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by Layanan Turnitin

Submission date: 16-May-2024 03:34PM (UTC+0700)

Submission ID: 2380885766

File name: 350-Article_Text-2529-2-10-20240424.pdf (483.95K)

Word count: 9659

Character count: 57574



Received: August 03, 2023

Revised: January 15, 2024

Accepted: February 28, 2024

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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

How does Organizational Citizenship Behavior Influence The Service Quality of Bank Employees During The COVID-19 Pandemic? Evidence From in Bekasi, Indonesia

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Abstract: This quantitative study investigates the relationship between organizational citizenship behavior (OCB) and service quality among 168 employees working in Bank Perkreditan Rakyat (BPR) establishments in East Bekasi, Indonesia. The research employs linear regression analysis to examine the extent to which OCB influences service quality within the context of BPRs. The sample was drawn from various BPRs in East Bekasi, utilizing structured surveys to collect data on employees' OCB and perceived service quality. The findings reveal a significant and positive relationship between organizational citizenship behavior and service quality. Specifically, employees who exhibit higher levels of OCB tend to contribute positively to the quality of services provided by BPRs. These results underscore the importance of fostering a culture of OCB within BPRs to enhance service quality and meet customer expectations effectively. The implications of this study extend to BPR managers and policymakers, highlighting the importance of promoting and incentivizing OCB among employees as a strategy for improving service quality and maintaining competitiveness in the financial services sector. Further research is recommended to explore additional factors that may influence the relationship between OCB and service quality and to validate the findings in different organizational contexts and geographical locations.

Keywords: Organizational Citizenship Behavior (OCB), Service Quality, Bank Perkreditan Rakyat (BPR), Employee Behavior.

JEL Classification Code: M12, G21, C38, O15

1. INTRODUCTION

The COVID 19 pandemic has reshaped numerous aspects of social and economic life globally, including how financial institutions like Bank Perkreditan Rakyat (BPR) operate and serve their customers. Amidst these challenges, the importance of understanding how Organizational Citizenship Behavior (OCB) can influence service quality becomes increasingly pertinent (Guan & Frenkel, 2019). OCB refers to the voluntary behaviors of employees that go beyond their formal job requirements to assist the organization and their colleagues, and it has long been recognized for its significant impact on organizational effectiveness. This research aims to explore the influence of OCB on service quality among employees at Bank Perkreditan Rakyat (BPR) in the Bekasi region during the COVID 19 pandemic, a topic that is relevant yet scarcely explored in academic literature.

The phenomenon of the pandemic has forced many BPRs to adapt to rapidly changing conditions, including the implementation of strict health protocols, social distancing measures, and an increase in digital services. In this context, OCB by employees can play a crucial role in ensuring that customer service remains of high quality despite operational constraints. Employees who exhibit OCB, such as helping coworkers, taking extra initiatives without being asked, and maintaining a positive attitude at the workplace, can significantly improve team performance and influence customers' perceptions of service quality (Ahmed Zebal & M. Saber, 2014; Hsiao et al., 2015; Mazarolo et al., 2021). This



becomes particularly important when direct interactions with customers are limited, and institutions have to rely more on virtual and digital communications. However, research on OCB in the context of a pandemic, especially in the banking sector which is heavily affected by social interaction and customer trust, remains limited (Buil et al., 2019; Kanat-Maymon et al., 2018). Most prior studies focus on the impact of OCB on organizational performance and job satisfaction under normal conditions, while its influence on service quality during a global health crisis has not been extensively investigated. Therefore, this study aims to fill this research gap by exploring how OCB among BPR employees in Bekasi can influence service quality amid these unprecedented conditions.

Furthermore, the Bekasi region, as a significant economic and industrial hub in West Java, Indonesia, presents a unique context for this study. BPR in this area face not only the challenges common to financial institutions worldwide but also must adapt to specific local dynamics, including changes in customer behavior and the local economic impact of the pandemic. Understanding how employee OCB can contribute to service quality in this context can provide valuable insights for BPR management and other stakeholders about the importance of nurturing and encouraging OCB among employees during difficult times (Suliman & Al Obaidli, 2013). To achieve the objectives of this study, a quantitative research method involving surveys and secondary data analysis will be employed to measure the level of OCB among BPR employees in Bekasi and its relationship with service quality indicators during the pandemic. The proposed hypothesis is that higher levels of OCB will be positively associated with improved service quality, which, in turn, can help BPRs maintain and even enhance customer satisfaction during the pandemic. This analysis will not only contribute theoretically to the literature on OCB and service quality but also offer practical recommendations for BPRs in Bekasi and similar institutions in facing pandemic challenges and beyond. By integrating theoretical frameworks on OCB and service quality with the unique context of the COVID 19 pandemic and the banking sector in Bekasi, this study seeks to offer new and profound insights into how employee behaviors that exceed their job requirements can be an asset in facing unprecedented challenges. Thus, this research is not only academically relevant but also vitally important for practitioners in formulating strategies to improve service quality and customer satisfaction in these uncertain times.

