

# *Analysis of The Influence of Management Commitment to SERVQUAL and OCB Toward The Quality of Services and Implications of Customer Satisfaction in PLN Mojokerto Service Area*

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**ABSTRACT-** *The aims of this paper is to analyze the influence of management commitment in quality service and organizational citizenship behavior toward customer satisfaction through the quality of services on PLN Mojokerto service area. The total sample in this research was 156 customers with the sample collection technique using purposive of sampling which continued by the test of validity and reliability. The data analysis of this research are using descriptive analysis and Structural Equation Models analysis (SEM). The results of this research is a positive influence and significant management commitment to service quality and organizational citizenship behavior on the quality of services. Management commitment in quality service and organizational citizenship behavior do not affect directly to the customer satisfaction through the quality of services. It means that the quality of services is intervening variable which became the mediation of management commitment in quality service and organizational citizenship behavior toward customer satisfaction.*

**Keyword:** *Management Commitment, Service Quality, Organizational citizenship behavior*

## I. INTRODUCTION

As the progress of education, prosperous economy, socio-cultural transformation of society, and the expansion of science and technology, the public awareness of the services which are given by a company also increases. The value of quality of service which provided by the company either in the form of services or goods to the customers is important, because the customer is the only who can judge whether the quality of service is good or not. Definition quality according Tjiptono (1997: 2) is a dynamic condition associated as

the products, services, people, processes and environments. Which meets or exceed the customer expectations. While the quality of service according to Lukman (2000: 8) is orientation of the customer satisfaction.

The customers assess the service by comparing the service received (perception) with the expected service (expectation). The implementation of a comprehensive quality service to the services provided by the company will provide customer satisfaction. Kotler (Susanto, 2000: 52) stated that the satisfied customers have impact on customers rebuying, in other words, the company that can satisfy customers will have a loyal customers.

The rebuying activity are expected for the loyal customers without any compulsion willing to be an ambassadors for the company in implementing word-of-mouth communication to other customers about the services that they have received as viewed from Bitner and Zeithaml (2003: 86 ) where satisfaction is a customer evaluation of a product or service over products or services in conformity with expectation and needs. Thus the satisfaction can be perceived by customers when services quality received by at least the same as expected. There are 5 dimensions of service quality (Parasuraman et al, 1993: 21), namely: Tanggibles, Reliability, Responsivenees, Assurance and Emphaty. PT. PLN (Persero) as a public service provider are obligated to always improve the form of service to the customer. To produce good quality of service as customers expectation, all of the top management and operational employees of PLN should have a same commitment and awareness to work are sincerely without any compulsion, because without any

commitment and awareness it is impossible to produce good quality services. Good service quality for every customer of company is responsibility of PT. PLN (Persero).

Ribbink et.al.(2004) stated that the relationship between the quality of service and the customer satisfaction produce the conclusion that the relationship between the quality of services and customer satisfaction is positive. In order to achieve the good good quality service ( Olorunniwo , et al . , 2006 ) in PLN employees itself should be growing sincerity attitude, pleasure feeling and emergence a culture where an employee will work together cooperate by giving the best to customers. The behaviour attitude of the employee who performed with voluntary, sincerity, pleasure without having to ruled and controlled by company in providing services well ( organ et al .2006 ) called organizational citizenship behavior (OCB ). From the problem above, the issues that need to be researched is whether *Management Commitment to Service Quality* (MCSQ) and Organizational Citizenship Behavior (OCB) are influenced the quality of services and customer satisfaction in Mojokerto PLN areas.

