



Parallel Session

4	SESSION TITLE	PAPER TITLE	AUTHORS	INSTITUTE
AUGUST 4, 13.30 - 15.30	ECO06: Development Economic (3), Room: EC401	Gender differences in the classroom games: a prisoners dilemma	B. Siswanto	Diponegoro University & Krida Wacana Christian University
		Model Income Inequality in Papua Province	J. Sawai & D. Dhamayanti	Otto Geissler University
		Effect of tourism on economy of Southeast Asian countries	Firmansyah	Diponegoro University
		Corruption	Khoerunnisa	Diponegoro University
		Energy Consumption and Economic Growth in Indonesia: Cointegration and Causality Analysis	E. Primayesa & F.P. Putra	Andalas University
	ECO07: Industrial Economics, Room: EC402	Causality analysis on the relationship of regional economic development in central java province	L.K.B. Sebayang, B. P. Rishardo yo & Y. Aulia	Semarang State University
		Efficiency of Indonesian real estate companies before & after mergers and its relation to stock return: two-stage	Y.I. Herjan	Padjajaran University
		Industrialization and Sustainable Development: Selection of Industries in the Process of Industrialization in Indonesia	M.U.B asuki	Diponegoro University
		Vertical Transmission of Rice Price	T. Ruspayandi, D. Poerwono, & B. Mudakir	Diponegoro University
		Market Structure and Sources of Productivity Growth in Food Industry: Evidence from Indonesia	W. Widodo & Firmansyah	Diponegoro University
	FIN04: Finance Issues (4), Room EC403	Mapping industry as the strategy for enhancing competitiveness of industry in Semarang regency	S. Oktavilla, Fafurida & M. Khoirudin	Semarang State University
		Disparity in Determining Business Location: A Case Study in UNNES Sekaran Area	I. Romadono, K. A zizatunnishak, A. A. Monica	Semarang State University
		Behavioral finance perspectives on investor financial decisions	B. Sudarisman & T.A. Lubis	Jambi University
		The Effect of Return in Investment, Cash Ratio, and Debt to Total Asset Toward Dividend Payout Ratio (A Study Toward Manufacturing Companies Listed in Indonesia Stock Exchange)	R. Ernayani, O. Sari & Robiyanto	Balikpapan University & Satya Wacana Christian University
		Measuring systemic risk of banking in Indonesia: Conditional value-at-risk model application	Erwin & H. M uham	Diponegoro University
	FIN05: Finance Issues (5), Room EC404	Factors affecting the capital buffer conventional commercial bank listed on the stock exchange 2011-2014	N.A. Fauzia & Idris	Diponegoro University
		The relationship between productivity and bankruptcy risk case of property and real estate sub-sector in Indonesia capital market	R.A. Putri	Bandung Institute of Technology
		Bad Luck, Bad Management, Skimping and Moral Hazard influence Loan Problem In Indonesian Commercial Bank	A. Kartika & Y. Susilowati	Unisbank Semarang
Several Large Stocks In Malaysian and Indonesian Stock Markets		D. Wijaya, I.R. Setyawan & I. Ramli	Tarumanegara University	
IFRS adoption in Indonesia and its implication on the relationship between ownership structure and investment efficiency		Butar-butar	Soegijapranata Catholic University	
	Effect of Change in Surplus Ratio, Incurred Loss Ratio, Liquidity Ratio, Premium Growth Ratio, Firm Size and Risk Based Capital to Predict the Possibilities of Financial Distress: The Case of Indonesia Non-Life Insurance Listed in Indonesia Insurance Directory	M ahfudz & T.T.C. Dewi	Diponegoro University	

Effects of Organizational Citizenship Behavior on Customer Satisfaction with Service Quality as an intervening variable in XYZ University

Bernadeta Irmawati, Christina Trihardjanti and Johanila
Economics and Business Faculty, Soegijapranata Catholic University
irmawati.bernadeta@gmail.com

Abstract:

This study aimed to examine effect of Organizational Citizenship Behavior on Customer Satisfaction with Service Quality as an intervening variable in XYZ University.

With the population of as many as 61 respondents with the method of data collection by using a questionnaire. The research will be analyzed using path analysis. Results showed that there is no effect of Organizational Citizenship Behavior on Customer Satisfaction with Service Quality as an intervening variable.

Keywords: Organizational Citizenship Behavior, Customer Satisfaction, Service Quality, Intervening Variable, Path Analysis

1. Background

The development of organizations today due to globalization, technology and the environment is increasingly complex, it becomes a challenge for organizations to become more evolved and developed that must be supported by effective management of the organization, resources and processes which are qualified and skilled human resources. The equally important challenge for organizations today is increasingly critical consumers in providing an evaluation of the products and services they consume, moreover the consumer have many choices related to variety and number of products or services they will consume. Services are not only related to knowledge but also skills and attitude. Knowledge of the product or service being offered will make the other parties (the consumer) understand and have an interest in the products or services sold, skills (e.g. skills to make products or services, the skills offered, the skills to make products or services to be new) will make the product or service has a more attractive packaging to be enjoyed. And lastly, attitude can affect the decision of potential consumers to buy or not, enjoy or not. When a product or service look good both in quality and packaging, but the seller of products or services is not being good (eg disrespectful, dismissive, even rude) to consumers, it may deter potential consumers to buy their products or services; so it can be said that no matter how well the goods or services produced and packaged when the attitude of sellers of products or

personnel in service in an organization become a benchmark of service quality of an educational institution especially on how the quality of service to consumers. So that employees who have a desire to do volunteer work will improve the quality of their service to students and the eventual impact is student satisfaction as a consumer.

