



Testing of Management Commitment as Antecedent of Prosocial Service Behavior with Job Satisfaction as Mediating Variable

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Abstract: The sustainability of the organization depends on customer satisfaction in the long term. The value of this satisfaction will be a challenge as well as an opportunity for organizations engaged in services, not least in the world of universities. The performance of frontline employees services at a university becomes one of the main factors of consideration of students and their parents as key stakeholders in every university. A university must realize their values as their social responsibility while maintaining its competitive power in the formal education service industry at the highest level. To that end, a university's top management must have strong commitment in creating optimal services for its customers. This commitment must be accompanied by the ability and willingness of the frontline employees as the spearhead of the organization's performance in providing services. This study aims to analyze the linkages among prosocial service behavior, job satisfaction, and management commitment to service quality. Respondents in this study were the administrative and academic staffs in one of private Indonesian university. The analytical method used is path analysis. The conclusion of this study is that although job satisfaction is as a mediating variable but the influence of management commitment toward prosocial service behavior is greater if not pass job satisfaction. It can be concluded that job satisfaction weakens the influence of management commitment to prosocial service behavior.

Key Words: Management Commitment, Prosocial Service Behavior, and Job Satisfaction

1. INTRODUCTION

Given the potential for success in the education industry, competition for the development of universities becomes inevitable, both in terms of quantity and quality. The emergence of some new players (who already exist and who will exist) seemed to be a trigger for every university to fix the quality, beyond just the responsibility to its customers. How well the assessment done by the students will be 'marketing investment' for the university they entered. The consistency of the university's positive image in the view of its students

will be a continuous value added not only for the present, but also for future customers. In other words, how well the graduates will evaluate the educational services they get will greatly contribute to the longevity of the university in the dynamics of long-term competition.

The performance of university service is largely determined by the quality of service delivery provided to its customers. One of the internal stakeholders who play an important role in the delivery of this service is frontline employees. They are the staffs who provide academic and administrative services to the students as the main external stakeholders of the university. The service of academic staffs have a significant contribution to the value creation of students' satisfaction. Related to that, excellent service performance is the main competitive commodity of university's advantage. The main responsibility for achieving that performance is at the top management of the university. The management of a university must have a commitment to facilitate the realization of excellent academic and administrative service delivered by the employees who are at the front of the service chain. This commitment can be achieved through various human resource management functions, of which two, are training and development, and compensation (Mondy and Noe, 2005).

Academic and administrative staffs will be willing to provide the best service to their students if the main leaders of a university care about the quality of their work life. This is called 'contagious treatment', employee satisfaction creates customer satisfaction. Thus, the positive behavior of employees in providing services will depend on the commitment of the top management in supporting the creation of a positive service climate, which starts from the service to its employees, which will lead to the quality of service received by its customers.

2. LITERATURE REVIEW & HYPOTHESIS

To provide the best service to its customers, top management in the organization must take action. Organizations should implement programs that will not only improve frontline employees' capabilities, but also motivate them to be willing to provide full-hearted service to both external customers and internal customers. Some researchers have formulated and proved five factor requirements related to the realization of management's commitment to quality of service, such as the availability of qualified technology, paternalistic support from leaders, fair rewards, presence of opportunities for growth, and employee training programs (Zhou and George, 2001, Schalker *et al.*, 2001 in Tavitiyaman, 2004; Babakus, Yavas, Karatepe, and Avci 2003; Heskett, Sasser, and Schlesinger, 1997, Lytle, Hom, and Mowka, 1998, Lytle and Timmerman, 2005, Singh, 2000, Thoits, 1995 in Ashill, Rod, and Carruthers, 2008).

The existence of these five factors are expected to create an organizational climate that can encourage the enthusiasm of frontline employees in doing their work. Employees who are working in a supportive organizational environment will have positive feelings about their work because they believe organizations care about their comfort and performance (Robbins and Judge, 2013). In the end, employees who feel themselves cared by the organization will give a chain reaction in the form of giving positive treatment to every party within their work.