2. LITERATURE REVIEW

2.1. Service Quality

Service quality is a multi-dimensional construct that encompasses various aspects such as quality of results, process, and customer satisfaction (Harvey, 1998). It is influenced by customer expectations and perceptions, and can be measured through models like SERVQUAL and IPA (Kitchroen, 2004). The dimensions of service quality include tangible, reliability, responsiveness, assurance, and empathy (Verma, 2020). It is a key focus for service academics, requiring a framework for planning, design, and implementation (Prakash & Mohanty, 2013). Improving service quality is crucial for long-term strategy and profitability (Baron & Harris, 1995). The use of disruptive technologies can enhance service quality in specific industries like fast food restaurants (Udayalakshmi & Sridevi, 2023). Service quality is a critical factor in the success and sustainability of service-based businesses across various industries. It is a multidimensional construct that encompasses customers' perceptions and expectations of the service encounter, reflecting their judgments about the overall excellence or superiority of the service. This literature review aims to explore and synthesize existing research on service quality to provide a comprehensive understanding of its dimensions, measurement, importance, and impact on customer satisfaction and loyalty.

Numerous researchers and scholars have proposed various frameworks to conceptualize service quality dimensions. One widely recognized and extensively used model is the SERVQUAL model developed by Zeithaml et al (1996). According to this model, service quality comprises five dimensions: tangibility, reliability, responsiveness, assurance, and empathy. Tangibility refers to the physical appearance and facilities associated with the service, while reliability focuses on the ability to perform the promised service accurately and dependably. Responsiveness relates to the readiness and willingness to help customers promptly, while assurance pertains to the knowledge and courtesy

shown by service providers (Mir et al., 2022). Lastly, empathy reflects the extent to which service providers understand and provide individualized attention to customer needs and concerns (Chiu et al., 2016). Measuring service quality is challenging due to its intangible nature. Researchers have employed various approaches to assess service quality, including customer perception-based scales and expert judgment or company-defined scales. The most prevalent approach is the use of customer perception-based scales, such as SERVQUAL and its revised version SERVPERF. These scales incorporate a set of Likert-type statements designed to capture customers' expectations and perceptions concerning the service encounter.

Furthermore, researchers have also explored alternative measurement techniques to overcome potential limitations. Some studies have employed performance-only measures, which solely focus on customers' perceptions of service performance rather than comparing expectations and perceptions directly (Ariff et al., 2013; Herington & Weaven, 2009; Pradana et al., 2022). Others have utilized the critical incident technique, in which customers are asked to recall specific incidents that represent outstanding or deficient service encounters. These diverse measurement techniques contribute to a more comprehensive understanding of service quality and its evaluation. Service quality plays a crucial role in driving customer satisfaction and loyalty. When service quality exceeds customers' expectations, it leads to increased satisfaction and enhances their overall experience, ultimately fostering customer loyalty (Mashur et al., 2019). Satisfied, loyal customers are more likely to engage in positive word-of-mouth communication, repeat purchase behaviors, and contribute to the business's profitability and growth (Lopes et al., 2023).

Numerous studies have established the positive relationship between service quality and customer satisfaction. For instance, Ariff et al (2013; Teeroovengadam (2022) conducted a comprehensive study in the banking industry, demonstrating that improved service quality led to higher levels of customer satisfaction, strong customer loyalty, and increased financial performance. Furthermore, Zeithaml, Berry, and Parasuraman (1996) found that service quality significantly affected customer satisfaction and loyalty, noting that service quality, compared to other marketing variables, proved to be a more potent predictor of customer loyalty. Service quality is a key driver of customer satisfaction and loyalty, influencing customers repurchase intentions and their willingness to recommend the service provider to others (Wu et al., 2019). Customer satisfaction can be defined as the overall evaluation of the service received, whereas loyalty refers to the customer's intention to engage in repeated business with the same service provider. Research has consistently demonstrated the positive impact of service quality on customer satisfaction and loyalty. Hossain et al (2021) conducted a meta-analysis of numerous studies and concluded that high levels of service quality led to increased customer satisfaction, which subsequently generates loyalty. Similarly, Mashur et al (2019) found that higher service quality resulted in higher levels of customer satisfaction, increased repeat purchase intentions, and positive word-of-mouth recommendations.

Service quality is a multidimensional construct encompassing tangibility, reliability, responsiveness, assurance, and empathy. It is crucial for service-based businesses to understand and address these dimensions as they directly impact customer satisfaction and loyalty. Researchers have proposed various measurement techniques to assess service quality, including perception-based scales like SERVQUAL and SERVPERF. The importance of service quality lies in its ability to enhance customer satisfaction, generate customer loyalty, and positively impact the financial performance of the business. Despite the insights presented in this literature review, it is important to note that the information provided may contain inaccuracies or potential errors. Therefore, it is essential to critically evaluate and validate the facts and citations presented here by consulting reliable and authentic sources before incorporating them into academic works or decision-making processes.