Based on the above background, this study will examine how is the influence of OCB on consumer satisfaction with the quality of service as an intervening variable.

2. Research Question

How is the effect of OCB on consumer satisfaction with the service quality as an intervening variable toward the consumers of XYZ University ?

3. Theoretical Framework

3.1. Organizational Citizenship Behavior

Individual behavior which is expected in the organization is not only behavior based on the duties and responsibilities imposed, but also behaviors that appear voluntarily but remain positive for the organization. Such behavior is referred as the Organizational Citizenship Behavior (OCB) or extra roles or pro-social behavior.

Research on OCB started in the early 1980s conducted by Bateman & Organ (1983). There are two dimensions of employee behavior which is general compliance that is doing what is good that employees must do and help others which is more specific (altruism). The concept is undergoing some transformation / change into five dimensions in OCB which are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism is a voluntary act performed by a person or group of people to help others without expecting anything in return. Conscientiousness refers to a more cautious attitude and listening to one's heart. The existence of these behaviors may indicate that the workers already accept and abide by the rules and procedures that exist in the company. Dimensions of courtesy can be described by a form of action that aims to prevent problems, and considering about others. Sportsmanship is seen from the aspect of tolerance and complaints of individuals in work. Individuals with high sportsmanship attitude will pay close attention to detail in his work, they can run a job fairly and with a little to complain, and they are adaptable to the situation and the work environment. Civic virtue is shown by the behavior of fully participating (self-involvement) and paying more

attention to the company where the individual works. Individuals with high civic virtue would be very concerned about the interests of their company.

3.2 Service Quality

Service Quality is the quality of how an action done to others. The service quality depends on who is providing the service, when the service is performed, where and to whom the service is rendered. It all depends on how the customer (service recipients) perceive it. This is what often become a challenge and a threat to providers, because a good assessment of the service quality will provide positive Word of Mouth (WOM) and vice versa. Therefore, the company should be able to change the control layout by providing a warranty on service recipients that the quality of the service in the company is really excellent.

There are five dimensions of service quality (Parasuraman et al., in Kotler; 2009), namely reliability, responsiveness, assurance, empathy and form. Reliability is the ability to provide services as promised, reliably, accurate, and consistent. Responsiveness (responsiveness) is the willingness of employees and employers to help customers and provide services quickly and to hear and resolve consumer complaints. Guarantee (assurance) in the form of knowledge and courtesy of employees and demonstrating trust and confidence. Empathy (empathy) is the willingness of employees and employers to be more concerned about giving personal attention to customers. Forms are things that can be seen from the appearance of physical, personnel, equipment.

3.3 Consumer Satisfaction

Consumer satisfaction is the positive attitude by consumer to services provided by the organization through employee services as services perpetrators. Satisfaction toward the attitude of the employees in providing services, sensitivity and awareness of employees in providing services, the knowledge depth of employees in providing services, speed and accuracy of the employees in providing services, consistency between the promise and the evidence, consumers' willingness to recommend the company to be visited and used by other consumers.

3.4 Research hypothesis

Hypothesis: There is an effect of Organizational Citizenship Behavior on customer satisfaction with the service quality as an intervening variable

3.5. Conceptual framework

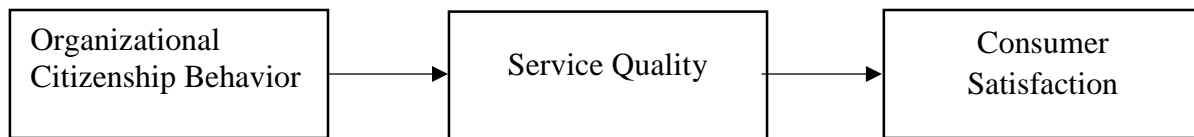


Figure 2.1. Research Framework

OCB is a voluntary behavior outside of work, the higher the OCB the higher the customer satisfaction / respondents and service quality. A person who has the OCB, in this case are employees of the service to the students of XYZ University, will have a good quality service and will affect student satisfaction

3.6 Operational Definition and Measurement

3.6.1 Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) or extra roles or pro-social behavior is the behavior of the employee that exceeds the duties and obligations imposed upon him, made freely and voluntarily, and is not associated with a desire to gain an appreciation of the organization. Measured using five dimensions according to the Bateman and Organ (1983), namely: Altruism is a voluntary act performed by a person or group of people to help others without expecting anything in return, except maybe the feeling of doing a good deed. Conscientiousness refers to a more cautious attitude, listen to own heart and show better compliance with the regulations and procedures of the company. Courtesy can be interpreted with politeness, and consideration of others. Dimensions of courtesy can be described by a form of action that aims to prevent problems, and to consider the feelings of others. Sportsmanship can be seen from the aspect of tolerance and few complaints of individuals in their work. Civic virtue is shown by the behavior of fully participating (self-involvement) and paying more attention to the company where the individual works.

