

# The Effect of Human Resources Quality on Guests Loyalty of The Star Hotels in East Kalimantan Province - Indonesia

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## Abstract

The purpose of this study is to examine the impact of interpersonal trust, job satisfaction, and organizational commitment of front line employees on guest loyalty through organizational citizenship behavior and service quality in hotel industry. The conceptual framework of the study consists of the following constructs: interpersonal trust, job satisfaction, organizational commitment, organizational citizenship behavior, service quality, and guest loyalty. Moreover, 6 hypotheses were developed and tested. Pearson correlation and Cronbach Alpha were used to test the validity and reliability of measurements, while PLS was used in hypotheses testing. Data were collected from 460 guests who had recently visited a hotel and another 230 front-line employees such as receptionists, cashiers, bellboys, doormans, and telephone operators from 46 star hotels in East Kalimantan Province who completed the self-administered questionnaire.

The results of this study reveal that interpersonal trust has a significant effect on organizational citizenship behavior, job satisfaction has a significant effect on organizational citizenship behavior, organizational citizenship behavior significantly affects the service quality, and service quality has a significant effect on guest loyalty. In contrast, organizational commitment is unrelated to organizational citizenship behavior and organizational citizenship behavior is unrelated to guest loyalty. This study provides important support to the service-profit chain model. The study found that internal quality such as organizational citizenship behavior is a strong factor to build guest loyalty through service quality. While organizational citizenship behavior is strongly influenced by interpersonal trust and employees satisfaction. Conversely, organizational commitment fails to influence organizational citizenship behavior. The commitment of front-line hotel employees to the company is strongly determined by continuance commitment, where employees are committed to the company because of there is no more jobs they could find. In the other words, they have a strong barrier to exit from the company such as age barrier, opportunities barrier, and ability barrier.

**Keywords:** *Interpersonal Trust, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, Service Quality, Guest Loyalty*

## 1. INTRODUCTION

In the service industry, the company will win the competition from its competitor only if the services provided consistently can give satisfaction to its customers. Companies should always improve the service quality better than competing companies, and provide hope to customers as desired. Similarly with the hospitality industry, if the hotels want to compete, they must be able to provide the best service to their guests. Guests will feel satisfied and stay for a long time to enjoy the hotel services during their stay, if they are well served and their needs can be fulfilled during the stay. As the motto of the Ritz-Carlton hotel is "*we are ladies and gentlemen serving ladies and gentlemen*", or Nordstrom Rule: "*use your good judgment in all situations, there will be no additional rules*", these two mottoes illustrate how important a guest position is for a hotel company.

The growth of the hotel industry in Indonesia is expected to continue to increase significantly in the future. Many factors caused the growth, partly because it was supported by relatively stable economic growth factor of the country. National economic growth has increased from 4.88 percent in 2015 to 5.02 percent in 2016. Another contributing factor is the opening of business opportunities since the introduction of free trade relations, especially with China (Asean-China Free Trade Area) in early 2010, and the more political and security stability in Indonesia. This condition provides an opportunity for investors to invest in the hotel sector by building new hotels or by increasing the capacity of existing hotels. Data from the Central Bureau of Statistics (2017) recorded the growth of number of star hotels in Indonesia by 40.30% from 1,623 hotels in 2012, to 2,387 hotels in 2016. The number of guests also increased by 67.37% from 104,062 guests in 2012 to 174,168 guests by 2016.

The hotel's ability to generate profits is shown by the percentage of occupancy rate, which is calculated by comparing the number of rooms occupied with the total number of rooms. High percentage of room occupancy

rate is an indicator of company's success. The average occupancy rate of star hotels in Indonesia in 2012 to 2016 is 25% to 72%.

The company's competitive advantage lies in the ability to differentiate itself from competitors, which is based on intangible resources, while physical resources are easily imitated by competitors. Nice hotel rooms and facilities will be meaningless if the service employees were poorly behaved or not serving wholeheartedly. So the hotel guests overall will judge that the hotel service quality is low. The quality of the services that are valued by the guests make them return to use the hotel services someday. Guests are willing to tell the good things about the company, or even willing to recommend the hotel to their family and colleagues.