Job satisfaction has many serious positive impacts for the organization. Frontline employees who have high job satisfaction will show the behavior of prosocial services internally and externally. Employees who get satisfaction in doing their work will be more willing to cooperate, discuss, and provide assistance

to their colleagues in doing work related to service delivery. Friendly and fast service, also sensitive to customer needs become employee service profile that has positive perception about the service it does (Robbins and Judge, 2013). Ultimately, management commitment to service quality impacts the dynamics of positive frontline employee interaction with each party within their service circle.

Management commitment to the quality of service consisting of training, empowerment, compensation, organizational support, and technology, have a positive effect on job satisfaction and job satisfaction have positive effect on prosocial service behavior (extra service and cooperation). The better the employees' perception of training, empowerment, compensation, organizational support, and technology, the higher their level of job satisfaction, and at the end will ultimately lead to the higher intensity of extra service and cooperation they demonstrate. The optimal performance of prosocial services will be in line with the optimal role of management commitment on the quality of service in realizing employee's job satisfaction. The focus of top management that proactively provides services, both to frontline employees and their customers will provide a mutually beneficial effect for all parties. Employees will be satisfied with the work and the organization's treatment to them. Customers will be satisfied with the performance of frontline employees as an extension and service representative of the organization. In the long run, investment of management commitment to service quality leads to positive synergies from and to every stakeholders.

Based on the above exposures, the hypotheses to be tested are as follows.

H1: Management commitment has direct effect on prosocial service behavior

H2: Management commitment has an effect on prosocial service behavior with job satisfaction as mediating variable

3. RESEARCH METHODS

3.1. Population and Sample of Research

The population in this study are all staff who provide administrative and academic services (except lecturers) in one of private Indonesian university. Sampling technique in this research is probability sampling with simple random sampling. Simple random sampling is a sampling technique that is done randomly and simply (Sekaran, 2003). The samples obtained are 171 respondents.

3.2. Operational Definition of Variables

Several variables in this study as follows.

1. Independent Variable: Training was measured using three statement items adapted from the questionnaire developed by Babakus *et al.* (2003) and Boshoff and Allen (2000) in Tavitiyaman (2004). Empowerment was measured using four statement items adapted from the questionnaire developed by Hayes (1994) in Ashill, Rod, and Carruthers (2008). Compensation was measured using three statement items adapted from the questionnaire developed by Lytle *et al.* (1998) in Ashill, Rod, and Carruthers (2008). Organizational support was measured using three statement items adapted from the questionnaire developed by Bell, Menguc, and Stefani (2004) in Ashill, Rod, and Carruthers (2008). The technology was measured using four statement items adapted from the questionnaire developed by Lytle *et al.* (1998) in Ashill, Rod, and Carruthers (2008).

2. Dependent Variable: Extra services were measured using three statement items adapted from the questionnaire developed by Bettencourt and Brown (1997) in Tavitiyaman (2004) and Podsakoff *et al.* (1990) in Tavitiyaman (2004). Cooperation was measured using three statement items adapted from the questionnaire developed by Bettencourt and Brown (1997) in Tavitiyaman (2004) and Podsakoff *et al.* (1990) in Tavitiyaman (2004).
3. Mediating Variable: Job satisfaction was measured using four statement items adapted from the questionnaire developed by Lucus, Babakus, and Ingram (1990) in Tavitiyaman (2004).

3.3. Data Analysis Methods

Before performing the hypothesis test, there are several preliminary tests of validity test, reliability test, and normality test. The hypothesis test uses path analysis which is a technique to analyze the causal relationship that occurs in multiple regression if the independent variable influences the dependent variable not only directly but also indirectly (Retherford, 1993 in Hair *et al.*, 2006). All testing in this study using SPSS for Windows version 18.

4. RESULTS AND IMPLICATIONS

In this section will be presented the results of validity, reliability, normality, and path analysis test.

