediates the indirect relationship of the variable Environmental Uncertainty to Commitment.

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