The role of employee services, especially those with high frequency of relationships with customers, will vary depending on the quality of employees of each star hotel. They are front-line employees namely receptionist, cashier, bellboy, roomboy, or telephone operator. Although their position is important and the observation results indicate that the average employee education is diploma, but they receives relatively small salary, and even some of them are contract workers.

From this phenomenon, the authors do research on star hotels by taking samples in East Kalimantan Province. The variables studied are the influence of interpersonal trust and job satisfaction as well as organizational commitment to the loyalty of hotel guests through organizational citizenship behavior and services quality of the employee.

## 2. LITERATURE REVIEW

Kotler and Keller (2009) state that maintaining a firm relationship with customers is something that should be done by management. Heskett *et al.* (1994) stated that maintaining long-term relationships with customers can be done through a service quality and employees approach. This is described in the service-profit chain model.

Lovelock and Wright (2002) state that employees have an important position in service companies, even declaring that employees are part of the service itself. The customer's perception of service quality is determined by how the quality of employee interaction with the customer during service transactions. Similarly, Kotler *et al.* (2002) state that when service transactions take place, then the good quality of service is very dependent on employees as service providers. Employee quality is indirectly formed through high interpersonal employee trust (Singh and Kailash, 2009), high employee job satisfaction (Saepung *et al.*, 2011), and strong employee commitment to the organization (Moorman and Harland, 2002).

The concept of the importance of employees in creating customer satisfaction and loyalty is also developed by Kotler and Keller (2009) in a holistic marketing model. Holistic marketing is a concept based on development, design, implementation, and marketing process that has high dependency value.

Castro *et al.* (2005) state that in the services marketing, the company's marketing promises to customers will be evidenced by the employee when delivering the services. If employees behave positively, good employee skills, as well as support of work equipment and appropriate technology, then the quality of the company's services will be good, so it can give satisfaction and make the customer loyal. Nelson and Cary (2007) state that one of the positive behaviors of employees at work is organizational citizenship behavior.

Koster and Karin (2006) state that employee performance is a combination of in-role behavior and extra-role behavior. In-role behavior is an employee action that is shown through the tasks that the company has set in the employee job description. The tasks must be done and the employee will get a formal award from the company.

Pate *et al.* (2012) suggest that interpersonal trust is the psychological state of a person in a company that is vulnerable or easy to accept positive expectations from the behavior of others. Poon *et al.* (2006) state that interpersonal trust is a hope that individuals or groups have that work, promises, or written statements of other individuals or groups are reliable.

Singh and Kailash (2009) in their study concluded that interpersonal trust has a significant effect on organizational citizenship behavior. While, Yoon and Jaebeom (2003) gave a different conclusion that the trust of superiors has no significant effect on organizational citizenship behavior.

Saepung *et al.* (2011), Ilies *et al.* (2010), Yoon and Jaebeom (2003), and Jahangir *et al.* (2006) concluded in each of their research that job satisfaction significantly influence organizational citizenship behavior. But it is different from Lee *et al.* (2006), Moorman and Harland (2002) whose stated that job satisfaction has no significant effect on organizational citizenship behavior.

Moorman and Harland (2002), Rifai (2005), Jahangir *et al.* (2006), Tsai-Yuan and Jui-Ying (2008), and Noor

(2009) stated that organizational commitment has significant effect on organizational citizenship behavior. Different results were found by Lee *et al.* (2006) who state that organizational commitment has no significant effect on organizational citizenship behavior.

The relationship between organizational citizenship behavior, service quality, and customer loyalty has been investigated by Martinez (2001), Castro *et al.* (2005), Bellou and John (2006), Yoon and Jaebeom (2003), Fen and Kew (2008), Bloemer *et al.* (1999), Kuruuzum and Koksai (2010), Al-Rousan *et al.* (2010), and Salazar *et al.* (2004). The conclusions generated by each researcher are inconsistent. Martinez (2001), Castro *et al.* (2004), Bellou and John (2006) state that organizational citizenship behavior significantly affects the services quality. While the results of research Castro *et al.* (2004) state that organizational citizenship behavior significantly influences customer loyalty.