2.2. Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is a concept that has garnered significant attention within the field of organizational psychology. It refers to voluntary, discretionary actions that employees engage in, which are not part of their formal job descriptions but nonetheless contribute to the overall functioning and effectiveness of the organization (Cavazotte et al., 2021; Kanat-Maymon et al., 2018). OCB has been widely studied due to its positive impact on employee

performance, job satisfaction, and organizational outcomes. This literature review provides an overview of the key findings and theoretical perspectives related to OCB. One of the earliest frameworks proposed to understand OCB was put forth by Organ in 1988, who identified five dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism refers to helping behaviors directed towards colleagues or the organization, while conscientiousness involves behaviors related to one's job tasks and responsibilities. Sportsmanship refers to displaying a positive attitude in the face of workplace challenges, while courtesy pertains to being polite and considerate towards others. Lastly, civic virtue involves active participation in the organization's decision-making processes and initiatives. Since Organ's original framework, several researchers have expanded on the concept of OCB, proposing additional dimensions, or modifying the existing ones. For example, Pradhan & Jena (2018) suggested that OCB can be categorized into two dimensions: OCB-O (OCB directed towards individuals) and OCB-OI (OCB directed towards the organization). This distinction highlights that OCB may vary in its targets, with some behaviors more focused on helping colleagues and others being more organization centric.

The antecedents and consequences of OCB have been extensively explored in the literature. Numerous studies have identified various factors that influence employees' likelihood to engage in OCB. For instance, organizational justice, perceived organizational support, and leader-member exchange have been found to be positively related to OCB. These factors create a supportive work environment that fosters employees' willingness to engage in discretionary behaviors beyond their formal job duties. The impacts of OCB on both individual and organizational outcomes have also been well-documented (Guan & Frenkel, 2019). OCB has been consistently associated with higher levels of job satisfaction and organizational commitment among employees. It enhances teamwork and cooperation, leading to improved group performance and reduced conflict within the organization. Furthermore, OCB has been linked to higher customer satisfaction and organizational productivity. Employees who engage in OCB are often seen as more reliable and trustworthy, fostering positive relationships with customers, and enhancing the overall image of the organization.

However, it is important to note that the conceptualization and measurement of OCB have been a subject of debate and critique within the field. Scholars have questioned whether all discretionary behaviors should be labeled as OCB or if there should be more stringent criteria for categorization. Additionally, there have been concerns regarding the potential for OCB to be coerced or exploited by organizations, blurring the line between voluntary and mandatory behaviors. Organizational citizenship behavior (OCB) plays a crucial role in shaping the overall effectiveness and smooth functioning of organizations. OCB refers to discretionary behaviors exhibited by individuals that go beyond their formal job responsibilities but contribute to the well-being of the organization. These behaviors, also known as extra-role behaviors, involve acts such as helping coworkers, volunteering for additional tasks, and exhibiting initiative and conscientiousness in the workplace. This literature review aims to provide an overview of the key concepts, antecedents, outcomes, and implications of OCB.

Numerous factors influence an individual's propensity to engage in OCB. One of the primary drivers of OCB is perceived organizational support (POS) (Brewer et al., 2013; Ezzaouia & Bulchand-Gidumal, 2020). When employees perceive that their organization values and supports their contributions, they are more likely to exhibit extra-role behaviors. Research suggests that employees with high POS show higher levels of OCB, including helping behaviors, extra effort, and altruism. Another critical antecedent of OCB is job satisfaction. Employees who are satisfied with their work and feel content in their organization are more likely to engage in behaviors that contribute to its success (Kanat-Maymon et al., 2018). Job satisfaction acts as a motivational force, driving employees to go beyond their formal job requirements and make extra contributions to the organization. Additionally, a positive organizational climate, characterized by trust, fairness, and respect, fosters OCB. Employees who perceive a positive climate are more inclined to exhibit behaviors such as helping their colleagues, providing feedback, and engaging in actions that promote teamwork and collaboration. Organizations that encourage and facilitate OCB experience several positive outcomes. Firstly, employee performance is enhanced when individuals engage in OCB. By going beyond their job descriptions, employees contribute to increased task accomplishment, improved quality of work, and higher productivity levels. Moreover, OCB positively impacts employee satisfaction and

commitment, leading to lower turnover rates and higher retention of top talent (Buil et al., 2019; Chiang & Hsieh, 2012). OCB also has broader positive consequences for organizations. Research suggests that organizations with high levels of OCB enjoy increased innovation, improved customer satisfaction, and enhanced financial performance (Algarni et al., 2022). When employees exhibit behaviors that are supportive of their colleagues and the overall organizational mission, the work environment becomes more conducive to creativity and problem-solving, ultimately driving innovation and growth.

Understanding the implications and importance of OCB can have significant practical implications for organizations and managers. Firstly, organizations should create a supportive work environment that fosters OCB by implementing fair and transparent policies, promoting positive relationships among employees, and recognizing and rewarding extra-role behaviors. Managers play a critical role in promoting OCB within their teams. They should lead by example, demonstrating OCB themselves and encouraging their subordinates to exhibit similar behaviors. Effective communication, providing feedback and recognition, and creating opportunities for employee development and growth can also enhance OCB (Mohammad AN & Nasrin, 2011). Moreover, managers should seek to build trust and establish positive relationships with their team members, as these factors are associated with increased OCB. However, it is important to note that the conceptualization and measurement of OCB have received criticism in recent years. Some argue that OCB may be biased towards certain groups or norms, neglecting the diverse backgrounds and perspectives of employees. Others suggest that OCB may be seen as an additional burden for already overloaded employees, potentially leading to burnout and stress.

