The Effect Of Organizational Citizenship Behavior (OCB), Customer Orientation Of Service Employees (COSE) On Star Hotel In Samarinda Town With Perceived Organizational Support (POS) As Moderating Variables

Bela Barus, Hendrik Batoteng, Zuriah

Abstract: The purpose of this study is to examine the impact of organizational citizenship behavior (OCB) and Customer Orientation of Service Employees (COSE) toward guest loyalty in hotel industry with perceived organizational support (POS) as moderating variable. The conceptual framework of the study consists of the following constructs OCB, COSE, POS, and guest loyalty. Moreover, 3 hypotheses were developed and tested. Pearson Correlation and composite reliability were used to test the validity and reliability of the measures, while PLS was used in goodness of fit and hypotheses testing. SPSS application is also used to measure the effect of moderating variable. Data were collected from 192 respondents from 24-star hotel in Samarinda town who completed the self-administered questionnaire. The results of this study reveal that OCB, and COSE have a significant effect on guest loyalty, so as POS has a positive significant effect on the relation of OCB on guest loyalty. This study provides important support to the service-profit chain model.

Keyword: Organizational Citizenship Behavior, Customer Orientation of Service Employees, Perceived Organizational Support, Guest Loyalty, Person Correlation, Composite Reliability.

1. INTRODUCTION

The rapid development of technology and information as it is today has been able to make significant changes to consumer behavior in purchasing goods and services. Consumers have been spoiled with a wide selection of products and services available around them at all times. Consequently consumers will only buy products and services that are able to provide high value for them. In this situation, companies are strongly required to continue to innovate on products and services so that they will be able to offer a different value compared to competitors continuously that consumers want. In a service company one of the values desired by consumers is value of a service. Consumers always feel happy and satisfied if they get good service from the company, even will be very satisfied when the service provided exceeds expectations. The spearhead of the company's service lies in its human resources, in this case the employee service or frontliners. Good or bad company performance in the eyes of consumers will depend on the good or bad performance of the frontliners service. This is explained by Zeithaml et al. [9] in the service triangle model. In this model, there are three entities involved in the management, employees, and consumers.

It is further explained that the company's promises to consumers will be evidenced by its employees when serving consumers in sales transactions. Therefore, company management must treat its employees. One of the good behaviors shown by employees in the work unit is Organizational Citizenship Behavior (OCB) behavior. Organ et al. [7] suggests that more employees who are willing to carry out OCB practices within the work unit will improve the performance of the organization especially in providing quality services to customers. However, many employees are reluctant to do work beyond what they should be doing, so they do not do OCB. The main cause is the absence of organizational support for the OCB's actions when committed by the employee. Sometimes they even fear to be rebuked for doing it. It is this reason that is interesting to examine, whether with organizational support, employees will become OCB, and do heroic acts for the company. Another behavior that good employees show is the Customer Orientation of Service Employee (COSE). This behavior shows that he is skilled in order to meet customer needs, has a strong motivation in serving customers, and has the freedom in deciding which is relevant to the fulfillment of customer needs, consumers in sales transactions. Therefore, company management must treat its employees well so that employees will do the best also for the company's consumers. Both of these variables can have a significant effect on customer loyalty. OCB's relationship to customer loyalty has been extensively researched by previous researchers. Castro et al. [2] states that the good behavior that employees show through OCB in the workplace can improve the quality of customer service and loyalty. Similarly, the COSE relationship to customer loyalty has been investigated by Hennig-Thurau [10] under the title Customer Orientation of Service Employees Customer It's Impact On Customer Satisfaction, Commitment, And Retention. The results of Hennig-Thurau [10] stated that COSE has a significant effect on customer commitment so that they choose to stay in the long term with the company.
The hospitality industry is one service industry that continues to show significant growth. The hotel is currently not only a place to stay, but for guests is also intended as a place for fun, comfort, and the need for a place to socialize. Therefore, changes in consumer behavior are captured by producers as potential market growth, resulting in emerging new hotels with new service formats and schemes. Similarly, the hospitality services industry in the city of Samarinda. As we all know that the growth of star hotels in the city shows a high growth rate, especially in star hotels. If in 2012 the number of star hotels only amounted to 12 units, in 2017 increased to 24 hotels, or an increase of 100%. This makes the level of competition also higher. This can be seen from the growth of occupancy rate of star hotels currently only 43.96%. On the other side, economic growth in East Kalimantan Province is still low compared to other provinces in Indonesia. This is because the main sectors supporting economic growth in this province are mining and quarrying industries are still low. Though these two sectors is the largest contributor also for the hotel occupancy rate, especially in the city of Samarinda. If the growth of these two sectors does not show significant improvement, it is feared will bring a more severe impact on the occupancy rate of star hotels in the future. Therefore, in such a tight competition, each company must manage its customers to remain loyal. Consumer loyalty will be created when they get the optimal value from consuming hotel services from available hotel services. This customer value can be created only by companies whose employees behave in OCB and COSE. Meanwhile, to create employees with the best behavior, the company must provide strong organizational support, both in the form of financial support, motivation and the role of superiors and colleagues who also support. From this phenomenon, the authors do research on star hotels by taking samples in Samarinda Town. The variables studied are the influence of OCB and COSE to the loyalty of hotel guests with Perceived Organizational Support (POS) as moderating variable.

