

The Impact of Organization Citizenship Behavior on Quality Service in Padang Restaurant Jakarta

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Abstract. The purpose of this study is to explain the effect of organization Citizenship Behavior on service quality at Padang restaurants in the Jakarta area. The method used is a quantitative approach. In this research, there are 18 Padang cuisine restaurants have participated. Each restaurant is represented by 12 employees so that the population is 216 people and then calculated using the Slovin formula with an error limit of 0.05 so that the sample has 140 employees. After being distributed, it turned out that the questionnaires returned 120 questionnaires. Data analysis using smart PLS-3 software. The results of the study show that OCB which is reflected by Altruism , Awareness , Courtesy and Loyalty proven to be able to improve the quality of service.

Keywords: Organization Citizenship Behavior, Service Quality, Padang Restaurant.

1 Introduction

Padang Restaurant is becoming more competitive in terms of setting prices. The power of relatively affordable prices and fast food menu service makes Indonesian people prefer food menus at Padang restaurants. Increased competition among restaurants makes service quality an important factor in improving customer relationships.

The initial search results show that there are restaurants in Jakarta whose services are considered less than optimal. Visitors who come are not served well even for hours. Investigate, it turns out that the cause of visitors is not served because they have to have a queue number to get food from the restaurant. So, visitors who come to the restaurant, before entering must register themselves to get a queue ticket.

Thus the system used by restaurant owners is considered by visitors not to pay attention to quality service. To improve the quality of service, a company engaged in the restaurant sector must strive to improve its human resources so that it can provide higher quality services, among which the most closely related is Organizational Citizenship Behavior [1]

Indeed, the behavior and attitudes of employees in a company are important factors and can have a positive effect on service quality [2],[3]. If a company wants to improve service

quality, then human behavior called OCB is a fundamental element [4] Organizational Citizenship Behavior (OCB) was first introduced by [5] personifying several behaviors that are not forced or stated in an employee's job description. Managers of companies or organizations can develop OCB through positive coaching [6] Studies on OCB related to service quality have been carried out, such as [7],[8],[9]. However, their research results are inconsistent. Visvanathan Kandeepan stated that if employees have OCB values, they will improve service quality, but in their research it turns out that OCB has no effect on service quality. Meanwhile, other researchers such as [9] stated that OCB had a positive and significant effect on service quality. Thus, we seek to conduct further research related to the relationship between OCB and customer satisfaction at Padang Restaurants in the Jakarta area.

2. Literature review and hypothesis.

The grand theory in this study is organizational behavior supported by the middle theory, namely personality and the application theory is service quality. In an organization or company, organizational behavior is understood how the behavior and interactions of a person are given a job, educated, trained to be able to work well [10] The basis for taking the grand theory in this study is that the focus of the discussion is on the interests of empowering human resources which are expected to make a high contribution to the company in serving customers.

2.1 Organization Citizenship Behavior

The OCB variable was first coined by a man named Barnard in 1938 where he studied systems to analyze organizational systems. The systems approach used in the organization is a formal and informal system. The formal system is concerned with organizational rules and procedures to achieve organizational goals, while the informal is the basis or foundation of the OCB concept. Then the concept of OCB was developed by [11] that the informal system is an individual contribution that goes beyond obligations, compliance with what the organization stands for. There has been a lot of literature that has developed about OCB since 1980 including [12],[13],[14],[15] that OCB is able to increase organizational effectiveness. OCB tends to work beyond obligations at work, helping each other and caring for the interests of the organization [16] While the opinion of [17] states that OCB is the behavior of individual employees with extraordinary work to achieve organizational success. Likewise,[18],[19] that OCB has a direct influence on service quality.