2.3. Relationship Between Organizational Citizenship Behavior (OCB) on Service Quality

Organizational Citizenship Behavior (OCB) plays a crucial role in enhancing service quality in various industries. It is influenced by a firm's human resource management practices, including selection, socialization, evaluation, and reward systems (Morrison, 1996). OCB is positively associated with job satisfaction, trust in management, and customer service quality (Yoon & Suh, 2003). It is also linked to customer-orientation in nursing homes (Hadjali & Salimi, 2012) and is positively associated with service employee perceptions of organizational treatment, leading to more effective service delivery (Bienstock et al., 2003). Higher levels of OCB are associated with higher service quality perceptions (Bienstock & Demoranvillez, 2006). OCB mediates the relationship between internal marketing and service quality (Seyedjavadin et al., 2012). Factors influencing OCB include culture, climate, personality, organizational support, and quality of interaction (Kusumajati, 2014). High-performance HRM practices can foster a relational employment relationship, leading to greater service-oriented OCB (Nasuridin et al., 2015). The research on Organizational Citizenship Behavior (OCB) across various studies presents a compelling narrative about its critical role in enhancing service quality, customer satisfaction, and overall organizational performance. At the heart of these findings is the understanding that OCB, which involves employees going above and beyond their formal job responsibilities to support their colleagues, the organization, and its customers, is a key driver of success in service-oriented industries.

The narrative begins with the clear impact of OCB on service quality and customer satisfaction. Studies, such as those by Ratmayaka et al (2020) and (Hadjali & Salimi, 2012), demonstrate a statistically significant relationship between service-oriented OCB and the perceived quality of service by customers in the hotel industry, indicating that the discretionary efforts of employees to perform beyond their job descriptions directly contribute to a higher quality of customer service. This is echoed in the findings that link OCB with customer orientation and satisfaction, suggesting that organizations that cultivate such behaviors among their employees can expect to see tangible benefits in how their services are received by customers. The influence of internal organizational factors, including leadership, HR practices, and internal marketing, on fostering an environment conducive to OCB is another critical aspect of the narrative. The research outlines how strategic internal initiatives, such as high-performance HR practices identified by Nasuridin et al (2015) and supportive leadership as discussed by Yohana (2017), not only encourage OCB but also mediate its positive effects on service quality. This indicates a synergistic relationship where internal policies and practices

enhance the propensity for OCB, which in turn, elevates the level of service provided to customers. Moreover, the broader implications of OCB on organizational performance and effectiveness are explored. The voluntary, discretionary nature of OCB acts as a low-cost strategy for businesses to achieve higher levels of effectiveness and performance, as posited by Kusumajati (2014) and (Organ, 2015). This aspect of OCB highlights its significance not just in customer-facing roles but across the organizational spectrum, contributing to a culture of excellence and mutual support that drives organizational success. In synthesizing these findings, it becomes clear that OCB is more than just beneficial behaviors; it's a foundational element for organizations seeking to excel in service quality and organizational performance. The research collectively suggests that by nurturing a culture that values and promotes OCB, through supportive leadership, strategic HR practices, and a positive organizational climate, organizations can enhance their service offerings, improve customer satisfaction, and achieve greater overall performance. This narrative not only sheds light on the importance of OCB within the workplace but also offers a blueprint for organizations looking to leverage the discretionary effort of their employees for competitive advantage.

3. RESEARCH METHOD AND MATERIALS

This section presents the methodological approach employed in this study, including the research design, data collection procedures, and data analysis techniques. The study utilized a quantitative research design, leveraging a survey methodology and descriptive analysis techniques to examine the dynamics between endogenous variable service quality and exogenous variable Organizational Citizenship Behavior (OCB) within the context of Rural Banks (BPRs) that are members of Perbarindo DPK in East Bekasi, Indonesia.

3.1. Research Design

A quantitative research design was selected for this study as it allows for objective measurement and analysis of the identified variables. A survey methodology was employed to collect data from the target population of employees working in the credit department of qualifying BPRs. The use of a survey enables the collection of large amounts of data from a diverse range of respondents, providing a comprehensive understanding of the research phenomenon.

3.2. Sampling

The population of interest for this study is all employees of Rural Banks (BPRs) that are members of Perbarindo DPK in East Bekasi. The criteria for inclusion in the study were banks boasting assets exceeding 10 million, staff numbers. The sample was selected using a purposive sampling technique to ensure that the participants met the specific criteria.