4.1. Validity Test Results

Testing of validity in this research is done by making correlation score on items with total item score. The item's score is considered as the value of x , while the total score is considered as the value of y . If the item score has a significant positive correlation ($r \geq 0.5$ with p value ≤ 0.05), it can be used as an indicator to measure that variable (Hair, Black, Babin, Anderson, and Tathan, 2006).

Table 1
Validity Test Results

<i>Items</i>	<i>r</i>	<i>Sig.</i>	<i>Interpretation</i>	<i>Items</i>	<i>r</i>	<i>Sig.</i>	<i>Interpretation</i>
P1	.513**	.000	Valid	P13	.646**	.000	Valid
P2	.487**	.000	Valid	P14	.673**	.000	Valid
P3	.565**	.000	Valid	P15	.685**	.000	Valid
P4	.406**	.000	Valid	P16	.695**	.000	Valid
P7	.429**	.000	Valid	P17	.665**	.000	Valid
P8	.511**	.000	Valid	P18	.953**	.000	Valid
P9	.663**	.000	Valid	P19	.956**	.000	Valid
P10	.611**	.000	Valid	P25	.953**	.000	Valid
P11	.740**	.000	Valid	P26	.947**	.000	Valid
P12	.640**	.000	Valid				

Based on Table 1, it is known that all valid statement items except P5, P6, P20, P21, P22, P23, P24, and P27.

4.2. Reliability Test Results

Reliability test results shown by the value of Cronbach's Alpha which shows the reliability of inter-item consistency or test the consistency of respondents in answering all items. Interpretations of reliability by Sekaran (2003) that is Cronbach's Alpha value less than 0.6 means bad reliability; Cronbach's Alpha values ranging from 0.7 to 0.8 means acceptable or good reliability, and Cronbach's Alpha values greater than 0.8 means excellent reliability.

Table 2
Reliability Test Results

<i>Items</i>	<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha if Item Deleted</i>	<i>Interpretation</i>
Management Commitment	.872		Reliable
P1		.869	
P2		.870	
P3		.866	
P4		.872	
P7		.872	
P8		.868	
P9		.861	
P10		.865	
P11		.856	
P12		.862	
P13		.862	
P14		.860	
P15		.860	
P16		.859	
P17		.861	
Job Satisfaction	.903		
P18		. ^a	
P19		. ^a	
Prosocial Service Behavior	.891		
P25		. ^a	
P26		. ^a	

Based on Table 2, can be seen all reliable variables due to Cronbach's Alpha \geq 0.5 and Cronbach's Alpha if item deleted \geq Cronbach's Alpha, except P5, P6, P20, P21, P22, P23, P24, and P27.

4.3. Normality Test Results

To detect data normality, the researchers used Kolmogorov Smirnov's test of residual values (Hair *et al.*, 2006). Hair *et al.* (2006) states that a research data can be said normal if the amount of residual per variable

resulting from any influence of independent variables on dependent, more than the value of significance set.

Table 3
Normality Test Results
 One-Sample Kolmogorov-Smirnov Test

		<i>Unstandardized Residual</i>
N		171
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.57204282
Most Extreme Differences	Absolute	.100
	Positive	.068
	Negative	-.100
Kolmogorov-Smirnov Z	1.306	
Asymp. Sig. (2-tailed)	.066	

Based on Table 3, the value of sig., which is obtained, is 0.066 e^{TM} 0.05. It can be concluded that the data in this study is normal.

4.4. Path Analysis Test Results

To examine the effect of intervening/ mediating variables, path analysis is used. The path diagram provides explicit causal relationships between variables based on theory.

