



Antecedent Organizational Citizenship Behavior and Service Quality

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Jufrizen*
Universitas Muhammadiyah Sumatera Utara, Indonesia
jufrizen@umsu.ac.id

Muslih
Universitas Muhammadiyah Sumatera Utara, Indonesia
muslih@umsu.ac.id

Dedek Kurniawan Gultom
Universitas Muhammadiyah Sumatera Utara, Indonesia
dedekkurniawan@umsu.ac.id

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Abstract:

This study aims to examine the antecedents of Organizational Citizenship Behavior and Service Quality. This study used an explanatory research approach, which aims to explain the causal relationship between the research variables and the test hypothesis. The population in this study were all employees from the 5 best private Islamic universities in North Sumatra and the sample size in this study was 200 employees. The data analysis method used in this research is factor analysis and the Structural Equation Model. The results of the study showed that work ethics, organizational commitment and motivation have a significant positive effect on Organizational Citizenship Behavior. Organizational Citizenship Behavior has a significant positive effect on Service Quality at Private Universities in North Sumatra.

Keywords: Work Ethics; Organizational Commitment; Motivation; Organization Citizenship Behavior; Service Quality

JEL Classification: O15, P17, J53

*Corresponding author

Introduction

Building strong human resources is a big responsibility that has no end, starting from pre-school age, elementary school, middle school, then higher education at the undergraduate level. The level of higher education to the undergraduate level is not enough to make Indonesian human resources compete in the global era (Jufrizen, Farisi, Azhar, & Daulay, 2020). In organizations with services as their production output, human resources have a very large role in providing the best service for consumers. The slightest error of service will result in complaints from consumers which could damage the image of the organization. This shows how human resources affect the success of the goals to be achieved by the organization.

Education has played an important role in the entire process of human resource education in Indonesia. There are two important elements of service providers who are spearheading the education service industry to be able to provide excellent services, namely the first is the education staff and the second is the administrative staff. Improving the quality of education staff is a necessity for the higher education industry to be able to compete and be responded to by the market (Jufrizen, Lumbanraja, Salim, & Gultom, 2017).

The second spearhead is the administrative staff, where the administrative staff plays a key role in the service process to students. For example, in the process of managing student identification cards (KTM), study plan cards (KRS), study results cards (KHS) and other processes related to lecture administration. Service quality of administrative staff will greatly affect the satisfaction of students. Good service will increase satisfaction and affect the level of competitive advantage of universities to be able to win the competition. It is a compulsory for university service industry players to be able to ensure good Service Quality in competition with other service providers (Rita, Oliveira, & Farisa, 2019).

To achieve good Service Quality for service providers is to foster sincerity, feelings of pleasure and the emergence of a culture where employees will work together to help each other in order to provide the best to customers (Islam, Ahmed, Rahman, & Al Asheq, 2021). Employee behavior that is carried out voluntarily, sincerely, happily without having to be ordered and controlled by the company in providing good service, known as Organizational Citizenship Behavior (OCB) (Organ, et al., 2006). Many studies have discussed the importance of the relationship between OCB and service quality, such as (Stefanus & Djati, 2016) and (Siregar, Luddin, & Suyatno, 2019), stated that there is a positive influence between OCB and service quality. The basic essence of the results of this study states that the factors that can support employees to perform good service quality is to have OCB behavior.

OCB comes in many forms such as loyalty, helping others, and organizational compliance (Puswiartika, Hinduan, Sulastiana, & Harding, 2019), and the organization benefits employees who are willing to contribute their efforts and abilities to the organization even though it is not formally required of them. The contribution of OCB to the organization has received a lot of attention in the business world (Lee, et al., 2013). Some variables such as job satisfaction (Fitrio, Apriansyah, Utami, & Yaspita, 2019), organizational commitment (Noor, Anisa, & Rahmawati, 2018), interpersonal trust (Ali & Miralam, 2019), and employee mood (Wu, Changyang, & Qin, 2019) placed as an antecedent of OCB.