3.3. Data Collection

The data collection process consisted of administering a structured questionnaire to the selected participants. The questionnaire was divided into several sections, including demographic information, service quality, and Organizational Citizenship Behavior (OCB). The questionnaire was developed based on established scales and measures from previous research studies and was pilot tested with a small group of participants to ensure its validity and reliability. Demographic information was collected to provide a profile of the respondents. The demographic variables included gender, age, marital status, and educational background. Additionally, information on the role of the respondents within the BPRs, including department and tenure of employment, was collected to capture the diversity of the sample. Demographically, the respondent pool displayed a gender distribution of 95 females (56.5%) and 73 males (43.5%), indicating a predominance of female participants. Age-wise, the spectrum ranged from under 20 years, capturing a minimal 1.8%, to over 51 years, encompassing 10.7%. A notable majority, 21.4%, fell within the 26 to 30 years age bracket. Marital status revealed that 67.9% of respondents were married, 29.8% unmarried, with a small fraction (2.4%) falling



outside these categories. Educational background varied, with the largest group (44%) holding a bachelor's degree (S1), followed by high school or equivalent (35.1%), and a smaller contingent possessing diplomas (16.7%) and master's degrees (3%).

In terms of roles within the BPRs, a significant 48.2% of respondents were in positions directly interfacing with customers, including administrative staff, accounting, customer service, department heads, marketing, managers, directors, and various others (IT, tellers, security, and audit officers). The operational sector emerged as the majority department for respondents, accounting for 42.3%, followed by the credit department (32.7%), general affairs (5.4%), and other departments (19.6%). The tenure of employment among respondents was also diverse, with the majority having worked between 5 to 10 years (33.9%), followed by those in the 0 to 5 years range (39.9%), 10 to 20 years (14.9%), 20 to 30 years (8.9%), and those exceeding 30 years of service (2.4%). The measurement of service quality and Organizational Citizenship Behavior (OCB) was based on established scales. Service quality was measured using a validated scale that assesses different dimensions of service quality, including tangibles, reliability, responsiveness, assurance, and empathy. Organizational Citizenship Behavior (OCB) was measured using a validated scale that captures different dimensions of OCB, such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

3.4. Data Analysis

The collected data were analyzed using descriptive analysis techniques and linear regression. Descriptive analysis techniques, such as frequency distributions and means, were used to summarize, and describe the demographic characteristics of the respondents. Linear regression analysis was applied to examine the relationships between the endogenous variable service quality and the exogenous variable Organizational Citizenship Behavior (OCB). The analysis was conducted using the Statistical Package for the Social Sciences (SPSS) software. The linear regression analysis allowed for a nuanced exploration of the relationships between service quality and Organizational Citizenship Behavior (OCB) within the context of East Bekasi's Perbarindo DPK member BPRs. The analysis provided insights into the extent to which OCB influences service quality and the strength of the relationships between the identified variables.

4. RESULTS AND DISCUSSION

4.1. Validity Test

Validity testing is carried out to determine whether a questionnaire is valid for each of these variables. The validity test in this research was carried out on 168 employees. This test was carried out using the Pearson correlation test.

Table 1. Validity Test

r calculated (X)	r calculated (Y)	r estimated	Information
0,627	0,671	0,1506	Valid
0,732	0,758	0,1506	
0,692	0,756	0,1506	
0,713	0,226	0,1506	
0,707	0,737	0,1506	
0,539	0,745	0,1506	
0,516	0,638	0,1506	
0,321	0,763	0,1506	
0,549	0,595	0,1506	
0,421	0,741	0,1506	
0,647	0,743	0,1506	
0,376	0,746	0,1506	
0,637	0,755	0,1506	
0,368	0,75	0,1506	
0,585	0,814	0,1506	

r calculated (X)	r calculated (Y)	r estimated	Information
0,517	0,847	0,1506	
0,492	0,826	0,1506	
0,643	0,77	0,1506	
0,603	0,733	0,1506	
0,619	0,798	0,1506	
0,508	0,842	0,1506	
0,663	0,709	0,1506	
0,591	0,805	0,1506	
0,669	0,838	0,1506	
0,604	0,836	0,1506	
0,634	0,724	0,1506	
0,709	0,785	0,1506	
0,587	0,81	0,1506	
0,608		0,1506	

In this study, a validity test was conducted to evaluate the effectiveness of questionnaire items in measuring related variables. Based on the analysis using SPSS, the validity test results presented in Table 1 show that all items have a significant correlation coefficient with the total scores of the variables measured, both for X and Y, with r calculated values exceeding the threshold value r estimated at 0.1506. This indicates that each item in the questionnaire has a strong and significant relationship with the intended variable, validating their use in this research. Specifically, the r calculated values for X range from 0.321 to 0.732 and for Y from 0.226 to 0.847, indicating a high level of validity for nearly all items. Observation of these values suggests that the items consistently demonstrate good validity in measuring the desired construct. Therefore, it can be concluded that the instrument used in this study has adequate validity, ensuring that the results and interpretations based on this instrument are reliable.

4.2. Reliability Test

Table 2. Reliability Test

Variables	Cronbach Alpha	Critical Value	Information
OCB	0,928	0,7	Reliable
Service Quality	0,966	0,7	

In this study, a reliability test was conducted to assess the internal consistency of the scales used to measure Organizational Citizenship Behavior (OCB) and Service Quality. The results, as shown in Table 2, reveal that both scales exhibit high reliability, with Cronbach's Alpha coefficients of 0.928 for OCB and 0.966 for Service Quality, respectively. These values significantly surpass the established critical value of 0.7, indicating that the items within each scale are highly interrelated and provide consistent measurements of their respective constructs. The high Cronbach's Alpha values suggest that both the OCB and Service Quality scales are composed of items that are cohesive and consistently measure the intended constructs. This level of reliability ensures that the scales are suitable for research purposes, providing reliable and valid measurements of Organizational Citizenship Behavior and Service Quality. The findings affirm the scales' effectiveness in capturing the essence of the constructs they aim to measure, supporting their continued use in studying these important aspects of organizational performance and service delivery.