2.2 Service quality

Parasuraman [20] stated that service quality is the customer's assessment of the overall level of service offered by an organization. All assessments are based on service encounters [21]. Developing good relationships with customers is one of the requirements for improving service quality [18]. The behavior of service employees is important in determining the perceived service quality of customers [22]. Service quality is the fulfillment of customer expectations. What customers expect depends on quality service [23],[24]. Service quality is the customer's impression of the superiority of services provided [25]. What customers feel while consuming products will result in customer ratings. If the products can meet customer expectations, the customer will be satisfied [26]. But the opinion of [27] states that service

quality is very subjective and cannot be measured objectively because abstractions are difficult to understand. The interaction between employees and customers must be done in improving service quality [28],[26]

2.3 The Effect of OCB on service quality.

Researchers have claimed that employees who engage in OCB can benefit and influence customer perceptions which ultimately improve service quality [29],[30]. Customers are an important factor for employee performance [31] Tang, TW, & Tang, YY [17] also highlight three reasons why OCB will affect service quality because OCB is a behavior that has exceeded the standard for interacting between employees and customers. Sun, Aryae & Law [32] also revealed that OCB is closely related to service quality. Other researchers such as [7],[8] also stated that OCB had a significant effect on service quality. Thus the proposed hypothesis is:

Hypothesis: "*There is a significant influence between Organization Citizenship Behavior on service quality*"

3. Research Methods

3.1 Research design

This study is to examine the effect of OCB on the service quality of Padang restaurants in Jakarta. Padang restaurants in Jakarta consist of a salary system and a profit-sharing system. The focus of this research is Padang restaurant which uses a salary system. The reason the salary system restaurant was chosen in this study was to find out the level of service in serving customers from an OCB perspective even though the salary received per month was relatively small. While the profit-sharing system for each individual is serious about working because there is involvement of business capital in it so there is very little negligence in working.

3.2 Sample and Data Collection

This research requires data related to OCB and customer perceived service quality. A total of 35 Padang restaurants in Jakarta were invited to participate in this study, but 18 restaurants were willing to participate using the salary system. The average number of employees from each restaurant is 12 people, so the total population is 216 employees. From the total population, samples were taken using the Slovin formula with an error rate of 0.05%. So the number of samples in this study were 140 employees. Furthermore, access to the questionnaire package was handed over to each Padang restaurant who was willing to participate in this study. Each package contains 7 questionnaires and a cover letter explaining the purpose and importance of the research. The restaurant owner has agreed that filling out the questionnaire will be completed within 2 weeks. However, after two weeks, it turned out that only 120 questionnaires had been filled out, while the remaining 20 were invalid (empty). Thus 120 questionnaires that can be used for data analysis.

3.3 Data analysis technique

This study uses a questionnaire with a five-point Likert scale pattern , namely a score of 1: strongly disagree to 5: strongly agree. After the data has been collected, taken from 120 questionnaires, then data entry regarding the personal data aspects of the respondents is carried out, respondents' responses to OCB data are reflected by eight indicators, while service quality is reflected by 8 indicators. Analysis of this research data using the help of Smart PLS. Smart PLS software was chosen in this study because this study discusses a model that has not been tested in the context of this study and the research sample size is small. In addition, the PLS SEM technique makes it possible to enter variables that cannot be observed (latent variables) as measured by indicators[33] Smart PLS 3 is used to run SEM analysis. Accordingly, Step items that do not meet the criteria must be removed to validate the model. To measure the variables can be explained in Table 1 as follows:

Table 1. Study Variables

Construct	Dimension	Code	Measurement items	Reference
OCB (X)	Altruism	X1.1	• I always help colleagues at work	Organs et. al (1988)
		X1.2	• I always share knowledge	
	Awareness	X1.3	• I come to work on time	
		X1.4	• I work according to the norm .	
	Courtesy	X1.5	• I always value visitors	
		X1.6	• I always talk well with coworkers	
	Loyalty	X1.7	• I always put extra effort	
		X1.8	• I always save resources	
Service Quality (Y)	Tangible	Y1.1	• I always dress neatly in serving	Parasuraman, (1988)
		Y1.2	• I always smile at visitors	
	Reliability	Y1.3	• I am always consistent with my promises.	
		Y1.4	• I always serve well	
	Responsibility	Y1.5	• I am quick to respond to customer complaints.	
	Insurance	Y1.6	• I guarantee the cleanliness of the dining table.	
	Empathy	Y1.7	• I always anticipate needs	
		Y1.8	• I always provide comfort for	

