

# The Influence of the Organizational Citizenship Behavior Towards the Service Quality Performances of the Private Universities in Surabaya–Indonesia

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*Abstract:* The purposes of this research are to analyze the influence of Organizational Citizenship Behavior towards the Service Quality performances in private universities in Surabaya, Indonesia. The population of this research is the administrative employees of 6 Private Universities in Surabaya which have over 5000 students. The sample chosen for this research are 133 employees. The research findings revealed that the Service Quality performances for student, which are delivered by the administration staffs of private universities, are good. In addition the research showed that there is a positive and significant influence of Organizational Citizenship Behavior towards the Service Quality performances. Next, there are five indicators that created the Organizational Citizenship Behavior variable; they are altruism, civic virtue, courtesy, sportsmanship and conscientiousness. Meanwhile there are four indicators that created the Service Quality variable; they are responsiveness, empathy, assurance, and reliability.

*Keywords:* Organizational Citizenship Behavior, Service Quality Performances, OCB Indicators, Service Quality Indicators.

Building strong human resource of the society is a big responsibility and it is a continuous process, starting from pre school level, elementary school, high school, and the university level. Bachelor level couldn't guarantee the competitive advantage of human resource in Indonesia to compete against other countries within the global competition era (Ramli, 2008). The education shall be continued to higher level for example Master and even PhD level. From this perspective, the universities play critical role to support the creation of competitive human resource.

The increasing challenges in the free trade era bring the state university in Indonesia replace its status from the dependent institution in term of the supporting fund by the Government into independent institution that provide its fund by the institution itself as what private universities did (Daslani, 2008). Based on the

data from Indonesian General Directorate of High Education (2007), there are 2.320 universities in Indonesia which are separated into to state universities (82) and private universities (2.238). More specific in East Java Province, there are 262 universities in total which are including 50 academies, 13 institutes, 7 polytechnics, 122 colleges, and 70 universities.

By calculating the number of the universities in Indonesia, it showed the tight competition among the universities not only to survive but also to develop the market and to sustain the institution in the future. Delivering the excellent service quality is a must in the service industry including the education industry. There are two important elements for educational institution to deliver excellent service to the students as the customers, they are the faculty members and the administrative staffs. The quality development of the faculty members is necessary to achieve the competitive advantage and to gain the market responses. For the administrative staffs who interact directly with the students on day to day academic activities and operations, their performances is also

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determine the student satisfaction (Prabasmoro, 2008).

In order to achieve the highest service quality performances, it is needed the understanding of what the customer's needs and wants together with how to deliver the excellent services based on the customer expectations. There are many factors that influence the service quality performances. One of the factors is how to grow the sincerity, the pleasure feeling, and the corporate culture where the employees can help and support each others in order to deliver excellent service quality to the customers (Olorunniwo, *et al.*, 2006). The employee behaviors that doing their job descriptions with voluntary, sincerity, and happily to deliver excellent services even without any supervising or ordering from the upline manager is defined as Organizational Citizenship Behavior (OCB), Organ, *et al* (2006).

There are many researches that focus on the importance of OCB toward service quality performances; Yoon and Suh (2003), showed the positive influence of OCB toward service quality on travel agent performances in Korea; Hui, *et al*, (2003), on tellers bank performances in Hong Kong; Castro *et al* (2004), on financial instution performances in Spanyol. Meanwhile this research is focused on the influence of the administrative staff's OCB towards service quality performances in private universities in Surabaya, Indonesia.

### Problem Formulation

Based on the brief explanation on the research background then the formulation of the research problem statement is as follow: Does the Organizational Citizenship Behavior (OCB) positively influence the service quality performances of the administration staff in private universities in Surabaya?

### Purpose

Based on the research problem formulation then the purpose of this research is to investigate the influence of the Organizational Citizenship Behavior towards the service quality performances of the administration staff in private universities in Surabaya.