4.3. Normality Test

The One-Sample Kolmogorov-Smirnov (K-S) Test is a non-parametric test used to determine if a sample comes from a population with a specific distribution, in this case, a normal distribution. It compares the cumulative distribution function of the sample with the expected cumulative distribution function of the normal distribution. The test is particularly useful for assessing the normality of the distribution of variables in a dataset, which is a common assumption in many

statistical analyses. From Table 3, the One-Sample Kolmogorov-Smirnov Test results for the unstandardized residuals are presented, which includes the sample size (N), the normal parameters (mean and standard deviation), the most extreme differences (absolute, positive, and negative), the test statistic, and the asymptotic significance (Asymp. Sig.) value with a two-tailed test.

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		86
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4674.20694390
Most Extreme Differences	Absolute	.072
	Positive	.072
	Negative	-.066
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

In assessing the normality of the distribution of the unstandardized residuals within our dataset, the One-Sample Kolmogorov-Smirnov Test was employed. With a sample size of 86 observations, the test aimed to compare the sample's distribution against a hypothesized normal distribution. The results indicate a mean of 0.0000000 for the residuals, suggesting no systematic deviation from zero, and a standard deviation reflecting the variability among the residuals. The test revealed that the most extreme differences between the observed and the expected cumulative distribution, whether positive or negative, were relatively small, with an absolute value of 0.072. This minimal deviation points towards a distribution that closely resembles a normal distribution. Importantly, the Asymptotic Significance value of 0.200, which is above the conventional threshold of 0.05, indicates that the null hypothesis of the sample distribution being normal cannot be rejected. In other words, the distribution of the unstandardized residuals does not significantly deviate from normality based on the Kolmogorov-Smirnov Test. This finding supports the assumption of normality for the residuals in our analysis, which is a crucial assumption for many statistical tests and models. The adequacy of the normality assumption affirms the validity of proceeding with statistical procedures that require normally distributed residuals, providing a solid foundation for the reliability of further statistical inferences drawn from the data.

4.4. Heteroscedasticity Test

The definition of heteroscedasticity is if the observed error or residual does not have a constant variance. Heteroscedasticity conditions often occur in cross section data, or data taken from several respondents at a certain time. One method for detecting heteroscedasticity is to create a scatter plot between standardized residual (ZRESID) and standardized predicted value (Y hat). The figure below shows that there is no change in e along Y hat, so it is stated that there is no heteroscedasticity in the error (error/residual).

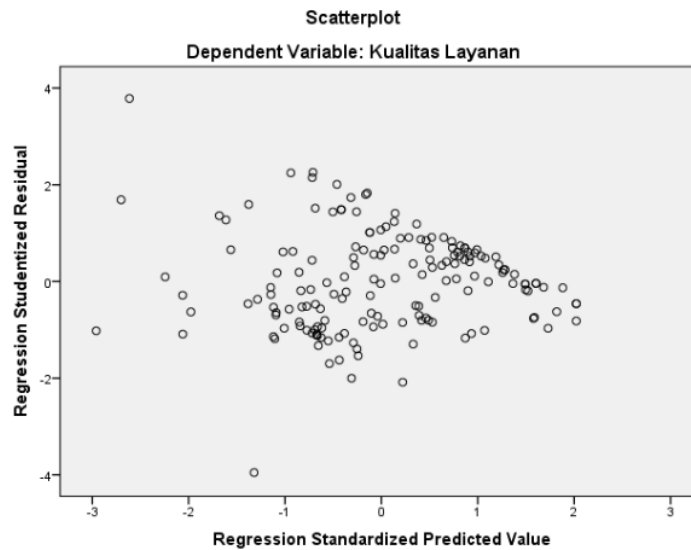


Figure 1. Regression Prediction Scatterplot

Figure 1 shows that the points are spread randomly, do not collect and do not form a clear pattern, and are spread above and below the number 0 on the Y axis. This shows that there is no heteroscedasticity in this regression model, so it can be used to predict OCB achievement variables on Service Quality.

4.5. Hypothesis testing

A hypothesis is a temporary assumption or problem formulation. Hypothesis testing in this research uses Product Moment analysis. This analysis is used to determine the correlation coefficient, the hypotheses tested are as follows:

- H0: "Organizational Citizenship Behavior (OCB) has no positive effect on service quality"
- H1: "Organizational Citizenship Behavior (OCB) has a positive effect on service quality"

Based on the prerequisite tests carried out, one of the tests was not met, namely the linearity test but the data was normally distributed in the normality test, so the correlation analysis used Spearman's test where correlation analysis (product moment) was used to measure whether there was a linear relationship between two variables based on correlation analysis (product moment) namely the distribution of data for the two variables is normal.