4. Research Results and Discussion

4.1 Respondent's demographic aspect

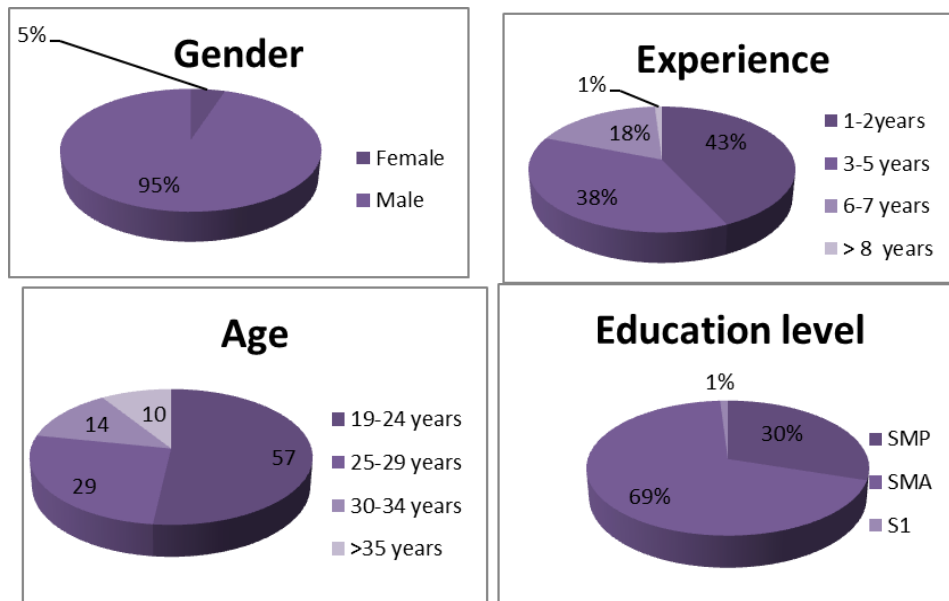


Fig. 1. Respondent Demographic Pie Chart
Source: Data processed, 2022

Figure 1. above shows that the male gender (95%) is more dominant when compared to the female gender (5%) this indicates that the restaurant management prioritizes services carried out by men because they are able to carry several plates containing food with one arm, while women are focused on cashier services. The youngest age level dominates in this study as much as 57 percent. This indicates that they are deliberately recruited by management to replace employees who change jobs. While the older ones are focused on training the younger ones in good service procedures. For the most dominant level of education is SMA output, while 30 percent for junior high school and 1 percent for undergraduate. The number of high school graduates because they are not able to continue studying at the University. Likewise, the longest working experience is 8 years, which means that the employee is a senior in the company and the experience of 1 to 2 years is at most 43 percent.

4.2 Measurement Model

The construct of this research can be determined by reflecting on the indicators or items caused by the same construct . A two-step procedure was used in analyzing the collected data[34]. First, the outer model was examined to measure construct validity and reliability. Furthermore, the Inner model is used to measure the strength and direction of the relationship between constructs.

4.3 Reliability and Validity Assessment

Table 2 shows that for each indicator seen from the standard and p value , it shows positive results and is significantly less than 0.05. For indicators X1.1 and Y1.8 removed because the

value of the loading factor is not significant. Meanwhile, seen from Cronbach alpha, the average variance Extract and Composite Reliability of the latent construct of OCB and the Quality of Service results, exceed the specified standard value of 0.70 [34]. For more details can be seen from the table below.