### Benefit

The expected research benefits from this research are divided into two major benefits:

- Contributing to the development of the theoretical of the human resource development by providing the connection between the Organizational Citizenship Behavior and the Service Quality in the education institution.
- Contributing to the development of practical knowledge for the management of education institution in managing its service quality performances.

### Organizational Citizenship Behavior (OCB)

Organ (1999) defined the organizational citizenship behavior as the employee behavior in which the purpose is to increase the efficiency of company performances by accomodating the purpose of individual employee productivity. The dimension of OCB based on Organ, *et al.* (2006):

- **Altruism**  
The behavior that aims to help the workmates to solve their problems within difficult situation faced both in terms of job responsibility cases and individual personal cases. This dimension refers to kind of helping behavior that exceeding his/her responsibility as workmate.
- **Conscientiousness**  
The behavior that aims to deliver performances that could over the company target or expectation. This dimension refers to kind of behavior that exceeding his / her main job descriptions as the employee.
- **Sportsmanship**  
The behavior that aims to tolerate the non ideal situation within the organization without giving any complains or rejections. The high level of this dimension will increase the positive working atmosphere among employees and will create conducive working environment.
- **Courtesy**  
The behavior that aims to keep the good relationship among the employees in order to avoid the interpersonal problems. This dimension refers to the respect and the honor each other among the employees.



- **Civic Virtue**  
The behavior that aims to express the good working attitudes such as taking the initiative in contributing the development of the working system or procedures, adapting with the changing within organization, preserving the company assets, etc. This dimension refers to the authority assigned to someone to increase the quality of his/her job division performances.

Based on Stamper and Dyer (2004), OCB is the intangible employee behavior, indirectly, and implicitly known by the reward system that in aggregate will influence the effectivity of some managerial functions within the organization. The focus of this concept is to identify the employee behavior that is measured often by using traditional performance measurement. There are two factors that influenced OCB, they are the gap between management perception and employee perception toward the job description and job responsibility; and the employee perception towards the job responsibility and job performance are determined by the employee job satisfaction.

### Service Quality

Payne (1993:6) and Kotler (2000) argued that service is the activity which has intangible element and involving the interaction between the service provider and consumer or consumer's property where there is no transfer of ownership. The nature of the service is inconsistent and the production of services could and could not relate directly to physical product.

Based on the definition, then service can be referred to wide spectrum with four categories (Kotler dalam Payne, 1993:7):

- **Tangible product**  
The marketer only offers physical products such as book, soap, camera, etc without any service accompanied to the products.
- **Tangible product accompanied by services**  
The marketer offers physical product accompanied by services in order to create product differentiation.
- **Service accompanied by few tangible products**  
The marketer emphasizes to the service as the

product offering accompanied by physical products as the added values to support the delivery of services.

- **Pure service product**  
The marketer offers pure service without accompanied by any physical products.  
Kotler (2000) stated the similarities among the excellent service provider as follow:
  - **The Strategic Concept**  
The service providers have the understanding about what the customer needs and wants. Therefore, they establish special marketing strategy to satisfy the customer and to gain the customer loyalty.
  - **The Commitment of Top Management**  
The focus is not only on the monthly financial result but also on the service encounters that reflect the commitment to delivering excellent services.
  - **The Establishment of Operating Procedures**  
There are some standards established by the management in term of delivering the excellent services to the customers.
  - **Monitoring System for Market Performances**  
Monitor our own service performances and the competitors' service performances periodically by using some measurement methods such as mysterious shopping, customer survey, independent service audit team, etc.
  - **Complain Handling System**  
Establish the efficient and effective system to handle the internal complains from the employees and the external complains from the customers.

Shostack (1997) argued that the employee is often perceived as the service itself, therefore it is not surprisingly that many service experts stated that the employee is the backbone of the service company. In customer view, the employee has become the general reflection of the company service performances as the whole.