Research on the relationship between service quality and customer loyalty gives the same relative conclusion. Service quality significantly affects customer loyalty. This is the conclusion of some researchers such as Fen and Kew (2008), Bloemer *et al.* (1999), Kuruuzum and Koksai (2010), and Al-Rousan *et al.* (2010). But a different opinion is expressed by Salazar *et al.* (2004), who state that service quality significantly influences intentions to recommending.

### 3. RESEARCH METHODS

This research is an explanatory research that explains the causality relationship between research variables. This study is also a conclusive study that tests hypotheses and relationships between variables, as well as performs quantitative analysis. This is also observational research, data collected by using questionnaire instrument as material for further analysis purposes.

The population in this study are all star hotels in East Kalimantan province which amounted to 2016 as many as 51 hotels including 1 to 5 star hotels. Those who have been in operation for over two years are 46 hotels, consisting of 2-5 star hotels, 15-4 star hotels, 13-3 star hotels, 7-2 star hotels and 9-1 star hotels. Considering that the population is small i.e., 46 hotels, the entire population is taken as a sample of the study. In other words, the research sample is taken by census or saturated samples.

Research respondents consisted of frontline employees and hotel guests. Front line employees are hotel employees who have a high frequency of relationships with guests, such as receptionist, cashier, doorman, bellboy, or telephone operator. The hotel's front line employee as the research respondent is a permanent employee or contractor of an existing star hotel in East Kalimantan Province and has been working for at least 2 years in the same position. Front line employees who are research respondents will answer the list of the questions, related to their perceptions of interpersonal trust variables, job satisfaction, organizational commitment, and organizational citizenship behavior.

The hotel guest criteria used as research respondents are the star hotel guests in the East Kalimantan Province who are staying, and have stayed at least 1 time at the hotel, and are over 18 years of age and at their own expense or desire. Hotel guests who are research respondents will answer a list of questions related to their perception of hotel service quality and hotel guest loyalty.

In each hotel, it is determined 5 front line employees and 10 hotel guest as respondents, so there are 15 respondents in one hotel. Since the total number of hotels used as the study sample is 46 hotels, the total number of respondents is 690 respondents, consisting of 230 front line employees and 460 respondents of hotel guests.

The questionnaire responses filled by the front line employee respondents will be calculated on average for each hotel. Similarly, the answer questionnaire data filled by the respondents hotel guests. The average of these answers will be the data representing each sample of the study.

#### 3.1 Research Variables

The research variables consist of latent variables, namely interpersonal trust, job satisfaction, organizational commitment, organizational citizenship behavior, service quality, and guest loyalty. From the pattern of causality relationship, the latent variables of the study consist of exogenous variables, endogen intervening, and endogenous. Exogenous variables are interpersonal trust ( $X_1$ ), job satisfaction ( $X_2$ ), and organizational commitment ( $X_3$ ). Endogen intervening is organizational citizenship behavior ( $Y_1$ ) and service quality ( $Y_2$ ). Endogenous variable is customer loyalty ( $Y_3$ ).

### 3.2 Research Instruments

The instruments used to measure the six latent variables of research are interpersonal trust, job satisfaction, organizational citizenship behavior, service quality, organizational commitment, and guests loyalty, which can be seen in Table 1.