Some recent research that addresses the problem of OCB using procedural justice, transformational leadership, and complexity factors has a positive effect on employee OCB and OCB is also positively related to job satisfaction (Lee et al., 2013). Some researchers use fairness, and perceived organizational support (Verianto, 2018); (Hidayat & Muhdiyanto, 2021), (Wibowo, 2019), job characteristics (Marić, Hernaus, Tadić Vujčić, & Černe, 2019); organizational culture as a predictor of OCB (Winarsih & Riyanto, 2020), commitment and job satisfaction as antecedents of OCB (Qamar, 2012). Furthermore, OCB will affect Service Quality (Stefanus & Djati, 2016); and (Kaihatu & Djati, 2016). While the results (Tufail, et al., 2016), (Ahmad, et al., 2017) and (Murtaza et al., 2016) stated that work ethic has an effect on Organizational Citizenship Behavior. Further research (Yulius, 2017) and (Huei, et al., 2014) stated that the Organizational Citizenship Behavior factor was in the form of motivation. To be able to increase OCB, it is necessary for organizations to know what causes the emergence or increase of OCB. Increased OCB behavior is influenced by two main factors, namely factors that come from within the employee (internal) such as morale, satisfaction, positive attitude, and so on while factors that come from outside the employee (external) such as management systems, leadership systems, corporate culture.

Research Method

This study used an explanatory research approach, which aims to explain the causal relationship between the research variables and the test hypothesis (Nasution, et al., 2020). The population in this study were all administrative staff from the 5 best private Islamic universities in North Sumatra. To collect a sample, it is done using a convenience technique, namely collecting information from a population that can provide information easily.

The sample were is some administrative or administrative staff majoring in private universities in North Sumatra. In this study, the sample size was adjusted to the analytical model used, namely Structural Equation Modeling (SEM). The sample size for SEM using the maximum likelihood estimation (MLE) model is 100-200 samples (Hair, et al., 2014). Therefore, the sample size was 200 administrative staff from private universities in North Sumatra. The subjects of this study were administrative staff. Administrative employees staff used are employees who have worked for more than 1 (one) year. The analytical method used is Structural Equation Modeling (SEM) AMOS.

Result

Confirmatory Factor Analysis of Exogenous and Endogenous Constructs This confirmatory factor analysis stage is the measurement stage of the dimensions that make up the latent variables in the research model. The purpose of confirmatory factor analysis is to test the unidimensionality of the dimensions forming each latent variable. The measurement model for confirmatory factor analysis was carried out separately for exogenous and endogenous constructs.

Work Ethics Variables

Table 1. Critical Ratio Value and Reliability of Work Ethics Variables

Indicator	Estimate	SE	CR	Pvalue	Construct Reliability
ETHICS10	0.516	-	-	-	0.748
ETHICS9	0.473	0.168	5,282	0.000	
ETHICS8	0.479	0.162	5,329	0.000	
ETHICS7	0.551	0.18	5,811	0.000	
ETHICS6	0.506	0.169	5,521	0.000	
ETHICS5	0.379	0.149	4,515	0.000	
ETHICS4	0.497	0.165	5,457	0.000	
ETHICS3	0.463	0.162	5,207	0.000	
ETHICS2	0.409	0.158	4,777	0.000	
ETHICS1	0.51	0.173	5,547	0.000	

Source: Data proceed (2022)

Table 1 showed that all goodness of fit criteria on the work ethic variable meet the requirements of the cut off value. The p-value of the critical ratio of each indicator is less than 5% (<0.05), so that the constructing from the work ethic variable is 10 indicators, namely from the indicators of Ethics1 to Ethics10. The next step is to calculate the reliability value based on the estimate value, from the calculation results, the construct reliability value is 0.748, the value of a good reliability requirement is if it has a Construct Reliability value 0.60. This shows that the reliability of the work ethic construct measurement model is supported by the data obtained. Tbalet