2. LITERATURE REVIEW
Kotler and Keller [5] state that maintaining a firm relationship with it’s customers as long as possible, can make a profit for the firm. Heskett et al. [3] also stated that maintaining long-term relationships with customers can be done through internal marketing which is the quality of frontliners employees. This is described in the service-profit chain model. Lovelock and Wright [6] declare the position of employees, especially on employees who have a high frequency of relationships with customers is important in service companies. The importance of employees in service companies is explained as follows.

a. The end result or output of the products and services is important for customer satisfaction, however the treatment of employees to customers during the service delivery process also has a significant effect on customer satisfaction.

b. Company employees are often regarded as services themselves, so that the success of the service will also be determined by the quality of the employees.

c. The non-standard nature of services, both on inputs and outputs makes the quality of services vary at every moment, every customer and every service, so that the quality of service is largely determined by the quality of service employees

Good employees are employees who have OCB and COSE behaviors. Employees with both of the above behaviors will work very well in serving customers on an ongoing basis. Moreover, if they get the support of the organization, then the higher performance in providing uniq value compared with competitor companies that will make consumers satisfied, loyal, and create profit growth for the company. There is a numbers of research pay attention on the relationship of OCB and COSE toward customer loyalty such as Castro et al. [2] and Kim [4]. Castro et al. [2] examines the effect of Organizational Citizenship Behavior (OCB) on Behavioral Intention through intervening variable Quality of Service and Customer Satisfaction. Findings that Organizational Citizenship Behavior (OCB) has a significant effect on Behavioral Intention. While Kim [4] examines the effect of Customer Orientation of Service Customer (COSE) on Repurchase Intention through Interpening Relational Benefits variables. Finding that COSE has significantly influences on Repurchase Intention. Other researchers has an attention on the role of perceived organizational support as a moderating variable. Yongxing et al. [8] and Al-Homayan et al. [1] using Perceived Organizational Support (POS) as the moderating variable. The result of Yongxing et al. [8] shows that the variable of Organizational Support as moderation gives a significant positive effect to the relationship of work engagement and job performance. While the study of Al-Homayan et al. [1] found that Organizational Support variables support the relationship between Job Stress variables and Nurses’ Job Performance.

3. RESEARCH METHODS
This research is an explanatory research that explains the causality relationship between research variables. This study is also a conclusive study that tests hypotheses and relationships between variables, as well as performs quantitative analysis. This is also observational research, data collected by using questionnaire instrument as material for further analysis purposes. The population in this study are 24 star hotels in Samarinda Town. This research has 192 respondents which came from 96 hotel guests and another 96 respondent are frontline employees. Front line employees are hotel employees who have a high frequency of relationships with guests, such as receptionist, cashier, doorman, bellboy, or telephone operator. Guests Hotel are the peoples who have been used this star hotel minimum 1 times this month.