**Table 1. Research Instruments**

| Variables  | Indicator   | Number of Questions |
|--|---|---------------------|
| <b>Interpersonal Trust (X<sub>1</sub>)</b>                 | 1. Belief on direct supervisor (X <sub>1,1</sub> )        | 3                   |
|  | 2. Belief on co-workers (X <sub>1,2</sub> )               | 2                   |
|  | <b>Number of Questions</b>                                | <b>5</b>            |
| <b>Job Satisfaction (X<sub>2</sub>)</b>                    | 1. Satisfaction for job (X <sub>2,1</sub> )               | 1                   |
|  | 2. Satisfaction for reward (X <sub>2,2</sub> )            | 1                   |
|  | 3. Satisfaction for carrier promotion (X <sub>2,3</sub> ) | 1                   |
|  | 4. Satisfaction on the supervision (X <sub>2,4</sub> )    | 1                   |
|  | 5. Satisfaction to co-workers (X <sub>2,5</sub> )         | 1                   |
|  | <b>Number of Questions</b>                                | <b>5</b>            |
| <b>Organizational Commitment (X<sub>3</sub>)</b>           | 1. Affective commitment (X <sub>3,1</sub> )               | 4                   |
|  | 2. Continuance commitment (X <sub>3,2</sub> )             | 2                   |
|  | 3. Normative commitment (X <sub>3,3</sub> )               | 3                   |
|  | <b>Number of Questions</b>                                | <b>9</b>            |
| <b>Organizational Citizenship Behavior (Y<sub>1</sub>)</b> | 1. Altruism behavior (Y <sub>1,1</sub> )                  | 3                   |
|  | 2. Councientiousness behavior (Y <sub>1,2</sub> )         | 2                   |
|  | 3. Sportmanship behavior (Y <sub>1,3</sub> )              | 1                   |
|  | 4. Courtesy behavior (Y <sub>1,4</sub> )                  | 1                   |
|  | 5. Civic-virtue behavior (Y <sub>1,5</sub> )              | 2                   |
|  | <b>Number of Questions</b>                                | <b>9</b>            |
| <b>Service Quality (Y<sub>2</sub>)</b>                     | 1. Responsiveness (Y <sub>2,1</sub> )                     | 2                   |
|  | 2. Assurance (Y <sub>2,2</sub> )                          | 1                   |
|  | 3. Tangible (Y <sub>2,3</sub> )                           | 2                   |
|  | 4. Emphaty (Y <sub>2,4</sub> )                            | 1                   |
|  | 5. Reliability (Y <sub>2,5</sub> )                        | 1                   |
|  | <b>Number of Questions</b>                                | <b>7</b>            |
| <b>Guests Loyalty (Y<sub>3</sub>)</b>                      | 1. Repurchase intentions (Y <sub>3,1</sub> )              | 1                   |
|  | 2. Positive word of mouth (Y <sub>3,2</sub> )             | 1                   |
|  | 3. Price sensitivity (Y <sub>3,3</sub> )                  | 1                   |
|  | <b>Number of Questions</b>                                | <b>3</b>            |

### 3.3 Inferential Statistics Analysis

Data analysis model is used to test the structured relationship among variables, according to the problem and the conceptual framework proposed. The analysis technique used is the partial least squares model using SmartPLS software.

The design of the structural model of the relationship among latent variables in the PLS is based on the formulation of the problem or hypotheses proposed in this study. The structural model to be analyzed can be seen in Figure 1.