The customer satisfaction is the key main consideration in creating excellent services. This supported by Djati (2005) argued that there is a tendency of service provider to adjust its service into what customer wants. In addition, the service quality can not be separated from the quality of service provider.



The employee is the important element in the process of service delivery.

Many studies related to service quality showed that in order to create maximal service performances, it is needed to combine the intangible and the tangible elements. According to Zeithaml, (cited in Gaspersz, 1997) there are some attributes in service quality as follow:

- **Responsiveness**  
This attribute refers to the quick respon of the employee towards the customer requests. It also relates to the responsibility and the motivation within the employee to deliver excellent service performances and to help the customer in term of service consumption.
- **Tangibles**  
This attribute refers to tangible element that facilitates the service delivery such as the equipments, uniforms, and other physical facilities.
- **Assurance**  
This attribute refers to the assurance degree of the service provider in delivering the service that can convince the customers.
- **Reliability**  
This attribute refers to the capability of service provider in delivering the service to the customers based on the service promises.
- **Empathy**  
This attribute refers to the close relationship between the employee and the customer in terms of the attention and the empathy.

According to Liljander and Strandvick (1994), the customer satisfaction is the result from the personal customer experiences during the service delivery processes. The customer evaluates the service values that they got from their service consumption experience. In addition, the customer satisfaction is also the result from the product quality that can meet the customer expectation. Unfortunately, this concept is rarely found in service area studies (Webster, 1991).

## CONCEPTUAL FRAMEWORK

### Conceptual Framework



Figure 1. The Conceptual Framework

### Hypothesis

"The Organizational Citizenship Behavior of administrative staff significantly influences the Service Quality performances of the privates universities in Surabaya-Indonesia".

This hypothesis is based on the previous study done by Bell and Menguc (2004) argued that there is positive relationship between the employee and the Organizational Citizenship Behavior who directly interact with the customer, and the customer perception toward the Service Quality performances.

## METHOD

### Object and Types

This research is causal explanation where it tries to explain the influence of independent variable toward the dependent variable (Maholtra, 2003). The population of this research is the administration staff of 5 private universities in Surabaya-Indonesia which have minimum 5.000 students. The universities are Petra Chrisitan University, University of Surabaya, Veteran National Development University, University of 17 August 1945, and Widya Mandala University.

### Sampling Technique and Sample Size

Proportional non random sampling method by using convenience sampling technique is chosen to take the research sample from the private universities. The formula by Steel and Torry (2000) is used to determine the sample size of each private universities as follow:

$$n = \frac{N \times (Z_{1/2\alpha})^2 \times p \times q}{N - 1 \times (d)^2 + (Z_{1/2\alpha})^2 \times p \times q}$$

Based on the research formula, there are 133 respondents chosen as the sample and next from the sample size, the proportional technique is used based on the total student of the universities in order to distribute the sample size into each universities. The following step is continued by using matching principle that 1 administrative staff will be evaluated by two students who have been or had been serviced by the staff.

### Research Operational Definition and Measurement Indicators

#### The Organizational Citizenship Behavior

Organizational Citizenship Behavior is defined as the positive behavior of the employee toward his/her workmates in purpose to achieve the goals of the organization. There are 5 dimensions within the Organizational Citizenship Behavior, they are:

##### Altruism

The evaluation of employee behavior in term of the cooperation and the coordination toward his/her workmates when accomplish the job descriptions. There are two measurement indicators:

- Always helping the workmates who have huge working load
- Proactive supporting the up line manager to finish the job target

##### Conscientiousness

The evaluation of employee behavior that exceed the company standard and regulation in terms of working hours, rest hours, the obedience towards the regulation, etc. There are two measurement indicators:

- Working based on the job description even though without any monitoring from the up line manager.
- Working in effective and efficient way.

##### Sportsmanship

The evaluation of employee behavior that willing to understand the certain condition and situation without any complains. There are two measurement indicators:

- No working complaint even tough he/she has to accomplish heavy working target.
- Decreasing the intensity of the problem that might be appear within the institution.