3.1. Research Variables
The research variables consist of latent variables, namely organizational citizenship behavior (OCB), customer orientation of service employees (COSE), perceive organizational support (POS), and guest loyalty. From the pattern of causality relationship, the latent variables of the study consist of exogenous, endogenous, and moderating variables. Exogenous variables are organizational citizenship behavior (OCB) (X1), customer orientation of service employees (COSE) (X2), and perceive organizational support (POS) (X3). Endogenous variable is guest loyalty (Y1).

3.2. Research Instruments
The instruments used to measure the latent variables of research are consist of 15 questioner could be seen in Table 1.
predictive relevance value is obtained by the formula: $Q_2 = 1 - (1 - R_1)$

$Q_2 = 1 - (1 - 0.678)$

Predictive-relevance ($Q_2 = 67.8\%$), so the model has a good predictive value.

4.2. Factors Loading (Outer Loading) and Average Scores of Each Indicator

The indicator with the largest factor loading is used as a measure of latent variables. This factor loading value in the PLS analysis is equivalent to the outer loading value, fully presented in Table 2. On the other hand, to know the empirical condition about the degree of good or bad of each variable indicator, it can be seen from the mean value.

**TABLE 2: FACTOR LOADING**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicators</th>
<th>Outer Loading</th>
<th>Mean Indicators</th>
<th>Mean Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCB (X1)</td>
<td>X1.1</td>
<td>0.873</td>
<td>3.864</td>
<td>3.891</td>
</tr>
<tr>
<td></td>
<td>X1.2</td>
<td>0.915</td>
<td>3.854</td>
<td></td>
</tr>
<tr>
<td></td>
<td>X1.3</td>
<td>0.808</td>
<td>3.854</td>
<td></td>
</tr>
<tr>
<td></td>
<td>X1.4</td>
<td>0.898</td>
<td>4.803</td>
<td></td>
</tr>
<tr>
<td></td>
<td>X1.5</td>
<td>0.841</td>
<td>3.802</td>
<td></td>
</tr>
<tr>
<td>COSE (X1)</td>
<td>X2.1</td>
<td>0.647</td>
<td>3.687</td>
<td>3.554</td>
</tr>
<tr>
<td></td>
<td>X2.2</td>
<td>0.610</td>
<td>3.916</td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.3</td>
<td>0.783</td>
<td>3.364</td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.4</td>
<td>0.707</td>
<td>3.250</td>
<td></td>
</tr>
<tr>
<td>POS (X3)</td>
<td>X3.1</td>
<td>0.905</td>
<td>3.760</td>
<td>3.739</td>
</tr>
<tr>
<td></td>
<td>X3.2</td>
<td>0.878</td>
<td>3.770</td>
<td></td>
</tr>
<tr>
<td></td>
<td>X3.3</td>
<td>0.856</td>
<td>3.687</td>
<td></td>
</tr>
<tr>
<td>Guest Loyalty (Y1)</td>
<td>Y1.1</td>
<td>0.871</td>
<td>3.760</td>
<td>3.760</td>
</tr>
<tr>
<td></td>
<td>Y1.2</td>
<td>0.863</td>
<td>3.687</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y1.3</td>
<td>0.864</td>
<td>3.833</td>
<td></td>
</tr>
</tbody>
</table>

Based on Table 2, the most dominant indicator of OCB (X1) according to the respondent's perception is X1.2 with average indicator value 3.854, it means that respondents have good enough perception. The most important COSE (X2) according to the respondent's perception is X2.4, with mean score 3.250, it means that respondents have good enough perception. The most important indicator of POS (X3) according to the respondent's perception is X3.3.1, with mean score 3.760, it means that respondents have good enough perception. The most important guest loyalty indicator (Y1) according to the respondent's perception is Y1.1, with mean score 3.760, it means that respondents have good enough perception.