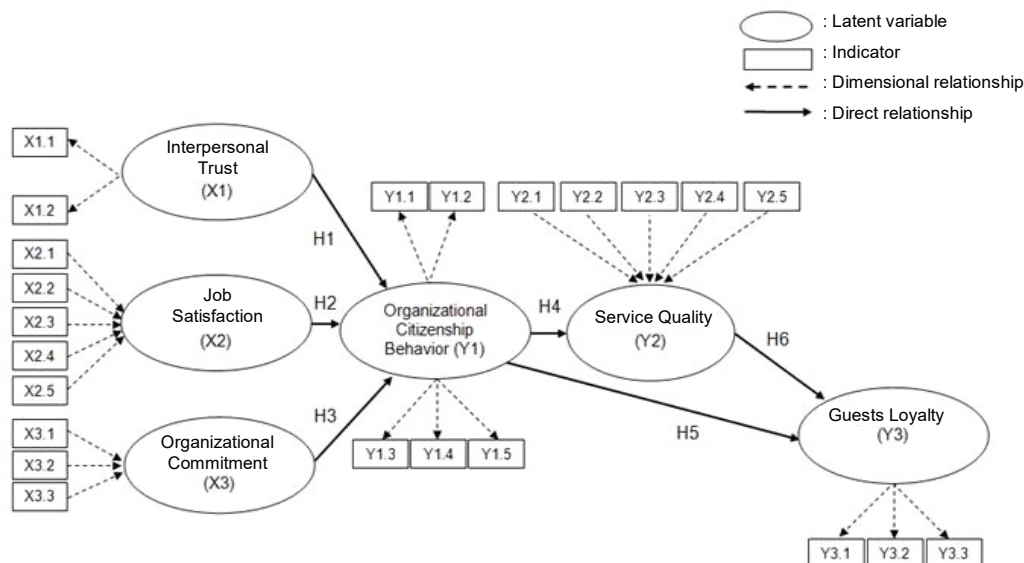


Figure 1. Conceptual Framework

#### 4. RESEARCH FINDINGS

##### 4.1 Goodness of Fit Model

The examination of goodness of fit in PLS analysis can be seen from predictive-relevance ( $Q^2$ ). The value of  $Q^2$  is calculated based on  $R^2$  value of each endogenous variable, that is: (1) Organizational citizenship behavior ( $Y_1$ ),  $R^2 = 0.390$ ; (2) Service quality ( $Y_2$ ),  $R^2 = 0.423$ ; and (3) Guests loyalty ( $Y_3$ ),  $R^2 = 0.630$ . The predictive-relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R_1^2) \times (1 - R_2^2) \times (1 - R_3^2)$$

$$Q^2 = 1 - (1 - 0.390) \times (1 - 0.423) \times (1 - 0.630)$$

$$Q^2 = 0.8698$$

Predictive-relevance ( $Q^2$ ) = 86.98%, so the model has a good predictive value.

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

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

**Table 2. Outer Loading**

| Variable                                      | Indicator | Outer Loading | Indicator mean | Variable mean |
|---|-----------|---------------|----------------|---------------|
| Interpersonal Trust ( $X_1$ )                 | $X_{1,1}$ | <b>0.919</b>  | 3.828          | 3.823         |
|   | $X_{1,2}$ | 0.895         | 3.817          |               |
| Job Satisfaction ( $X_2$ )                    | $X_{2,1}$ | 0.684         | 3.591          | 3.700         |
|   | $X_{2,2}$ | 0.327         | 3.730          |               |
|   | $X_{2,3}$ | 0.393         | 3.604          |               |
|   | $X_{2,4}$ | 0.314         | 3.678          |               |
|   | $X_{2,5}$ | <b>0.850</b>  | 3.896          |               |
| Organizational Commitment ( $X_3$ )           | $X_{3,1}$ | 0.900         | 3.449          | 3.515         |
|   | $X_{3,2}$ | <b>0.964</b>  | 3.619          |               |
|   | $X_{3,3}$ | 0.497         | 3.477          |               |
| Organizational Citizenship Behavior ( $Y_1$ ) | $Y_{1,1}$ | <b>0.866</b>  | 3.797          | 3.655         |
|   | $Y_{1,2}$ | 0.766         | 3.770          |               |
|   | $Y_{1,3}$ | 0.849         | 3.680          |               |
|   | $Y_{1,4}$ | 0.673         | 3.430          |               |
|   | $Y_{1,5}$ | 0.498         | 3.598          |               |
| Service Quality ( $Y_2$ )                     | $Y_{2,1}$ | 0.913         | 3.879          | 3.809         |
|   | $Y_{2,2}$ | <b>0.930</b>  | 3.848          |               |
|   | $Y_{2,3}$ | 0.916         | 3.880          |               |
|   | $Y_{2,4}$ | 0.850         | 3.707          |               |
|   | $Y_{2,5}$ | 0.827         | 3.730          |               |
| Guests Loyalty ( $Y_3$ )                      | $Y_{3,1}$ | 0.908         | 3.689          | 3.509         |
|   | $Y_{3,2}$ | 0.885         | 3.663          |               |
|   | $Y_{3,3}$ | <b>0.912</b>  | 3.174          |               |

Based on Table 2, the most dominant indicator according to the respondent's perception is Interpersonal Trust ( $X_1$ ), with average indicator value 3.823. The front line employee's trust toward direct superior ( $X_{1,1}$ ) has value 3.828, it means that respondents have good enough perception.