##### Courtesy

The evaluation of employee behavior that avoided the conflict that might be arises with his/her workmates. There are two measurement indicators:

- Preserving the institution image by delivering excellent services.
- Performing the best efforts for the institution sustainability.

##### Civic Virtue

The evaluation of employee behavior based on his/her consideration of company sustainability in the future. There are two measurement indicators:

- Using the institution facilities for business purposes instead of individual purposes.
- Contributing ideas to develop the system within the institution.

##### Service Quality

Service Quality is defined as the customer evaluation toward the service delivery by the service provider. There are 5 dimensions within Service Quality, they are:

##### Responsiveness

The customer evaluation of the employee responsiveness when he/she delivering the services. There are two measurement indicators:

- Proactive to provide the student needs
- Delivering quick service response for student requests

##### Reliability

The customer evaluation of the employee reliability when he/she delivering the services. There



are two measurement indicators:

- Qualified with the administration skills to handle the administration problems.
- Qualified with the communication skills to communicate with the students.

**Empathy**

The customer evaluation of the employee empathy when he/she delivering the services. There are two measurement indicators:

- Delivering the services to the students friendly.
- Paying full attentions toward the students' problem related to the administration matters.

**Assurance**

The customer evaluation of the employee assurance when he/she delivering the services. There are two measurement indicators:

- Delivering the services based on the service promises.
- Delivering the services with rarely making mistakes.

**Tangibility**

The customer evaluation of the employee tangible appearances when he/she delivering the services. There are two measurement indicators:

- The staff using the clean uniform when delivering the services.
- The staff using tidy uniform when delivering the services.

**RESULT**

**Confirmatory Factor Analysis (CFA) of OCB Variables**

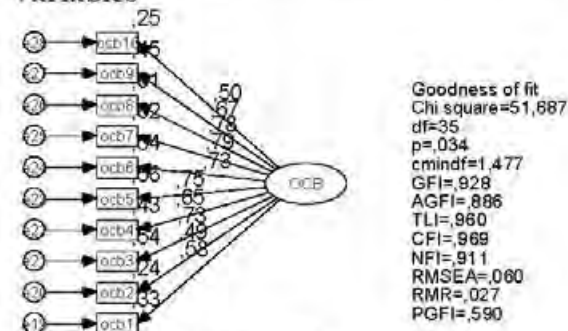


Figure 2. CFA of OCB Variables

From figure 2, the data showed that there 6 parameters of goodness of fit that fulfill the criteria of fit model. In addition, the entire standardized loading values have exceeded 0.4 which means there is no elimination for OCB indicators. Next based on the CR score showed the probability value below 0.05 which means there are 10 indicators (whole indicators) that created the OCB variable. Those indicators are summarized in 5 dimensions of OCB; they are *altruism, civic virtue, courtesy, sportsmanship and conscientiousness*. In another word that the OCB variable of the administrative staffs in private universities in Surabaya is developed by those indicators.

Table 1. OCB Loading Factor Value

Standardized Regression Weights		Estimate	
ocb1	<--	OCB	0,575
ocb2	<--	OCB	0,487
ocb3	<--	OCB	0,733
ocb4	<--	OCB	0,655
ocb5	<--	OCB	0,745
ocb6	<--	OCB	0,734
ocb7	<--	OCB	0,787
ocb8	<--	OCB	0,780
ocb9	<--	OCB	0,670
ocb10	<--	OCB	0,499

Based on the loading factor value on the table 1, the data showed the rank of OCB indicators from the highest value which means that the indicator has been done by the administrative staff when delivering the services to the students; continued to the lowest value which means that the indicator has rarely been done by the administrative staff when delivering the services to the students.