Organizational Commitment Variable

Table 2. Critical Ratio Value and Reliability Variable Organizational Commitment

Indicator	Estimate	SE	CR	Pvalue	Construct Reliability
KOM1	0.51	-	-	0.000	0.796
KOM2	0.5	0.179	5,679	0.000	
KOM3	0.593	0.185	6,294	0.000	
KOM4	0.568	0.182	6,138	0.000	
KOM5	0.604	0.189	6,360	0.000	
KOM6	0.554	0.176	6,050	0.000	
KOM7	0.534	0.179	5,921	0.000	
KOM8	0.508	0.175	5,733	0.000	
KOM9	0.57	0.19	6,152	0.000	

Source: Data proceed (2022)

Table 2 showed that all the goodness of fit criteria on the organizational commitment variable meet the requirements of the cut off value. The p-value of the critical ratio of each indicator is less than 5% (<0.05), so that the construct forming the organizational commitment variables are 9 indicators, namely from KOM1 to KOM9 indicators. The next step is to calculate the reliability value based on the estimate value, from the calculation results, the construct reliability value is 0.796, the value of a good reliability requirement is if it has a Construct Reliability

value 0.60. This shows that the reliability of the measurement model of the organizational commitment construct is supported by the data obtained.

Motivation Variable

Table 3. Critical Ratio Value and Reality of Motivation Variables

Indicator	Estimate	SE	CR	Pvalue	Construct Reliability
MOT1	0.494	-	-	0.000	0.823
MOT2	0.594	-	-	0.000	
MOT3	0.476	0.204	6,162	0.000	
MOT4	0.506	0.18	5,399	0.000	
MOT5	0.494	0.186	5,613	0.000	
MOT6	0.517	0.172	5,529	0.000	
MOT7	0.483	0.187	5,687	0.000	
MOT8	0.53	0.174	5,454	0.000	
MOT9	0.42	0.189	5,774	0.000	
MOT10	0.536	0.171	4,959	0.000	
MOT11	0.42	0.19	5,813	0.000	
MOT12	0.462	0.168	4,965	0.000	

Source: Data proceed (2022)

Table 3 showed that all goodness of fit criteria in the Motivation variable meet the requirements of the cut off value. The p-value of the critical ratio of each indicator is less than 5% (<0.05), so that the construct of the variable Motivation is 12 indicators, namely from indicators MOT1 to MOT12. The next step is to calculate the reliability value based on the estimate value, from the calculation results, the construct reliability value is 0.823, the value of a good reliability requirement is if it has a Construct Reliability value 0.60. This shows that the reliability of the motivational construct measurement model is supported by the data obtained.

Organizational Citizenship Behavior Variables

Table 4. Critical Ratio Value and Reliability of Organizational Citizenship Behavior Variables

Indicator	Estimate	SE	CR	Pvalue	Construct Reliability
OCB1	0.583	-	-	0.000	0.811
OCB2	0.569	0.147	6,768	0.000	
OCB3	0.47	0.137	5,868	0.000	
OCB4	0.602	0.149	7,031	0.000	
OCB5	0.482	0.138	5,980	0.000	
OCB6	0.543	0.136	6,546	0.000	
OCB7	0.447	0.130	5,634	0.000	
OCB8	0.57	0.141	6,771	0.000	
OCB9	0.481	0.131	5,969	0.000	
OCB10	0.53	0.135	6,429	0.000	

Source: Data proceed (2022)

Table 4 showed that all goodness of fit criteria in the Organizational Citizenship Behavior variable meet the requirements of the cut off value. The p-value of the critical ratio of each indicator is less than 5% (<0.05), so that the construct forming of the Organizational Citizenship Behavior variables are 10 indicators, namely from OCB1 to OCB10 indicators. The next step is to calculate the reliability value based on the estimate value, from the calculation results, the construct reliability value is 0.811, the value of a good reliability requirement is if it has a Construct Reliability value 0.60. This shows that the reliability of the measurement model of the Organizational Citizenship Behavior construct is supported by the data obtained.