The most important job satisfaction indicator ( $X_2$ ) according to the respondent's perception is satisfaction to co-workers ( $X_{2,5}$ ), with mean score 3.890. The most important indicator of organizational commitment ( $X_3$ ) according to the respondent's perception is the continuance commitment ( $X_{3,2}$ ), with mean score = 3.62.

The most important indicator of organizational citizenship behavior ( $Y_1$ ) according to the respondent's perception is altruism behavior ( $Y_{1,1}$ ) with mean score = 3.80. The most important service quality indicator ( $Y_2$ ) according to the respondent's perception is assurance ( $Y_{2,2}$ ), with mean score = 3.85. The most important loyalty indicator ( $Y_3$ ) according to the respondent's perception is price sensitivity ( $Y_{3,3}$ ), with mean score = 3.17.

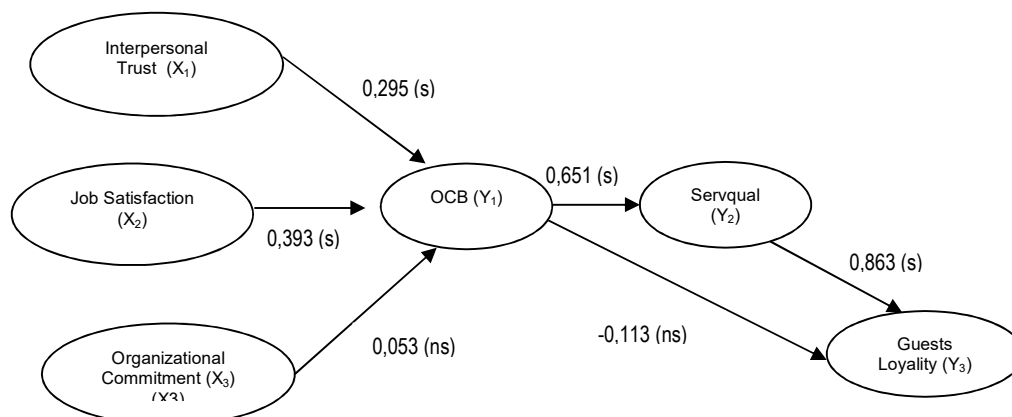
### 4.3 Hypotheses Testing Results

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

**Table 3. Hypothesis Testing Results for Direct Influence**

| Variables Relationship                        |   | Path Coefficient | p-value | Remarks       |
|---|---|------------------|---------|---------------|
| Interpersonal Trust ( $X_1$ )                 | Organizational Citizenship Behavior ( $Y_1$ ) | 0.295            | 0.007   | Significant   |
| Job Satisfaction ( $X_2$ )                    | Organizational Citizenship Behavior ( $Y_1$ ) | 0.393            | 0.002   | Significant   |
| Organizational Commitment ( $X_3$ )           | Organizational Citizenship Behavior ( $Y_1$ ) | 0.053            | 0.507   | Insignificant |
| Organizational Citizenship Behavior ( $Y_1$ ) | Service Quality ( $Y_2$ )                     | 0.651            | <0.001  | Significant   |
| Organizational Citizenship Behavior ( $Y_1$ ) | Guests Loyalty ( $Y_3$ )                      | -0.113           | 0.181   | Insignificant |
| Service Quality ( $Y_2$ )                     | Guests Loyalty ( $Y_3$ )                      | 0.863            | <0.001  | Significant   |