## II. LITERATURE REVIEW

### Customer Satisfaction

In general, customer satisfaction and dissatisfaction is the result of the difference between customer expectations and perceived performance by the customer. The general Understanding about satisfaction and dissatisfaction customer is the result of a difference in customers' expectation with the performance that have impact to the customers. Customer satisfaction according to (Kotler,2003:138) *Is the feeling of pleasure or disappointment of someone who appears after comparing perceptions or impressions of the performance or outcome of a product and expectation.*

### Service Quality

According to Parasuraman et al., (1985:41-56) *Service quality* is "The discrepancy between consumers' perceptions of services offered by a particular firm and their expectations about firms offering such services". Which means that the difference between consumers' perceptions of the services offered by a particular company in the expectation of the consumer about the company services offering. Zeithaml dan Birtner (2009:117) stated that *Service quality is the delivery of excellent or superior service relatively to customer expectation.*

### Management Commitment to Service Quality

Maltos dan Keller (1989:116) stated that *Management Commitment to Service Quality*, Quality is a form of management in its continuous efforts, systematic, objective and integrated monitor and assess service organized compared to the standard that has been set as well as solve problems that are found to improve the service quality. In implementing activities customer service quality according to (Azwar 1996: 224) are used the measurement of systematic implementation, it means the implementation of the

program should keep the sustainable quality. Sustainable, means that keeping the quality of the program is not objective. Objective, means that keeping the quality of the program, especially in the monitoring and evaluation will not affected by other consideration, except the basis which have founded. Integrated, means that the implementation of the program to keep the quality must be integrated public health services.

### Organizational citizenship behavior

According to Dyne, (1994:21-25), *Organizational citizenship behavior* is a functional behaviour, extra role and proportional which pointed on individual, group or organization. Marshall (1990:21-25) stated that generally *citizenship behavior* focused on 3 main element which are, *obedience, loyalty,* and participation. Obedience and loyalty naturally is the definition of citizenship in a broad sense , so the essence of citizenship behavior is participation

## III. METHOD

This study describes the relationship between both the dependent variable and independent variables, which will be tested the hypothesis that has been used previously. Based on the background, problem formulation and research objectives of this study aims to explain the influence of MCSQ and OCB on service quality and its implications on customer satisfaction of PLN Mojokerto area. The research method used is survey method with data processed from the results of the questionnaire. The number of samples in this study 156 still meets the criteria with the number of indicator 15 with 31 questions.

Hypothesis testing of this research is done by SEM (structural equation model) method to determine the direct and indirect influence of MCSQ and OCB variable affecting customer satisfaction of PLN Area Mojokerto through service quality.

## IV. RESULT AND DISCUSSION

### Result of Research Model

The analysis if this research model uses inferential analysis by using Structural Equation Modeling (SEM) analysis technique. The purpose of SEM (Structural Equation Modeling technique) is to conduct the inferential analysis on causality and influence of MCSQ and OCB directly on service quality and indirect influence to customer satisfaction.

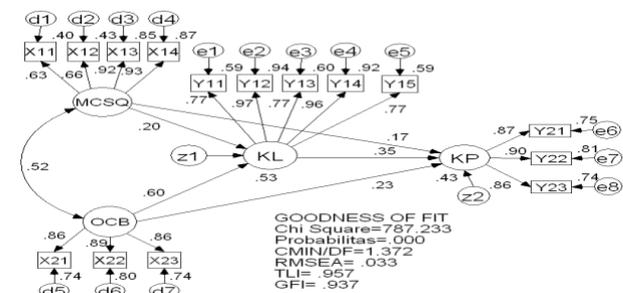


Figure 1. Full Structural Equation Model

### Measurement model

The measurement of this model is to analyze the influence of MCSQ and OCB on service quality and

customer satisfaction by using 15 observation data / items formed 2 exogenous constructs (MCSQ and OCB) and 2 (two) endogenous constructs (service quality and customer satisfaction). The results of model confirmation test can be seen in table 37 below:

**Table 1. Confirmation Model Test**

Variable	Const ruct	Standart regressio n weight	Probabi lity	Validat ion
Management commitmen to service quality ( X <sub>1</sub> )	X.1.1	1.000	0.000	Valid
	X.1.2	1.110	0.000	
	X.1.3	1.538	0.000	
	X.1.4	1.634	0.000	
Organization citizenship behavior ( X <sub>2</sub> )	X.2.3	1.000	0.000	Valid
	X.2.2	1.131	0.000	
	X.2.1	1.234	0.000	
Quality Service ( Y <sub>1</sub> )	Y.1.1	1.000	0.000	Valid
	Y.1.2	1.419	0.000	
	Y.1.3	1.235	0.000	
	Y.1.4	1.412	0.000	
	Y.1.5	1.247	0.000	
Customer Satisfaction ( Y <sub>2</sub> )	Y.2.1	1.000	0.000	Valid
	Y.2.2	0.985	0.000	
	Y.2.3	1.027	0.000	