4.3. Hypotheses Testing Results

1. Direct Influence

Hypothesis test is done by t-test on each path of partial direct influence. The complete analysis results can be seen in Table 3, which presents the results of hypotheses testing for direct influence.
TABLE 3: HYPOTHESIS TESTING RESULTS FOR DIRECT INFLUENCE

<table>
<thead>
<tr>
<th>Variables Relationship</th>
<th>Path Coefficient</th>
<th>t-statistic</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCB (X1)</td>
<td>Guest Loyalty (Y1)</td>
<td>0.429</td>
<td>3.490</td>
</tr>
<tr>
<td>COSE (X2)</td>
<td>Guest Loyalty (Y1)</td>
<td>0.493</td>
<td>3.985</td>
</tr>
</tbody>
</table>

2. Moderating Influence
Hypothesis test is done by t-test on each path of moderating influence. The complete analysis results can be seen in Table 4, which presents the results of hypotheses testing for moderating influence.

TABLE 4: HYPOTHESIS TESTING RESULTS FOR MODERATING INFLUENCE

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardize Coefficient</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>POS (Cose-Loy)</td>
<td>0.283</td>
<td>0.119</td>
<td>0.343</td>
<td>2.375</td>
</tr>
</tbody>
</table>

The result of hypotheses testing of direct effect paths can also be seen in the path diagram in figure 2.

![Path Diagram](image)

**Figure 2. Path Diagram for Direct and Moderation Influence**

Based on Table 3, Table 4, and Figure 2, we get the result of hypotheses testing as follows:

1. OCB has a significant effect on guest loyalty of star hotel in Samarinda Town. The test results using PLS get direct path coefficient value of 0.429 with t-statistic = 3.490 (greater than t-table = 2.079). The higher OCB can improve the guest loyalty of star hotel in Samarinda Town.

2. COSE has significantly effect on guest loyalty of star hotel in Samarinda Town. The test results using PLS get direct path coefficient value of 0.493 with t-statistic = 3.985 (greater than t-table = 2.079). The higher COSE can improve the guest loyalty of star hotel in Samarinda Town.

3. POS has a significantly effect on the relation of OCB on guest loyalty of star hotel in Samarinda Town. The test results using SPSS get direct path coefficient value of 0.343 with t-statistic = 2.375 (greater than t-table = 2.079).

5. DISCUSSION
The results showed that Organizational Citizenshipe Behavior (OCB) is a predictor of Guest Loyalty. Employees were motivated to behave positively in working with groups. Employees demonstrated a high tolerance to help co-workers, respect for others and do not conflicts with colleagues, and take an active role in the company so knowing about the company better than other employees. If many employees behave this positively behavior in the company, customers can be served better. This results support theoretical studies of Castro et al. [2]. High employee of behaving OCB can create a high customer loyalty. Another good behavior which is demonstrated by employees in work place is Customer Oriented of Service Employees (COSE). The research finding that COSE play an important rules in making customers to be loyal with the business. When employees perform an excellent job and honest while interacted with the guest, make them satisfy and declare to stay with the hotels. This results support theoretical studies of Kim [4]. High employees behaving COSE can create a high customer loyalty. Perceived Organizational Support (POS) is also give positive and significant support on the relationship between OCB and Guest Loyalty. Means that while organizational give support to employees during their job, can make the employees perform more positive behavior at work, and perform more OCB so as they can create more customer loyalty. This results support theoretical studies of Yongxing et al. (2017) and Al-Homayan et al. (2013). High organizational support which is gived to the employees make the relation between OCB and Guest Loyalty become hight.

6. CONCLUSION AND RECOMMENDATION
From the discussion of research results, can be concluded as follows:

a. The higher OCB can improve the guest loyalty star hotel in Samarinda Town.
b. The higher COSE can improve the guest loyalty star hotel in Samarinda Town.
c. The higher POS can improve the relationship between OCB and guest loyalty star hotel in Samarinda Town.

The study results also provide recommendations for star hotel management in Samarinda Town to pay particular attention to
front line employees (i.e. receptionists, cashiers, bellboys, doormen or telephone operators) because the mistakes or omissions of employees in delivering services to guests will make guests disappointed and will result in their loyalty to the hotel. The hotel management must implement a qualified and professional employee selection system, thereby obtaining new employees in accordance with the requirements.

7. REFERENCES