Service Quality Variables

Table 5. Critical Ratio Value and Service Quality Variable Reliability

Indicator	Estimate	SE	CR	Pvalue	Construct Reliability
SQ1	0.411	-	-	0.000	0.673
SQ2	0.429	0.266	3,960	0.000	
SQ3	0.38	0.248	3,707	0.000	
SQ4	0.328	0.230	3,383	0.000	
SQ5	0.417	0.260	3,904	0.000	
SQ6	0.468	0.294	4,129	0.000	
SQ7	0.36	0.240	3,589	0.000	
SQ8	0.397	0.253	3,797	0.000	
SQ9	0.425	0.270	3,939	0.000	
SQ10	0.346	0.243	3,499	0.000	

Source: Data proceed (2022)

Table 5 showed that all goodness of fit criteria in the Service Quality variable meet the requirements of the cut off value. The p-value of the critical ratio of each indicator is less than 5% (<0.05), so that the construct forming the Service Quality variables are 10 indicators, namely from indicators SQ1 to SQ10. The next step is to calculate the reliability value based on the estimate value, from the calculation results, the construct reliability value is 0.673, the value of a good reliability requirement is if it has a Construct Reliability value 0.60. This shows that the reliability of the Service Quality construct measurement model is supported by the data obtained.

Structural Equation Model (SEM) Analysis

After analyzing the results of the goodness of fit and model quality in the confirmatory analysis, The next analysis is a full model SEM analysis which is intended to test the models and hypotheses developed in this study. Testing the model in the SEM is done by testing the suitability of the model and testing the significance of the hypothesis through the regression coefficient test.

Overall Model Fit Test

Testing the suitability of the research model is used to test how well the level of goodness of fit of the research model:

Table 6. Feasibility Test Results of Full SEM Model

Goodness Of fit	Cut of Value	Results	Model Evaluation
Chi Square/df	5	1,240	Well
CFI	0.900	0.929	Good Fit
RMSEA	0.080	0.024	Well
TLI	0.950	0.925	Good Fit
IFI	0.900	0.930	Good Fit
RMR	0.050	0.049	Well

Source: Data proceed (2022)

Table 6 above illustrate that, it can be seen the value of χ^2/df 1,240 which are included in the good fit category because they are still below 5. The RMSEA and RMR values all fall into the good fit category. as well as the value of CFI, TLI and IFI can be said to be good, so it can be concluded that the overall fit of the model is very good.

Model Hypothesis Test

After the testing stages are carried out, the next step is to test the research hypothesis proposed in chapter II. Testing this hypothesis is based on processing research data using SEM analysis, by analyzing the regression value (Regression Weight Analysis of Structural Equation Modeling) testing this hypothesis is to analyze the value of the Critical Ratio (CR) and the probability (P) value of the data processing results, compared with the required statistical limits, which are above 1.96 for the CR value and below 0.05 for the value. P (probability)

Table 7. Regression Weights

Effect Between Variables			Estimate Standardized	SE	CR	P	Conclusion
Work_Ethics	→	OCB	0.521	0.140	4.454	0.000	Significant
Organizational Commitment	→	OCB	0.277	0.115	2,726	0.006	Significant
Motivation	→	OCB	0.298	0.119	2,968	0.003	Significant
OCB	→	Service Quality	0.881	0.109	4.292	0.000	Significant

Source: Output AMOS 21 Research Results (2022)

From the causal equation above, the critical ratio with a large absolute value > 1.96 means that the path coefficient is significant (Wijanto, 2008). From the regression weight table, it can be seen that there are 4 significant path coefficients and no insignificant path coefficients. The interpretation of the path coefficients will be explained further in the hypothesis testing section.

