The Influence of the Morale and the Commitment of Administration Staff Towards the Organizational Citizenship Behavior and its Impact Towards Service Quality Performance at Private Universities in Surabaya-Indonesia

S. Pantja Djati and Michael Adiwijaya
Faculty of Economics, Petra Christian University, Indonesia
Email: spdjati@petra.ac.id, michaels@petra.ac.id

ABSTRACT

The purposes of this research are to analyze the influence of the employee morale and the commitment towards the Organizational Citizenship Behavior (OCB) and its influence towards the quality of service performances. The population of this research is divided into two parts, firstly the administrative employees at private universities in Surabaya which have students over 5000 and secondly the students who are being serviced or had been serviced directly by the administrative employees. The research findings revealed that the quality of services for student, which are delivered by the administration staffs at private universities in Surabaya, is good. The OCB, the morale and the commitment of administrative staffs at private universities in Surabaya are good enough. Moreover, the moral and the commitment of the employees have significant influence towards OCB which later also influence the service quality performances.

Keywords: morale, commitment, organizational citizenship behavior, quality of services performances

INTRODUCTION

Building strong human resource within 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 agaists other countries within the global competiton era (Ramli, 2008). The education shall be continued to higher level for instance Master level 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 to replace its status from the dependent institution in term of the supporting fund by the Government into the 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 categorized into 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 polytehnics, 122 colleges, and 70 universities.

By calculating the number of the universities in Indonesia, it showed the tight competiton 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 neccessary 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 will determine the student satisfaction (Prabasmoro, 2008).

Moreover, the better service quality performances will increase the customer satisfaction and will influence the competitive advantage of the company to survive and to win the competition It is an obligation for universities as the education institution to assure their service quality performances as other service provider did (Yap and Sweeney, 2007).

There are many factors involved to achieve high level of service quality performances. One of the factors is by growing the sincerity, the happines, and the corporate culture where the employee will cooperate and support each others to deliver the excellent service performances (Olorunniwo, *et al.,* 2006). The sincerity, the happines, and the volunterary behavior to accomplish job description without any monitoring or supervising from the

upline manager is known as the Organizational Citizenship Behavior (OCB), (Organ *et al,* 2006).

Many previous researches focused on the importance relationship between the OCB and the service quality performance, for instances: Bienstock, et al. (2003), Yoon and Suh (2003), Hui et.al. (2001), Bell (2004), Castro et al. (2004); The summary of those research findings revealed that there is a positive influence between the OCB and the service quality performances. Moreover the findings showed that in order to achieved high level of service quality performances then it can be done by growing the OCB of the employee.

Increasing the OCB of the employee can be done by identifying the factors that created or influenced the increasing OCB. According to Siders et al (2001), the increasing of OCB is influenced by two major factors; firstly is the internal factors which come from inside or within the employees themselves such as the morale, the job satisfaction, the positive attitude, etc. Secondly are the external factors which come from outside the employees themselves such as the management system, leadership style, and corporate culture.

There are two important factors that influenced OCB; they are the employee morale (Organ and Ryan, 1995; Jaqueline, 2002) and the employee commitment (Podsakof, 1996) cited in (Organ *et al,* 2006; Yan Dyne & Ang, 1998). This research will focus on the relationship between the employee morale and commitment and the OCB then continue with the relationship between the OCB and the service quality performances.

The Employee's Morale

Morale is originated from Latin word *mores* which means the ethics, attitude or behavior. Morale contains the education or the norms of what planned activiy can be considered as good or bad. In other word, morale is the ethics obligations for an individual in relation to the society. The objective of the morale is the harmonization between the individual behavior and the established regulations (Salam, 2000).

There are two basic differences between the morale applications; they are the theoretical morale and the application morale. The purpose of theoritical morale is to develop the general morale law, while the application morale's purpose is to identify how the law can be implemented into general situation with lots of variation within life.

According to Salam (2000), there are three elements of morale responsibility; they are:

1. Consciousness
   Conscious means understand, know, and able to calculate the risk of an activity or job responsibility.
2. Loveness
   The feeling of loveness or likeness can grow the obedience, willingness, and readiness to sacrifice.
3. Braveness
   The braveness in this case is the feeling that is driven by encourages doing things without any doubt and fear to any obstacles that might appeared.