From the table above can be seen that the results confirmatory factor testing, factor loading value is greater than 0.5 in all latent variables. This result shows that the factor dimension may explain the unidimensionality of latent variables.

**Structural Equations**

The analysis of loading factor of each latent and endogenous latent variables was done before discussing the structural equation formed.

**Table 2. Eksogen and Endogen Loading Factor**

Variable	Latent Variabel		Loading Factor
	Construct	Indicator of variabel	
Management commitmen to service quality	X.1.1	Sustainable	0.632
	X.1.2	Systematic	0.659
	X.1.3	Objective	0.924
	X.1.4	Integrated	0.933
Organization citizenship behavior	X.2.3	Obedience	0.859
	X.2.2	Loyalty	0.892
	X.2.1	Participation	0.768
Service Quality	Y.1.1	Tangible	0.970
	Y.1.2	Reliability	0.774
	Y.1.3	Responsive	0.961
	Y.1.4	Assurance	0.768
	Y.1.5	Empathy	0.768
Customer Satisfaction	Y.2.1	Expected Services	0.868
	Y.2.2	Positive Thought	0.898
	Y.2.3	Loyalty of goods	0.860

The data above show that the dimensions of integrated factors that contribute MCSQ dominant in explaining variable with coefficient estimate of 0.933 further dimension has dominant contribution loyalty factor in explaining the OCB variable with estimated coefficient value of 0.892.

**Testing results of the relation between variables**

The test results are indicated the relationship between variables Regression weight values in column CR (critical ratio, identical to the t-count value) compared to the critical value (identical to the value of t-table): the critical value for the significance level of 0.05 (95%) Is 1.976 (on t-table). If CR > critical value, then the hypothesis is accepted, while if the value of CR ≤ critical value, the hypothesis is rejected.

**The influence of Management Commitment to Service Quality (MCSQ) and organizational citizenship behavior (OCB) toward Quality Service**

The results of the testing of hypotheses research gradually as follows:

**Table 3. Regression Weights MCSQ dan OCB Towar Quality Service**

Regression Weights	Est	S.E.	C.R.	P	Label
Service Quality of OCB	.582	.088	6.645	.000	par 13
Service Quality of MCSQ	.230	.230	2.581	.010	par 14

The results of the calculations in Table 3, shows a probability of 0.01 MCSQ is less than 0.05 and OCB 0,000 is less than 0.05. It means that MCSQ and OCB significant effect on the quality of service.

**Table 4. The influence of MCSQ and OCB on service quality**

Standard Regression Weights	Estimate
Quality Service <--- OCB	.603
Quality Service <--- MCSQ	.203

From table 3 and 4 it shows that MCSQ and OCB have an effect on service quality. Furthermore, from table 4 it was found that OCB was significantly influenced, positive was greater or dominant than MCSQ on service quality. *MCSQ dan OCB have an effect of customer satisfaction*

**Table 5. Regression weights MCSQ and OCB toward customer satisfaction**

Regression weights	Estimate	SE	C.R	Prob	Label
customer satisfaction <--- MCSQ	0.273	0.138	1.978	0.048	par-15
customer satisfaction <--- OCB	0.306	0.149	2.060	0.039	par-17

From the calculations above, it shows that MCSQ probability of 0.048 is smaller than 0.05 and OCB is 0,039 less than 0.05. In this case means that MCSQ and OCB have a significant effect on customer satisfaction.