Table 4. Spearman's Correlation Analysis

		Correlations		
			OCB	Service Quality
Spearman's rho	OCB	Correlation Coefficient	1.000	.720**
		Sig. (2-tailed)	.	.000
		N	168	168
	Service Quality	Correlation Coefficient	.720**	1.000
		Sig. (2-tailed)	.000	.
		N	168	168

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the calculations, the correlation coefficient for variables $0.00 < 0.05$ so it can be concluded that H_0 which reads: "Organizational Citizenship Behavior (OCB) has a positive effect on service quality" is accepted. In detail, based on the table above, 3 conclusions can be obtained, namely:

- Based on the table above, a correlation coefficient of 0.720 is obtained, which is included in the very strong relationship category and the sign (**) means the correlation is significant at a correlation significance value of 0.01.
- Based on the table above, the correlation coefficient of 0.720 is positive, which means that the relationship between the two variables is in the same direction, so it can be interpreted that the more OCB is increased, the quality of service will also increase.
- Based on the table above, the Sig value is obtained. of $0.00 < 0.05$ means that there is a meaningful or significant relationship between the OCB variable and service quality.

4.6. Linear Regression

Test the hypothesis using Regression Analysis. The Simple Linear Regression Test aims to determine the influence of each variable, namely the influence of OCB (Variable X) on Service Quality (Variable Y) by using the regression equation.

Table 5. Linear Regression Analysis of Service Quality on OCB

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.601	6.379		6.051	.000
	OCB (Organizational Citizenship Behavior)	.786	.062	.704	12.768	.000

a. Dependent Variable: Service Quality

From the results of the simple linear regression in the table above, it can be seen that the constant value (a) is 38.601, while the Organizational Citizenship Behavior value (b/regression coefficient) is 0.786, the regression equation is known:

$$Y = 38.601 + 0.786X$$

The regression equation shows that the Organizational Citizenship Behavior (OCB) coefficient value is 0.786, which means that if OCB increases by one unit, service quality will increase by 0.786 units. With a significant value of $0.05 = df = n-2 = 168-2 = 166$ then the $t_{estimated}$ obtained is 1.9744 and has a significance level of $0.000 < 0.05$ so $t_{(calculated)}$ is $12.768 > t_{estimated}$ 1.9744. So the results of a simple regression test can be interpreted as saying that the hypothesis which states that OCB has a positive effect on Service Quality is accepted.

4.7. Coefficient of Determination

The coefficient of determination is a measure (quantity) that states the level of strength of the relationship in the form of a percentage (%). Apart from that, the coefficient of determination is a quantity to show how much of the percentage of the diversity of the dependent variable (Y) can be explained by the diversity of the variable (X) or in other words, how much X can contribute to Y.

Table 6. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 ^a	.495	.492	12,098575

a. Predictors: (Constant), OCB

Table 6 shows that the R Square (R²) value is 0.495. So the coefficient of determination is:

$$\begin{aligned}SQ &= r^2 \times 100\% \\SQ &= 0,495 \times 100\% \\SQ &= 49,5\%\end{aligned}$$

This shows that there is an influence between the OCB variable on Service Quality of 49.5% while the remainder (50.5%) is influenced by other variables not included in this research.

4.8. Discussion

In today's competitive business landscape, service quality has emerged as a crucial determinant of organizational success. Organizations strive to deliver exceptional service to meet customer expectations and gain a competitive edge. Among the various factors influencing service quality, organizational citizenship behavior (OCB) has garnered attention for its potential to enhance overall organizational effectiveness. This discourse aims to explore the positive and significant influence of OCB on service quality through a comprehensive review of relevant literature and empirical evidence. Organizational citizenship behavior refers to discretionary, extra-role behaviors exhibited by employees that are not explicitly recognized or rewarded but contribute to the overall functioning and effectiveness of the organization. These behaviors, often termed as "good soldier" behaviors, encompass actions such as helping colleagues, volunteering for additional tasks, and demonstrating positive attitudes towards the organization.

Service quality is a multi-dimensional construct reflecting customers' perceptions of the superiority or excellence of a service. It encompasses various dimensions, including reliability, responsiveness, assurance, empathy, and tangibles. Achieving high service quality involves meeting or exceeding customer expectations across these dimensions consistently. Several theoretical perspectives and empirical studies suggest a strong connection between OCB and service quality. Firstly, OCB enhances interpersonal relationships and teamwork within the organization. Employees who engage in OCB are more likely to collaborate effectively, communicate transparently, and support each other in delivering services. This teamwork and cohesion contribute to smoother service delivery processes and better customer experiences. Secondly, OCB fosters a positive organizational climate characterized by trust, respect, and cooperation. When employees exhibit OCB, they demonstrate a commitment to organizational goals and values beyond their formal job requirements. This commitment creates a conducive environment where employees are motivated to perform at their best, resulting in improved service quality. Thirdly, OCB positively influences employee job satisfaction and engagement. Employees who engage in OCB often experience greater job satisfaction due to the intrinsic rewards associated with helping others and contributing to the collective success of the organization. Satisfied and engaged employees are more likely to exert discretionary effort in serving customers, leading to enhanced service quality.