The Organizational Commitment

According to Stevens et al (cited in Morris, 2004), the organizational commitment can be divided into two categories; they are the exchange approach and the psychology approach. The first approach or the exchange approach has some weaknesses such as the employee commitment that is measured by the employee willingness to resign from the old company and to move to another company. Another weakness is the lack of empirical basic evidences because most of the research is focused on the searching of this antecedent variable.

Meanwhile the psychology approach is developed first by Porter and Smith. According to them, the commitment is the active and the positive orientation towards the organization. Based on this argument, the commitment covers three orientation components; they are the purpose identification and organization values, the high level of involvement within the working environment and the organization loyalty.

Meyer and Allen (1997) divided commitment into three groups; they are:

1. Affective Commitment
   This commitment refers to the emotion that attach to the employee in order to identify and to get involved within the organization. The employee with this strong type of commitment tends to be loyal to the organization continuously based on their own willingness.
2. Normative Commitment
   This commitment refers to the reflection of the employee feeling towards his / her obligation as the employee of certain company. The employees with this strong type of commitment feel that they are suppose to work to the existing organization.
3. Continuous Commitment
   This commitment refers to the employees understanding towards the costs that might be appeared whenever they are leaving the organization.

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):

1. 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.
2. 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.
3. 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.
4. 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.
5. 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 Dyne (2004), OCB is the intangible employee behavior, indirectly, and implicitly known by the reward system that in aggregrate will influence the effectivity of some managerial functions within the organization. The focus of this concept is to indentify 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) 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):

1. Tangible product
   The marketer only offers physical products such as book, soap, camera, etc without any service accompanied to the products.
2. Tangible product accompanied by services
   The marketer offers physical product accompanied by services in order to create product differentiation.
3. 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.
4. 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:

1. 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 costumer loyalty.
2. 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 deliveri excellent services.
3. The Establishment of Operating Procedures
   There are some standards established by the management in term of delivering the excellent services to the customers.
4. 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.

5. 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:

1. 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.

2. Tangibles

This attribute refers to tangible element that facilitates the service delivery such as the equipments, uniforms, and other physical facilities.

3. Assurance

This attribute refers to the assurance degree of the service provider in delivering the service that convince the customers.

4. Reliability

This attribute refers to the capability of service provider in delivering the service to the customers based on the service promises.

5. 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).

RESEARCH METHOD

This research is the causal explanation research which 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 17th 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:

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

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 Employee's Morale Variable

The employee's morale is defined as the attitude, the spirit, and the discipline of th employee toward the organization and the working environment. These are three dimension within the morale variable along with the measurement indicators:

1. Willingness to responsible
   - Knowing the importance of job descriptions
   - Knowing the consequences to the organization image as the effect of unappropriate behavior
2. Loveness
   - Obeying the organization regulations.
   - Ready to perform very well for organization interests.
3. Brave to take the risk of job responsibility
   - Ready to take the entire risks related to job description.
   - Ready to receive any critiques related to job performances.

The Organization Commitment Variable

The organization commitment is defined as the deep willingness of the employee to perform the entire things related to his/her job description within the organization. These are three dimension within the variable along with its measurement indicators:

1. Affective Commitment
   - Enjoy working within the organization
   - Enjoy getting involved in job accomplishment
2. Normative Commitment
   - The obligation to accomplish job description
   - Being responsible for the job description
3. Continuous Commitment
   - No intention to resign due to the long working track record within the organization
   - No intention to resign due to no option availabilty of new working places

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:

1. 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
2. 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.
3. 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.
4. 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.
5. 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:

1. 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
2. Realiability
   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.

3. 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.

4. 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.

5. 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.

CONCEPTUAL FRAMEWORK

Research Hypothesis

Hypothesis 1

"The employee morale has positive significant influence towards the organizational citizenship behavior"

This hypothesis is developed based on the theoritical study done by Organ (1997) that stated morale as the causal model which influenced organizational citizenship behavior. On the previous study, there were four aspects that created the organizational citizenship behavior; they are satisfaction, fairness, affective commitment, and leader consideration. While on this research, there are three aspects identified; they are willingness, loveness, and responsibility.

Hypothesis 2

"The organizational commitment has the positive significant influence towards the organizational citizenship behavior."

This hypothesis is developed based on empirical research done by Podsakof (1996) cited in Organ et al (2006) stated that the variables: satisfaction, organizational commitment, and trust are the mediator variables that influenced organizational citizenship behavior.