Table 2. Construct Reliability and Convergent validity

latent variables	Indicators	Standardized Loading	p. values	Cronbach Alpha	AVE	Composite Reliability
OCB (X)	X1.1	-		0.941	0.741	0.952
	X1.2	0.885	0.000			
	X1.3	0.810	0.000			
	X1.4	0.880	0.000			
	X1.5	0.864	0.000			
	X1.6	0.795	0.000			
	X1.7	0.897	0.000			
	X1.8	0.889	0.000			
Service Quality (Y)	Y1.1	0.832	0.000	0.946	0.757	0.956
	Y1.2	0.911	0.000			
	Y1.3	0.916	0.000			
	Y1.4	0.882	0.000			
	Y1.5	0.759	0.000			
	Y1.6	0.879	0.000			
	Y1.7	0.902	0.000			
	Y1.8	-				

Source: Data processed, 2022

The results of the calculation of the algorithm can be seen in the research model as follows:

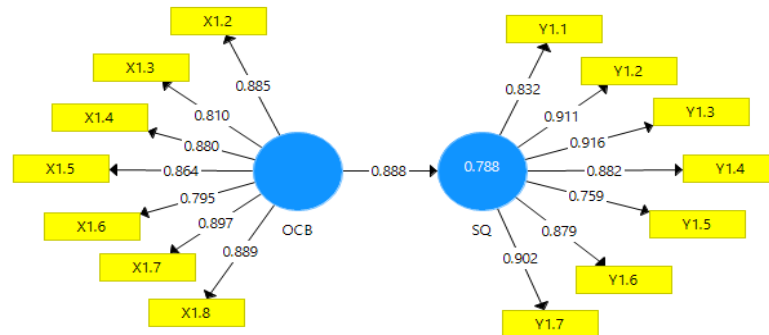


Fig. 2. Algorithm model

Discriminant validity refers to the extent to which a construct is completely different from another construct [35]. . The study has tested the discriminant validity of the latent variable using the Fomell's Larker criterion which shows that the latent variable shares more variance with the indicator set with other latent variables presented in Table 3:

Table 3. Discriminant validity.

	OCB	SQ
OCB	0.861	
SQ	0.888	0.870

Source: Data processed 2022

Table 4. Cross Loadings

	OCB	SQ
X1.2 • I always share knowledge	0.885	0.780
X1.3 • I come to work on time	0.810	0.668
X1.4 • I work according to the norm .	0.880	0.758
X1.5 • I always value visitors	0.864	0.752
X1.6 • I always talk well with coworkers	0.795	0.744
X1.7 • I always give my extra effort	0.897	0.795
X1.8 • I always save resources	0.889	0.838
Y1.1 • I always dress neatly in serving	0.862	0.832
Y1.2 • I always smile at visitors	0.867	0.911
Y1.3 • I am always consistent with my promises.	0.889	0.916
Y1.4 • I always serve well	0.725	0.882
Y1.5 • I am quick to respond to customer complaints.	0.564	0.759
Y1.6 • I guarantee the cleanliness of the dining table.	0.707	0.879
Y1.7 • I always anticipate needs	0.702	0.902

Source: Data processed 2022

Table 4.2 shows that the diagonal value is greater than the off diagonal element which is correlated with other constructions. This study uses the coefficient of determination (R2) to measure the accuracy of the model's prediction. R2 represents the amount of variance in the endogenous constructs described by all exogenous constructs. Can be explained in Table 4.4 :

Table 5. R Square

	R Square	R Square Adjusted
SQ	0.788	0.786

Source: Data processed 2022

The exogenous variable (OCB) was able to explain the quality of service by 79 percent, while the difference of 21 percent was explained by other variables outside this study.

4.4 Hypothesis Testing

The research hypothesis was tested using the significance of the individual path coefficients (beta). The bootstrap procedure was adapted with 5000 repeat samples to test the significance of the regression coefficients. Table 4.5 shows that the effect of OCB on SQ is significant positive 0.888 or 89 percent, p Values 0.000 less than 0.05. with t.statistic 27,614 greater than the standard 1.96 Therefore, the hypothesis that was built previously can be accepted.