The top three rank value of OCB indicator is on the OCB indicator in which the administrative staff delivering excellent services to keep the institution image. Then followed by OCB indicator in which the administrative staff who performing the best effort to sustain the insitituion in the future. Finally, the third highest rank of OCB indicator is the indicator in which the administrative staffs have no complaint for the heavy working target assigned to them.

Meanwhile, the lowest three rank value of OCB indicator is on the OCB indicator in which the



administrative staff with proactively supporting the up line manager to finish the job target, then followed by the OCB indicator in which the administrative staff has been contributing ideas to develop the system within the institution. Finally the third lowest rank of OCB indicator is the indicator in which the administrative staff that helping his/her workmates when they are having huge working load.

**Confirmatory Factor Analysis (CFA) of Service Quality Variable**

**Service quality**

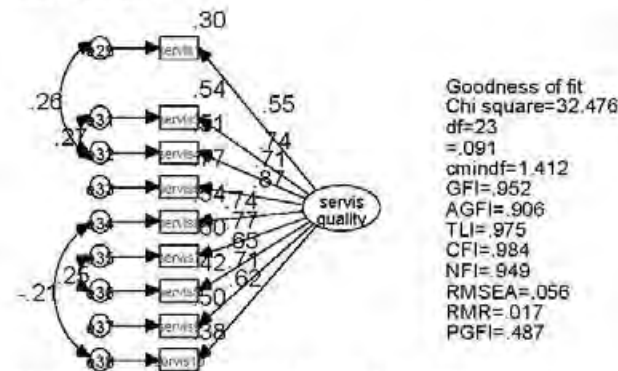


Figure 3. CFA of Service Quality Variables

From figure 3, the data showed that the entire parameters of goodness of fit that fulfill the criteria of fit model. Next based on the CR score, showed the probability value below 0.05 and revealed only 8 Service Quality indicators that created the Service Quality variable. They are indicator 3 to 10, while indicator 1 and 2 are not creating the Service Quality variable. Those indicators are summarized into 4 categories; they are reliability, responsiveness, empathy and assurance. In another word, that the Service Quality variable of the private universities in Surabaya is developed by those indicators excluding the tangible indicators.

Table 2. Service Quality Loading Factor Value

Standardized Regression Weights	E estimate
servis10 <- Service quality	0,602
servis9 <- Service quality	0,696
servis8 <- Service quality	0,677
servis7 <- Service quality	0,784
servis6 <- Service quality	0,718
servis5 <- Service quality	0,869
servis4 <- Service quality	0,734
servis3 <- Service quality	0,754

Based on the loading factor value on the table 2, the data showed the rank of Service Quality indicators from the highest value which means that the indicator has been perceived important by the students when receiving the services from the administrative staff; continued to the lowest value which means that the indicator has rarely been perceived important by the students when receiving the services from the administrative staff.

The top three rank value of Service Quality indicator is on the Service Quality indicator in which the administrative staff delivering quick service response for student requests. Then followed by Service Quality indicator in which the administrative staff has strong communication skills to communicate to the students. Finally, the third highest rank of Service Quality indicator is the indicator in which the administrative staffs has strong administration skills to handle the administrative problem faced by the students.

Meanwhile, the lowest three rank value of Service Quality indicator is on the Service Quality indicator in which the administrative staff using the clean uniform when delivering the service to the students. Then followed by the Service Quality indicator in which the administrative staff rarely makes mistakes when delivering the services to the students. Finally the third lowest rank of Service Quality indicator is the indicator in which the administrative staff who pays full attentions toward the students' problem related to the administration matters.