Hypothesis 3

"The organizational citizenship behavior of the 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
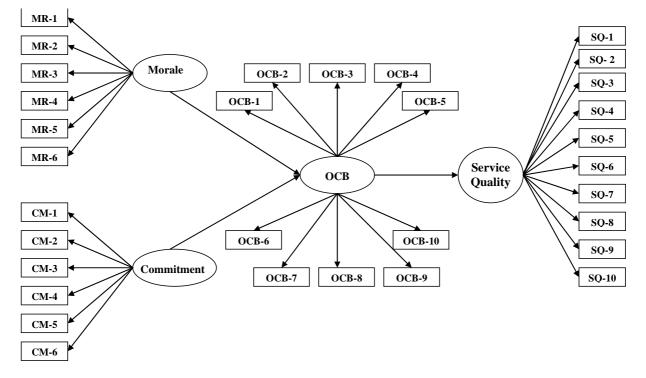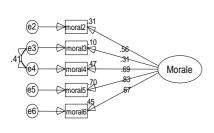

Figure 1, Research Conceptual Framework

organizational citizenship behavior who directly interact with the customer, and the customer perception toward the service qualty performances.

RESULT ANALYSIS

Confirmatory Factor Analysis (CFA) of Morale Variable

Goodness of fit
Chi square=1.155
df=4
prob=.885
cmindf=.289
GFI=.996
AGFI=.987
TLI=1.041
CFI=1.000
NFI=.994
RMSEA=.000
RMR=.010
PGFI=.266

Figure 2, CFA of Morale Variable

Table 1, Loading Factor, CR, and Probability Score

Indicators	Loading Factor	CR	Prob
Morale 2	0.557	5.409	0.000
Morale 3	0.315	3.135	0.002
Morale 4	0.687	6.419	0.000
Morale 5	0.834	6.837	0.000
Morale 6	0.669		

From figure 2 and table 1, showed that the entire indicators have fullfilled the goodness of fit index requirements by eliminating one indicator. In additon based on the CR score showed the probability value below 0.05 which means there are 5 indicators that created the morale variable. Those indicators are summarized in 3 dimension; they are the willingness, the love-ness, and the braveness. Each indicator within the dimension created the morale variable except the one indicator on the willingness dimension that is the indicator of knowing the importance of job description.

Based on the loading factor value on the table 1, the data showed the rank of morale indicators from the highest value which means that the indicator has strong influences to create the morale variable; continued to the lowest value which means that the indicator has weak influences to create the morale variable. The highest value (0.836) is on the indicator of the readiness to take the entire risks related to job description. For the lowest value (0.315) is on the indicator of the obidience to the organization regulations. Meanwhile the rest indicators value are in order from 2nd rank to 4th rank.

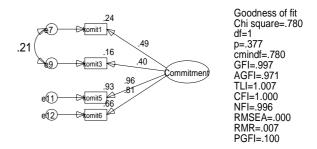**Confirmatory Factor Analysis (CFA) of Commitment Variable**

Goodness of fit
Chi square=.780
df=1
p=.377
cmindf=.780
GFI=.997
AGFI=.971
TLI=1.007
CFI=1.000
NFI=.996
RMSEA=.000
RMR=.007
PGFI=.100

Figure 3, CFA of commitment variable

Table 2, Loading Factor, CR, and Probability Score

Indicators	Loading Factor	CR	Prob
Commitment 1	0.493	5.813	0.493
Commitment 3	0.399	4.606	0.399
Commitment 5	0.963	8.152	0.963
Commitment 6	0.812		0.812

From figure 3 and table 2, showed that the entire indicators have fullfilled the goodness of fit index requirements by eliminating two indicators. Those indicators are originating from one affective commitment indicator that is the enjoyment of getting involved in job accomplishment and one continuous commitment indicator that is the intention of not to resign due to no option availabilty of new working places. In additon based on the CR score showed the probability value below 0.05 which means there are 4 indicators that created the commitment variable.

Based on the loading factor value on the table 2, the data showed the rank of commitment indicators from the highest value which means that the indicator has strong influences to create the commitment variable; continued to the lowest value which means that the indicator has weak influences to create the commitment variable. The highest value (0.963) is on the indicator of the obligation to accomplish job description. For the lowest value (0.399) is on the indicator of the intention of not to resign due to the long working track record within the organization. Meanwhile the rest indicators value are in order from 2nd and 3th rank.

Confirmatory Factor Analysis (CFA) of OCB Variables

From figure 4 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.
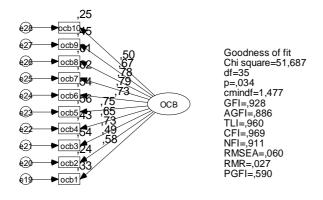

Figure 4, CFA of OCB Variables

Table 3, 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 3, 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.