Table 5. Hypothesis Testing

	Original Sample (O)	T Statistics (O/STDEV)	P Values
OCB -> SQ	0.888	27,614	0.000

Source: Data processed 2022

The results of the bootstrapping calculation can be seen that the influence of organization citizenship behavior on service quality is very strong at 27,614 (> 1.96). For more explanation can be seen in the model Figure 4.3 as follows:

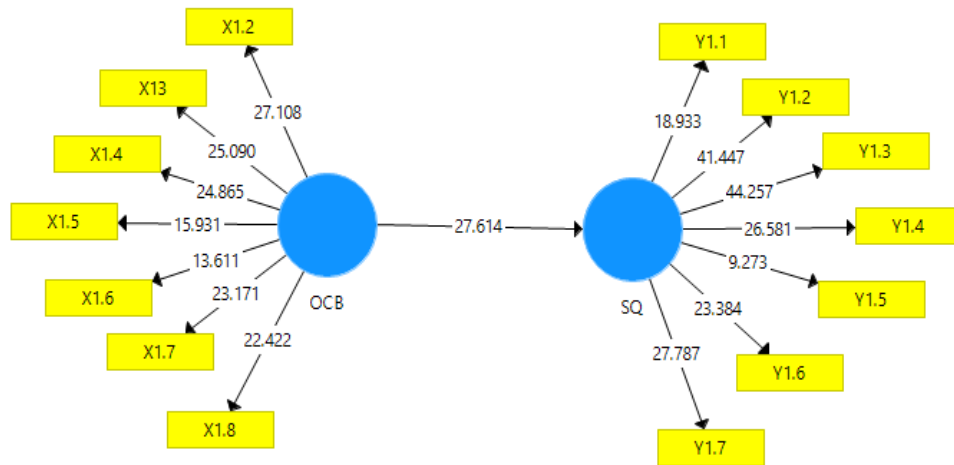


Fig. 3. Bootstrapping model

4 Discussion

The hypothesis that has been based on theory and empirically is that organizational citizenship behavior has a significant effect on service quality. The results of the PLS proved to be OCB as reflected by the indicators: I always share knowledge; I come to work on time; I work according to the norm; I always value visitors; I always speak well with co-workers; I always put in extra effort; and I always save resources to be able to improve the quality of service at Padang restaurants in the Jakarta area. The results of this study support the results of previous studies by [9];[8] which states that OCB has a positive and significant effect on service quality. This study focuses on the importance of employee behavior serving Padang restaurant diners at the forefront.

The construct of employee behavior offers how to serve visitors well so that tangible services are of high quality. The management of Padang restaurant can concentrate on recruiting employees by selecting individuals who have individual characteristics with criteria that tend to lead to tangible dimensions, responsibility, empathy, reliability, assurance. If the company's management is able to recruit employees based on these criteria, then success in service will be successful. Therefore, future research can focus on employee empowerment

and managerial competence. Managers must pay special attention to improving employee performance in creating good visitor perceptions through service quality. This is in line with the opinion of [38] that employees who are at the forefront must provide technical quality and functional quality in serving visitors. Good employee behavior can be categorized as OCB which basically works sincerely and is loyal to the organization which ends up being beneficial for all parties.

This research contributes to understanding the important role that to improve the quality of service to restaurant visitors, it is necessary to have employee behavior that has loyalty, awareness and courtesy to the visitors.

This study focuses on the relationship between organizational citizenship behavior and service quality, thus aspects of managerial competence become important for future researchers.

5 Conclusion

This study attempts to examine the impact of organizational citizenship behavior on service quality at a Padang restaurant in Jakarta where the respondents are frontline employees. The results obtained from hypothesis testing in this study indicate that organizational citizenship behavior is proven to be able to improve service quality at Padang restaurants in Jakarta. This finding confirms the results of previous studies [9], [8], which stated that OCB was able to improve service quality. Especially seen from the perspective of employee behavior who has loyalty, awareness, courtesy and discipline.

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