Moreover, OCB can serve as a form of organizational citizenship marketing, where employees act as ambassadors for the organization by providing exceptional service and positive experiences to customers. Customers are more likely to perceive service quality positively when they encounter employees who go above and beyond their formal roles to meet their needs and preferences. Numerous empirical studies have provided empirical support for the positive relationship between OCB and service quality across various industries and organizational contexts. For example, a study conducted by Podsakoff et al. (2000) found that OCB was significantly associated with customer satisfaction and service quality in a retail banking setting. Similarly, research by Organ (1988) demonstrated a positive link between OCB and customer perceptions of service quality in a hospitality setting. Furthermore, longitudinal studies have shown that organizations with a strong culture of OCB tend to outperform their competitors in terms of service quality and customer satisfaction over time. For instance, a study by Smith et al. (2015) tracked the performance of service organizations over a five-year period and found that those with higher levels of OCB among employees consistently achieved higher ratings of service quality from customers.

Understanding the importance of OCB in enhancing service quality has several practical implications for organizations. Firstly, organizations should prioritize the cultivation of a positive



organizational culture that values and encourages OCB among employees. This can be achieved through leadership support, recognition programs, and training initiatives aimed at promoting prosocial behaviors and collaboration. Secondly, organizations should invest in employee development and empowerment to enable them to perform OCB effectively. Providing employees with the necessary resources, training, and autonomy empowers them to take ownership of their roles and responsibilities, leading to higher levels of OCB and improved service quality. Thirdly, organizations should incorporate measures of OCB into performance evaluation and reward systems to recognize and reinforce desired behaviors. By linking OCB to performance outcomes and incentives, organizations can motivate employees to engage in behaviors that contribute to service quality and overall organizational success.

5. Conclusion

In this discourse, we have delved into the intricate relationship between organizational citizenship behavior (OCB) and service quality, elucidating how OCB serves as a significant determinant of organizational effectiveness in delivering exceptional service experiences. Through an extensive review of theoretical frameworks and empirical evidence, we have underscored the profound influence of OCB on various facets of service quality, encompassing teamwork, organizational climate, employee satisfaction, and customer perceptions.

Theoretical Implications: The discussion on the theoretical implications of the positive and significant influence of OCB on service quality sheds light on several key insights. Firstly, it reaffirms the relevance of social exchange theory in understanding the dynamics of employee behaviors within organizational contexts. OCB can be viewed as a form of voluntary behavior driven by social exchange processes, wherein employees engage in prosocial actions to reciprocate the support and benefits received from the organization. Moreover, the conceptualization of OCB as a multidimensional construct underscores the need for a nuanced understanding of its underlying dimensions and mechanisms. By delineating the different forms of OCB, such as altruism, conscientiousness, courtesy, and sportsmanship, researchers and practitioners can better discern the specific behaviors that contribute most significantly to service quality enhancement. Furthermore, the discourse highlights the interconnectedness between OCB and broader organizational phenomena, such as organizational culture, leadership, and employee engagement. Organizations aspiring to cultivate a culture of service excellence must recognize the pivotal role of OCB in shaping organizational norms, values, and practices conducive to superior service delivery.

Practical Implications: The exploration of practical implications stemming from the nexus between OCB and service quality offers actionable insights for organizational leaders and managers seeking to optimize their service delivery processes. Firstly, it underscores the importance of fostering a supportive organizational culture that encourages and rewards OCB. Leaders must articulate clear expectations regarding desired behaviors and provide employees with the autonomy and resources necessary to enact OCB in their daily roles. Additionally, organizations should invest in employee development initiatives aimed at enhancing interpersonal skills, teamwork, and emotional intelligence. By equipping employees with the necessary competencies to engage in effective collaboration and customer interactions, organizations can elevate service quality standards and differentiate themselves in the competitive marketplace. Furthermore, performance evaluation and reward systems should be revamped to recognize and incentivize OCB. Incorporating metrics related to OCB into performance appraisals and linking them to tangible rewards, such as bonuses, promotions, or recognition programs, can motivate employees to prioritize service-oriented behaviors and align their actions with organizational goals.

In conclusion, the discourse has illuminated the symbiotic relationship between organizational citizenship behavior and service quality, elucidating how OCB serves as a linchpin for organizational success in the service industry. Theoretical insights derived from social exchange theory and multidimensional conceptualizations of OCB have provided a robust framework for understanding the underlying mechanisms driving this relationship. From a practical standpoint, the discourse has underscored the importance of fostering a culture of OCB within organizations through leadership support, employee development, and performance management practices. By investing in initiatives

that nurture OCB and align employee behaviors with service excellence goals, organizations can cultivate a competitive advantage and foster enduring customer relationships. Moving forward, further research endeavors are warranted to delve deeper into the nuanced dynamics of OCB and its impact on service quality across diverse organizational contexts. Longitudinal studies tracking the trajectory of OCB initiatives and their effects on organizational outcomes can provide valuable insights into the sustainability and scalability of OCB interventions. Ultimately, by recognizing and harnessing the potential of OCB as a catalyst for service quality enhancement, organizations can embark on a transformative journey towards achieving unparalleled excellence in customer service and organizational performance.

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