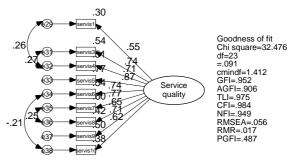**Confirmatory Factor Analysis (CFA) of Service Quality Variable**

Figure 5, CFA of Service Quality Variables

From figure 5, 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 4, Service Quality Loading Factor Value

Standardized Regression Weights			
			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 4, 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 comunicate 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.

Direct and Indirect Influence

In order to identify the influence of morale and commitment variable toward the OCB variable and the influence of OCB variable toward the service quality variable, it can be seen on the score of standardized coefficient direct and indirect. The result of the those scores can be identifed on figure 6 and table 5 below:
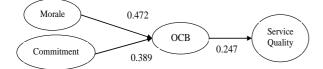

Figure 6, the Result of Structural Model Test

Table 5, Score of Standardized Direct Effects

The Relationship Among Variables			Direct effects
Morale	⇨	OCB	0,472
Commitment	⇨	OCB	0,389
OCB	⇨	Service Quality	0,247

There is an influence of morale and commitment variables toward OCB variable, it is shown by the standardized score morale (0.472) and commitment (0.389). The positive score means if the performances of those two variables are increased then it will increase the performances of OCB variable and the same implication or effect for decreasing performances. Based on those two variables, it is known that the morale variable has the stronger influences toward the OCB variable than commitment variable.

In addition, there is an influence of OCB variable towards service quality variable, it is shown by the standardized score 0.247. The positive score means if OCB variable is increased then the service quality variable will be increased as well and the same implication or effect for decreasing performances.

Hypotheses Testing

Table 6, The Result of Hypothesis Testing

The Relationship Among Variables			CR	Standard	Sig.	Note
Morale	⇨	OCB	3.940		0,000	Significant
Commitment	⇨	OCB	3.782	> 1,96	0,000	Significant
OCB	⇨	Service Quality	2.345		0,019	Significant

The 1st hypothesis focuses on the relationship between the morale variable and the OCB variable. The CR score is 3.940 and the significant level is 0.000, it showed that the CR score is below than 1.96 and the significant level is below than 0.05 which can be concluded that there is significant influences of morale variable toward the OCB variable. Therefore the first hypothesis is accepted.

The 2nd hypothesis focuses on the relationship between the commitment variable and the OCB variable. The CR score is 3.782 and the significant level is 0.000, it showed that the CR score is below than 1.96 and the significant level is below than 0.05 which can be concluded that there is significant influences of commitment variable toward the OCB variable. Therefore the second hypothesis is accepted.

The 3rd hypothesis focuses on the relationship between the OCB variable and the service quality variable. The CR score is 2.345 and the significant level is 0.019, it showed that the CR score is below than 1.96 and the significant level is below than 0.05 which can be concluded that there is significant influences of OCB variable toward the service quality variable. Therefore the third hypothesis is accepted.

CONCLUSION

Based on this research findings, there are three major conclusions that can be taken as follow; Firstly the relationship between the employee morale and the organizational commitment toward the organizational citizenship behavior. The findings showed that the morale variable and the commitment variable have the positive and the significant influences toward the organizational citizenship behavior of administrative staff at private universities in Surabaya – Indonesia.

Secondly, the relationship between the OCB towards the service quality. The findings showed that 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 is the indicators that created the variables of morale, commitment, organizational citizenship behavior, and service quality. For the morale variable, there are 3 dimensions and 5 indicators that created the variable. Next for the commitment variable, there are 3 dimensions and 4 indicators that created the variable. Meanwhile for the organizational citizenship behavior variable, there are 5 dimensions and 10 indicators that created the variable. Then finally for service quality variable, there are 4 dimensions and 8 indicators that created the variable.

RECOMENDATIONS

There are two recomendations, firstly for the management of private universities in Surabaya - Indonesia and secondly for the further research. For the management of private universities, since morale and commitment of the administrative staff have positive and significant influence towards the organizational citizenship behavior then the management shall take into account the special attention and treatment to enhance the dimension and the indicators that created those two variables and the organizational citizenship behavior variable because at the end the increasing organizational citizenship behavior will also increase the service performance delivery.

Secondly 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 research can also be done in state universities in order to compare the findings. In addition, the future reseach could also trying to identify more internal variables that also might influence the organizational citizenship behavior.