*Quality of service and affect the variable of customer satisfaction.*

**Table 6. Regression Weights of service quality toward customer satisfaction.**

Regression weights	Est	SE	C.R	Prob	Label
Customer Satisfaction<- -- MCSQ	0.273	0.138	1.978	0.048	par15
Customer Satisfaction<- -- OCB	0.306	0.149	2.060	0.039	par17

Results of the calculations in Table 6 shows the probability of customer satisfaction is 0,001 less than 0.05 it means that the quality of service is a significant effect on customer satisfaction. Furthermore, by looking at standardized regression weights coefficients obtained the influence of service quality on customer satisfaction is positive at 0.353.

**Table 7. Standardized Regression Weights Service Quality toward Customer Satisfaction**

Service Quality	Estimate
SQ	0.353

*The influence of MCSQ and OCB on customer satisfaction toward Quality of service.*

The indirect effect means that if the coefficient of standardized indirect effect is greater than 0.05 and greater than the coefficient of direct influence, based on the calculation results it is obtained that coefficients standardized indirect effect MCSQ to customer satisfaction for 0072 while the OCB towards customer satisfaction at 0.213 with a coefficient of direct influence MCSQ on customer satisfaction Of 0.246, and MCSQ on patient loyalty of 0.175. While the coefficient of MCSQ's have a direct influence on service quality is 0.203 and OCB on service quality about 0.60.

**Table 8. Coefficient of Standardized Direct Effect, Indirect Effect and Total Effect**

Effect	MCSQ	OCB
Direct changes of the service Customer satisfaction	0.203 0.246	0.603 0.175
Indirect changes of Customer satisfaction	0.072	0.213
Total Effect of Customer satisfaction	0.246	0.442

The results of this analysis indicate that the OCB MCSQ and indirect effect on customer satisfaction through quality service. Based on the analysis of influence between variables it is provide that service quality is

intervening variable that mediate MCSQ and OCB to customer satisfaction.

**V. CONCLUSION**

The results of this research obtained following conclusions as follows:

1. Sustainable, systematic, objective and integrated has contribution to the Management Commitment to Service Quality variables and the respondents provide a good assessment on the objectives.
2. Obdience has contribution to the variable of organizational citizenship behavior and the respondents provide a high assessment on the loyalty
3. *Tangible, resposiveness, reliability, assurance* contribute to the quality of service variables of the respondents and provide a satisfactory assessment, while the assessment of respondents on empathy contributed assessment quite satisfied / neutral
4. Loyalty to the product provides positive things in contributing to customer satisfaction variables and respondents provide satisfied judgments, while respondents' assessment on service as expected gives a neutral / sufficient assessment.
5. Based on the variable of *organizational citizenship behavior* and *variable Management Commitment to Service Quality* has an *impact on the variable of service quality*. This is supported also by the perception of respondents in support of management's commitment to not accept bribes and accept criticism and suggestions with open arms. While the OCB variable in obdience with the services provided by employees to customers patiently. Sincerety of the patients service provide a good perception.
6. Service quality variables have a positive effect on customer satisfaction variables, the greater the quality of service to service and employee services in accordance with what the customer expected, then the customer will be more satisfied.
7. Management Commitment to Service Quality and organizational citizenship behavior affect to the variable of customer satisfaction through service quality variable. For variable MCSQ with objective indicators give dominant influence which is PLN Mojokerto service area has a commitment to reject the bribes in the work, and for management should accept the criticism and suggestions with open from customers. Besides, on OCB employees serving customers with sincerity and honestly work will give dominant influence than other variables.

**B. Recommendation**

Quality of service gives a big influence on customer satisfaction. Final results of this research found that the quality of the service itself affected by MCSQ and OCB. It is important here that maintaining existing customers will increase the long-term profitability of PLN Mojokerto service area. Some attributes that get less value should get

attention from the management of PLN Mojokerto Service area. Besides the advantages and disadvantages that exist in PLN Mojokerto area at this time, conducting social activities is very important to form the image of the community, this can be done, among others: giving information about eye health in the community either through television media, radio, newspapers, webmail or direct counseling to the community. The development of the service industry in the future will cause the electric industry service business to be full of competition.

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