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



Remarks: s = significant ; ns = not significant

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

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

- 1) Interpersonal trust has a significant effect on organizational citizenship behavior of star hotel front line employees in East Kalimantan Province. The test results using PLS get direct path coefficient value of 0.295 with  $p = 0.007$ . The higher interpersonal trust can improve the organizational citizenship behavior of front line star hotel employees in East Kalimantan Province.
- 2) Job satisfaction significantly influences the organizational citizenship behavior of front line employees of star hotels in East Kalimantan Province. The test results using PLS get direct path coefficient value of 0.393 with  $p = 0.002$ . The higher job satisfaction can increase organizational citizenship behavior of star hotel front line employees in East Kalimantan Province.
- 3) Organizational commitment has no significant effect on organizational citizenship behavior of star hotel front line employees in East Kalimantan Province. The test results using PLS get direct path coefficient value of 0.053 with  $p = 0.507$ . An increasingly strong organizational commitment can not increase or decrease the organizational citizenship behavior of frontline hotel employees in East Kalimantan Province.
- 4) Organizational citizenship behavior of front line employees has a significant effect on the quality of star hotel services in East Kalimantan Province. The test results using PLS get direct path coefficient value of 0.651 with  $p < 0.001$ . The higher organizational citizenship behavior of front line employees can improve the service quality of star hotels in East Kalimantan Province.
- 5) The organizational citizenship behavior of front line employees has no significant effect on the hotel guests loyalty in East Kalimantan Province. The test results using PLS get direct path coefficient value of -0.113 with  $p = 0.181$ . The higher organizational citizenship behavior of front line employees can not increase or decrease the star hotel guests loyalty in East Kalimantan Province.
- 6) The service quality significantly affects the loyalty of hotel guests in East Kalimantan Province. The test results using PLS get direct path coefficient value of 0.863 with  $p < 0.001$ . The higher service quality can increase the loyalty of hotel guests in the province of East Kalimantan.

## 5. DISCUSSION

### 5.1 The Influence of Interpersonal Trust ( $X_1$ ) on Organizational Citizenship Behavior ( $Y_1$ )

The results showed that employees' interpersonal trust to direct supervisors and co-workers is quite high. Employees will be motivated to behave positively in working with groups. The positive behavior is demonstrated by high tolerance to help co-workers, high attendance at work, willing to sacrifice for the benefit of larger groups, respect for others and do not creating problems or conflicts with colleagues, and take an active role in the company so knowing about the company better than other employees. If many

employees behave positively in the company, then the company's performance will increase and customers can be served better. Such behavior is good behavior and is a concept of organizational citizenship behavior.

This results support theoretical studies of Sztompka (2003). High employee confidence in other individuals in the workgroup will make them free, because they are not suspected so their movements do not need to be constantly monitored. This freedom will be utilized by employees for positive things in the work group. When the belief in others has grown within the individual, the individual will be free of suspicion, anxiety, and necessity to monitor and control every act of a trusted person, so that the person has the freedom and courage to utilize all his or her ability to innovate in achieving the organizational goals.

If the trust continues to grow, it will create mutualistic trust among individuals that will make the organization become conducive and organizational performance becomes higher. Conversely, in low trust situations, there will be doubts in interaction among employees, so their behavior tends to be very careful in acting, there is a high sense of suspicion that must constantly conduct supervision. Under these circumstances, individuals tend to protect themselves against risks so that they act defensively, and are reluctant to innovate, and tend to follow a safe routine. This Sztompka opinion can be interpreted that with high interpersonal trust, the employees are motivated to run organizational citizenship behavior.

This results support the study of Singh and Kailash (2009) who concluded that the development of trust at the interpersonal level may be used as a strategy to motivate the employees to engage in extra role behaviors.

## **5.2 The Influence of Job Satisfaction ( $X_2$ ) on Organizational Citizenship Behavior ( $Y_1$ )**

From the predictor of organizational citizenship behavior, it was found that job satisfaction variable gave the strongest influence toward the development of organizational citizenship behavior of front line employees. The results of this analysis support the theoretical study of Robbins and Timothy (2011). Employees with high job satisfaction will engage in positive behaviors within the working group (1) defend and speak positively about the organization, (2) love helping co-workers, and (3) voluntarily work beyond their main tasks without expecting rewards. These three behaviors are good behavior and the main concepts of organizational citizenship behavior.