REFERENCES

Abdullah, Taufik (1986). Durkheim dan pengantar sosiologi moralitas. Yayasan Obor Indonesia, Jakarta

Bell, Simon J. (2004). "Raising The Bar of Service Quality: The Role of Salesperson-Organizational Relationship, Organozational Citizenship Behavior", *Bulent Menguc Department of Management University of Melbourne,* no. 2, pp 1-22

Castro, Carmen Barroso, Enrique Martin Armario & David martin Ruiz, (2004). "The Influence of Employee Citizenship Behavior on Customer Loyalty", *International Journal of Service Industry Management,* vol. 15, no.1, pp. 27-54

Daslani, Pitan. (2008). "Education – friendly leader", *Campus.* Vol. 2 No. 1, March

Djati, S. P. (2005)."Pengaruh *Organizational Citizenship Behavior* terhadap Persepsi Kualitas Karyawan dan Dampaknya pada Kepercayaan Konsumen Bidang jasa di Surabaya ", *Accounting and Management Journal Widya Mandala University* , vol 5 (2), p 236-247.

Gazpersz Vincent (1997), *Perilaku Organisasi,* Ganesha Exact Bandung

Hui, C., Lam, S.S.K., Schaubroeck, J., 2001, "Can Good Citizens Lead the Way in Providing Quality Service? A Field Quasi Experiment", *Academy of Management Journal,* Vol. 44 No 5 p. 988-995

Jacqueline A.M Coyle Shapiro. (2002). a psychological contract perspective on organizational citizenship behavior. Journal of Organizational. Des. 8:923

Kotler, Philip, (2000). *Marketing Management,* 10th ed., Prentice Hall, Englewood Cliffs, New Jersey: United States of America

Liljander, Veronica dan Inger Roos. (2002)."Customer-relationship-Level From Spurious to True Relationships", *Journal of Services Marketing,* vol. 16 (7), p.593 - 614

Mackenzie, Scott B, Phillip M. Podsakoff & Julie Beth Paine, (1999). "Do Citizenship Behavior Matter More For Managers Than for Salespeople", *Journal of Academy of Marketing Science,* vol 27, no. 4, p. 396-411.

Malhotra. Narres (2003), Marketing Research : An Applied Orientation Prentice Hall, Inc. New Jersey. USA.

Meyer and Allen (1997) Commitment in the workplace, theory, research and application. Sage Publications. Inc, California

Morris, J. H and Steers, R.M. (2004). Structural Influence on Organizational Commitment. Journal of Vocational Behavior, 17, 50 - 57

Organ, Dennis W., et.al. (2006) Organizational Citizenship Behavior. Its Nature, Antecendents, and Consequences. California: Sage Publications, Inc.

Olorunniwo, F., Hsu, M.K., Udo, G.F., 2006, "Service Quality, Customer Satisfaction, and Behaviour Intentions in the Service Factory" *Journal of Service Marketing*, vol 20 No.1, p.59-72.

Payne, Adrian. (1993). The Essence of Services Marketing, Prentice Hall, Singapore.

Prabasmoro, (2008). "Modern Edutech is what we need". *Campus*. Vol. 2 No. 1, March

Ramli, (2008). "Back to the Future", *Campus*. Vol. 2 No. 1, March

Salam, B. 2000. Etika Individual : Pola Dasar Filsafat Moral. Cetakan Pertama Rineka Cipta. Jakarta

Shostack, G. Lyn (1977)." Breaking Free From Product Marketing " , *Journal of Marketing*, Vol. 41 (April), p. 73 – 80

Stamper, Christina & Lyne Van Dyne, (2001). "Work Status and Organizational Citizenship Behavior: a Field Study of Restaurant Employee", *Journal of Organizational Behavior*, no. 22, pp. 517-536

Steel and Torry. (2000). Sampling Technique, Prentice Hall. Inc. New Jersey. USA.

Webster, Cynthia, (1991), "Influences Upon Consumer Expectations of Services", *Journal of Services Marketing*, Vol 5 (1) p. 5 – 17

Yap, K.B., and Sweeney, F.C., 2007, "Zone-of-Tolerance Moderates the Service Quality-Outcome Relationship", Journal of Service Marketing Vol 21 (2) p. 137-148.

Yoon, M.H., and Suh, J., 2003, "Organizational citizenship behaviors and service quality as external effectiveness of contact employees", Journal of Businees Research 56 p. 597-611.