Hypothesis test

As explained in the previous chapter, in this study there are 4 (four) hypotheses on the direct effect. Hypothesis testing analysis was carried out with a significance level of 5%, resulting in a critical ratio of ± 1.96 . The hypothesis is accepted if the critical ratio obtained is 1.96, while the hypothesis is not supported if the critical ratio obtained is < 1.96. Based on the results of data processing from the structural model, the output results in the form of a critical ratio of 4.454 with a significance level of 0.000. The results of the critical ratio shown by hypothesis 1 is greater than 1.96 and the P-value is less than 5% (<0.05), it can be concluded that the Work Ethics variable has a significant positive effect on Organizational Citizenship Behavior. Thus, hypothesis 1 can be accepted and it can be concluded that the better the work ethic perceived by the respondent, the better the organizational citizenship behavior will be.

Based on the results of data processing from the structural model, the output results in the form of a critical ratio of 2,726 with a significance level of 0.006. The results of the critical ratio shown by hypothesis 2 are greater than 1.96 and the P-value is less than 5% (<0.05), it can be concluded that the organizational commitment variable has a significant positive effect on Organizational Citizenship Behavior. Thus, hypothesis 2 can be accepted and it can be concluded that the better the respondent's perceived organizational commitment, the better the Organizational Citizenship Behavior will be.

Based on the results of data processing from the structural model, the output results in the form of a critical ratio of 2,968 with a significance level of 0.003. The results of the critical ratio shown by hypothesis 3 is greater than 1.96 and the P-value is less than 5% (<0.05), it can be concluded that the motivation variable has a significant positive effect on Organizational Citizenship Behavior. Thus, hypothesis 3 can be accepted and it can be concluded that the better the motivation felt by the respondent, the better the Organizational Citizenship Behavior will be.

Based on the results of data processing from the structural model, the output results in the form of a critical ratio of 4.292 with a significance level of 0.000. The results of the critical ratio shown by hypothesis 4 are greater than 1.96 and the P-value is less than 5% (<0.05), it can be concluded that the variable Organizational Citizenship Behavior has a significant positive effect on Service Quality. Thus, hypothesis 4 can be accepted and it can be concluded that the better the Organizational Citizenship Behavior perceived by the respondent, the better the Service Quality will be.

Discussion

This study investigates five hypotheses on the direct effect. Hypothesis testing analysis was carried out with a significance level of 5%, resulting in a critical ratio of ± 1.96 . The hypothesis is accepted if the critical ratio obtained is 1.96, while the hypothesis is not supported if the critical ratio obtained is < 1.96.

The Effect of Work Ethics on Organizational Citizenship Behavior

Based on the results of data processing, the output results in the form of a critical ratio of 3,820 with a significance level of 0.000. The results of the critical ratio shown by hypothesis 1 is greater than 1.96 and the P-value is less than 5% (<0.05), it can be concluded that the Work Ethics variable has a positive and significant effect on Organizational Citizenship Behavior. This means that the better the employee's work ethic, the better the Organizational Citizenship Behavior. This is in accordance with Siregar's study (Siregar, 2000) which states that a person's work ethic is closely related to his personality, behavior, and character. Everyone has an internal being that defines or shapes him. There are universally eight internal elements of being that everyone has, namely mindset, belief, culture, interests, involvement, performance, lifestyle, and goals. These eight elements are

interrelated and influence each other. Thus, the extra-role attitude that exists in the work ethic will increase OCB. The results of this study are in line with research (Tufail, et al., 2016), (Ahmad et al., 2017), (Murtaza et al., 2016), and (Alhyasat, 2012) who concluded that work ethics had a positive and significant effect on Organizational Citizenship Behavior.