3.6.2. Service Quality

Quality of service is how good the services provided by the organization which measured from the behavior of employees when serving the consumer. Service Quality is measured from the physical (clean, tidy, polite), empathy (sensitivity), reliability (knowledge, timeliness, accuracy of answers, sootiness), responsiveness (speed, availability time), assurance (information depth, speed convenience of the consumer when communicating with employees about services rendered).

3.6.3. Customer satisfaction

Consumer satisfaction is the positive attitude by consumer to services provided by the organization through employee services as services perpetrators. Satisfaction toward the attitude of the employees in providing services, sensitivity and awareness of employees in providing services, the knowledge depth of employees in providing services, speed and accuracy of the employees in providing services, consistency between the promise and the evidence, consumers' willingness to recommend the company to be visited and used by other consumers.

3.1. Population, Data Types and Data Collection Methods

Objects in this study are employees of the XYZ University. The population in this study are employees working in XYZ University (who did the direct interaction with students as the consumer) which is 87 by census. Researchers distributed questionnaires to all employees in each unit / department, but the complete data can be used more by 61 respondents of employees and paired with the data the 122 consumer/students , in which the employees' service quality and customer satisfaction will be assessed the by two consumer. The data used in this study are primary data, where the data are paired between the data of employees and customers who do the interaction or services. Data collection methods used in this study is a questionnaire about OCB (Organization Citizenship Behavior) which is given to the employees' respondent and questionnaire about quality of service and customer satisfaction which are filled by student respondents.

3.2. Data Analysis

The analysis used to test the hypotheses is path analysis (path analysis). The analysis of this method is used to test the mediating variable between OCB service quality and customer satisfaction.

4. Results and Discussion

The results of the effect of organizational citizenship Behavior on consumer satisfaction with the service quality as an intervening variable can be seen in the table below.

Table 4.

The Influence of OCB and Quality of Service toward Consumer Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	84.724	8.410		10.074	.000
OCB	-.025	.080	-.040	-.310	.758
2 (Constant)	28.121	7.476		3.762	.000
OCB	-.036	.048	-.058	-.747	.458
KUALLAYANA N	1.112	.108	.803	10.272	.000

a. Dependent Variable: Customer Satisfaction

Based on the above table it is known that the OCB variable does not affect the Customer Satisfaction (the significant value of 0, 758 greater than 0.05), whereas in the phase two calculation, The OCB variable and the Service Quality influencing Customer Satisfaction the results obtained shown that the OCB variables were not significant (0.458 significance value greater than 0.05) while the variable Service Quality influencing Customer Satisfaction s (0.000 significance value less than 0.05). Assessment of the effect of mediation with Sobel test and significance value is 0.227 which is greater than 0.05 means that the hypothesis that there is effect of Organizational Citizenship Behavior towards consumer satisfaction with the service quality as an intervening variable is rejected. Based on the above tests, we can conclude that the service quality performed by employees of XYZ University did not become an intervening

variable for employee OCB to the customer satisfaction which in this case are the students. There are allegations that an individual employee wants to improve the service quality through the OCB, which means the high service quality will affect the willingness of individuals to do more work than their responsibility. Other allegations are individual has a concern when performing OCB because it is considered disturbing or seizing the responsibility of their colleagues.

5. Conclusions and Recommendations

Based on these results, the conclusion is that there is no influence of OCB on Customer Satisfaction with Service Quality as an intervening variable. Advices for XYZ University are: the University is expected to motivate employees to be open with each other in dealing with problems that occur in the work and realize that co-workers are partners in a team work, and the company must be able to motivate employees to always provide the best service to consumers via sensitivity and responsiveness to customer needs and motivating employees to understand the information associated with the job and its institutions, in order to be able to convey information correctly and precisely match the needs the consumer.

6. References

- Bateman, T.S. and Organ, D.W. (1983), •Job satisfaction and the good soldier relationship between affect and employee citizenship, *Academy of Management Journal*, vol. 26, no. 4, pp. 587-595.
- Djati, Pantja S, (2015) The Influence of The Organizational Citizenship Behavior towards the service quality performances of the private universities in Surabaya Indonesia.
- Siregar, DwiputraAndhika. 2010. Pengaruh Organizational CitizenshipBehavior terhadap service quality (studi pada karyawan administrasi Universitas Atmajaya Yogyakarta. Thesis yang dipublikasikan.
- Hosseini, Mirza Hassan; Karimi, Ojan; Soodi Shahla.2013. The effect of citizenship behavior on customers satisfaction and loyalty. *International Research Journal of Applied and Basic Sciences* Vol. 7(12): 846 f 852
- Kotler & Keller. 2009. *Manajemen Pemasaran* PT Erlangga Jakarta.