**The Influence of OCB towards Service Quality**

In order to identify the influence of OCB toward Service Quality, it can be seen on the score of standardized coefficient direct and indirect. The result of the those scores can be identified on figure 4 and table 3 below:

Table 3. Score of Standardized Coefficient Direct and Indirect

The Influence	CR	Standard	Sig.	Note
OCB ↔ Service Quality	2.345	>1,96	0,019	Significant



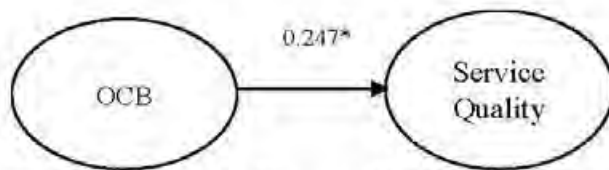


Figure 4. The Result of Structural Model Test

There is an influence of OCB variable towards Service Quality variable, it is shown by the standardized score 0.247. The conclusion is also supported based on CR score (2.345) along with the significance level score (0.019) revealed that there is an influence. The positive score means if OCB variable is increased then the Service Quality variable will be increased as well and in turn if the OCB variable is decreased then the Service Quality variable will be decreased as well.

This research finding supported the previous research done by Bell and Menguc (2004) that argued there is a direct positive relation between the OCB of the employee who is directly interact with the customer and the customer perception towards the service quality performances. Another study done by Castro et al (2004) is also proved the influence of OCB to the perception of customer regarding the service quality performances.

## DISCUSSION

The research result revealed that the Organizational Citizenships Behavior (OCB) significantly influenced the service quality performances. It showed by the CR score of OCB over the service quality CR score is 1.997 with the significant level of 0.045. This calculation support the hypothesis to be received

Organizational Citizenship Behavior is the implicit behavior of an employee towards his or her workmates within the organization which exceeding the established company standard and providing the benefits to his or her company. The focus of this concept is to identify the employee behavior which commonly is measured by the traditional tools (Stamper & Dyne, 2004). There are some elements within this concept as follow:

- The OCB is the employee behavior that exceeding the company standard.
- The OCB is the implicit behavior.

- This employee OCB is getting the acknowledgment indirectly or is easy to be recognized within the formal organizational structure.
- The OCB is categorized as the important behavior to increase the company effectiveness.

According to Stamper and Dyne (2004), the employee willingness to behave exceeding the established company standard is determined by two factors:

- The uniformity of the perception between the manager and the employee towards the job description.
- The employee perception towards his or her performances is determined by his or her working satisfaction.

Since the aspects of OCB are significantly created the employee's characters under supervised or not supervised situation then it is understandable that the service quality performances are increasing to the maximum level. This research finding supported the empirical research by Bell and Menguc (2004); and Castro et al (2004) that arguing about the positive relationship between the OCB and the customer perception towards the service quality. In addition, this research strengthen the empirical study stated by Shostack (1977) which revealed that actually employee is perceived as the service itself by the customers therefore the interaction between the employee and the customers play critical roles in creating the customer values that at the end building the customer loyalty.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on this research finding, there are four conclusions that can be taken as follow; Firstly, in general the service quality performances of private universities in Surabaya-Indonesia are considered good. Secondly, there is a positive and significant influence of the Organizational Citizenship Behavior (OCB) of administrative staff towards the Service Quality performances of private universities in Surabaya-Indonesia. Thirdly, there are five indicators that created the OCB of administrative staff of private universities in Surabaya-Indonesia, they are altruism,



civic virtue, courtesy, sportsmanship and conscientiousness. Finally the fourthly, there are four indicators that created the Service Quality of administrative staff of private universities in Surabaya-Indonesia, they are responsiveness, empathy, assurance, and reliability.

### Recomendations

There are two recommendations, firstly for the management of private universities in Surabaya - Indonesia and secondly for the further research. For management of private universities, since OCB of the administrative staff has positive and significant influence towards the Service Quality performances then the management shall take into account the special attention and treatment to enhance the indicators that created the OCB variable and the Service Quality variable in order to deliver excellent service performances to the students. For further research, since this research is done in private universities in Surabaya therefore the findings might be different compared to the other regions in Indonesia by considering the differences of culture of each region. Next the research can also be done in state universities in order to compare the findings.

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