The Effect of Organizational Commitment to Organizational Citizenship Behavior

The results of other data processing, the output results in the form of a critical ratio of 2,637 with a significance level of 0.008. The results of the critical ratio shown by hypothesis 1 is greater than 1.96 and the P-value is less than 5% (<0.05), it can be concluded that the organizational commitment variable has a positive and significant effect on Organizational Citizenship Behavior. This means that the higher the employee's organizational commitment, the higher the Organizational Citizenship Behavior. This means that when employees have organizational commitment in carrying out their work, then they have good OCB. The increase in organizational commitment will affect the increase in employee OCB. In other words, to improve employee OCB, organizational or company leaders must also strive to increase and maintain employee commitment to the organization. With the organizational commitment of employees, the OCB will increase. The results of this study are in line with research (Salehi & Gholtash, 2011), (Priyandini, Nurweni, & Hartati, 2020), (Anggraini & Rahardjo, 2016), (Safitri & Riyanto, 2020), (Ristiana, 2013), (Kusumaninggati, Mukhtar, & Sujanto, 2018), (Musringudin, et al., 2017) and (Grego-Planer, 2019) shows that organizational commitment is positive and significant to Organizational Citizenship Behavior.

The Effect of Motivation on Organizational Citizenship Behavior

Based on the results of data processing, the output results in the form of a critical ratio of 2,417 with a significance level of 0.016. The results of the critical ratio shown by hypothesis 3 is greater than 1.96 and the P-value is less than 5% (<0.05), it can be concluded that the motivation variable has a positive and significant effect on Organizational Citizenship Behavior. This means that the better the employee's work motivation, the better the Organizational Citizenship Behavior. Motivation is a factor that encourages someone to do a certain activity, therefore motivation is often interpreted as a factor driving a person's behavior. then work motivation has an influence on Organizational Citizenship Behavior (OCB). The results of this study are in line with research (Yulius, 2017), (Widyastuti & Palupiningdyah, 2015), (Ilham & Herawati, 2017) and (Huei, et al., 2014) shows that motivation has a positive and significant effect on Organizational Citizenship Behavior.

The Effect of Organizational Citizenship Behavior on Service Quality

Other findings, the output results in the form of a critical ratio of 4.414 with a significance level of 0.007. The results of the critical ratio shown by hypothesis 5 is greater than 1.96 and the P-value is less than 5% (<0.05), it can be concluded that the variable Organizational Citizenship Behavior has a positive and significant effect on Service Quality. This means that the better the Organizational Citizenship Behavior, the better the service quality will be. Many factors to achieve good Service Quality for service providers are to foster sincerity, feelings of pleasure and the emergence of a culture where employees will work together to help each other in order to provide the best to customers (Olorunniwo, Hsu, & Udo, 2006). Employee behavior that is carried out voluntarily, sincerely, happily without having to be ordered and controlled by the company in providing good service according to (Organ et al., 2006) known as organizational citizenship behavior (OCB). The results of this study are in line with research (Yaghoubi, et al., 2011), (Kaihatu & Djati, 2016), (Djati, 2009) and (Yohana, 2017) shows that Organizational Citizenship Behavior has a positive and significant effect on service quality.

Conclusion

Based on the results of the analysis and hypothesis testing that have been carried out, as well as the objectives to be achieved from the research, it can be concluded that Work Ethics, Organizational Commitment and Motivation have a significant positive effect on Organizational Citizenship Behavior and Organizational Citizenship Behavior has a significant positive effect on Service Quality in Higher Education. Private High in North Sumatra. This research was conducted on administrative employees from private universities in North Sumatra. The conditions in North Sumatra may be different from other provinces in Indonesia. For this reason, the suggestion put forward for future research is to conduct research on private universities in various regions in Indonesia. Then make comparisons between various regions and universities that are included as respondents. Besides that, it can also

conduct research by taking the object of administrative employees from state universities. Then from the two different subjects, comparisons can be made which aspects are significant, dominant and which aspects need to be improved.

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