The results of this study support the results of Yoon and Jaebeom (2003), Jahangir *et al.* (2006); Saepung *et al.* (2011), and Ilies *et al.* (2010), who state that job satisfaction has a significant positive effect on the organizational citizenship behavior, with the direction of a positive relationship. However, partial testing of the organizational citizenship behavior dimension results in different conclusions. Job satisfaction has significant effect on civic-virtue and sportmanship behavior, but insignificant to altruism behavior. It is not in accordance with Lee *et al.* (2006) who state that job satisfaction has no significant effect on organizational citizenship behavior.

## **5.3 The Influence of Organizational Commitment ( $X_3$ ) on Organizational Citizenship Behavior ( $Y_1$ )**

The results of this study support Lee *et al.* (2006) stating that the strong commitment of employees to the organization does not make employees willing to volunteer to work beyond the main tasks without expecting formal rewards from the company.

Allen and Meyer (1990) stated that an employee is anxious to survive part of the company because they want it, because they need it, and because they feel they have a responsibility to the organization so they have to do it. Luthans (2008) states that a strong employee commitment to the organization will create good employees in groups such as fond of helping co-workers.

The result of this study is not in accordance with Jahangir *et al.* (2006) and Moorman and Harland (2002).

## **5.4 The Influence of Organizational Citizenship Behavior ( $Y_1$ ) on Service Quality ( $Y_2$ )**

The study results support Castro *et al.* (2004), Martinez (2001), Yoon and Jaebeom (2003) who state that organizational citizenship behavior of employees has a significant effect on service quality. Employees who have positive behavior in the workgroup will create harmonious working relationships within the workgroup so they are liked by colleagues and customers, and will improve organizational performance by improving the quality of service to customers.

Martinez (2001) states that employees who always practice organizational citizenship behavior in work groups can encourage strong team work and create harmonious relationships among colleagues and superiors.



Ultimately this behavior creates good employees and willingness to help each other to deliver more services quality to customers. It will reduce the diversity of service quality and create a good image of customers to the company.

### **5.5 The Influence of Organizational Citizenship Behavior ( $Y_1$ ) on Guests Loyalty ( $Y_3$ )**

Employees who practice organizational citizenship behavior can lower the level of hotel guest loyalty. This refers to one of the nature of services that is inseparable between the service with the meritor. Hotel guests staying at the hotel are not solely looking to spend time sleeping which is a generic function of hotel rooms, but also attached to emotional functions, prestige, comfort and privacy.

With the increasing organizational citizenship behavior of hotel employees, one of the functions that hotel guests consider important is privacy. The hotel guest who has been a customer of a hotel and served by the same person before, becomes uncomfortable and unhappy when replaced by other employees, as the guests get customized to the employees who have served them. This is not in accordance with Castro *et al.* (2004) who state that organizational citizenship behavior of employees has a significant effect on customer loyalty.

### **5.6 The Influence of Service Quality ( $Y_2$ ) on Guests Loyalty ( $Y_3$ )**

The results of this research is in accordance with Fen and Kew (2008) who state that service quality has a significant effect on customer loyalty. Bloemer *et al.* (1999) state that the influence of service quality to customer loyalty varies depending on the object of the research.

For customer loyalty in entertainment services, word of mouth is significantly influenced by responsiveness and tangibles in service quality, while repurchase intention is significantly affected reliability, responsiveness and tangible. In the food industry, word of mouth and repurchase intention are influenced by assurance and empathy. While Salazar *et al.* (2004) state that service quality has no significant effect on intentions to recommend.

## **6. CONCLUSION AND RECOMMENDATION**

From the discussion of research results, can be concluded as follows:

- 1) The higher interpersonal trust can improve the organizational citizenship behavior of front line star hotel employees in East Kalimantan Province.
- 2) The higher job satisfaction can increase organizational citizenship behavior of star hotel front line employees in East Kalimantan Province.
- 3) Organizational commitment has no significant effect on organizational citizenship behavior of star hotel front line employees in East Kalimantan Province.
- 4) The higher organizational citizenship behavior of front line employees can improve the service quality of star hotels in East Kalimantan Province.
- 5) The organizational citizenship behavior of front line employees has no significant effect on the hotel guests loyalty in East Kalimantan Province.
- 6) The higher service quality can increase the loyalty of hotel guests in the province of East Kalimantan.

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

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