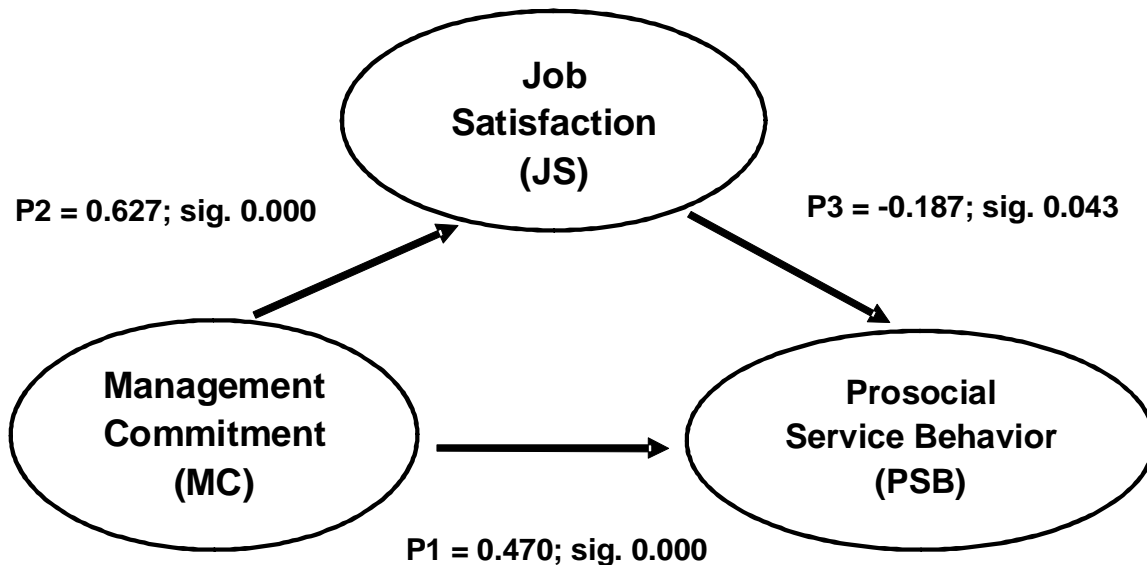


Figure 1: Path Analysis Model

Based on Figure 1, can be tested the following hypotheses.

Hypothesis 1

1. Research Hypotheses:

H₁: Management commitment has a direct effect on prosocial service behavior

2. Alpha (α) used is 5% (0.05)

3. Level of Significance (Sig.) equals 0.000

4. Interpretation which is sig. = 0.000 < 0.05, means H₁ accepted

5. Conclusion is H₁ accepted, it means management commitment directly affect prosocial service behavior. This result supports the research of Abomaleh and Zahari (2015); Azadehleh, Chegini, and Delshad (2013); Masoud and Hmeidan (2013); Ahari, Mehrabi, Far, and Samangoeei (2012); and Cojocar (2011).

Hypothesis 2

1. Research Hypothesis:

H₁: Management commitment has an effect on prosocial service behavior with job satisfaction as mediating variable

2. Alpha (α) used is 5% (0.05)

3. Level of Significance (Sig.) equals 0.043

4. Interpretation which is sig. = 0.043 < 0.05, means H₁ accepted

Conclusion is H₁ accepted, it means Management commitment has an effect on prosocial service behavior with job satisfaction as mediating variable.

5. This result supports the research of Pourkiani and Tanabandeh (2016); To, Martin, and Yu (2015); Garjami, Tehrani, and Fakhimi (2012); Cheung and To (2010); Ashill, Rod, and Carruthers (2008); Tavitiyaman (2004); and Babakus *et al.* (2003).

Based on Figure 1, we can make the following equations:

$$\text{Direct influence of MC to PSB} = P_1 \quad (1)$$

$$\text{Indirect influence of MC to JS to PSB} = P_2 \times P_3 \quad (2)$$

$$\text{Total influence} = P_1 + (P_2 \times P_3) \quad (3)$$

$$\text{Direct influence of MC to PSB} = 0.470$$

$$\text{Indirect influence of MC to JS to PSB} = 0.627 \times -0.187$$

$$= -0.117249$$

$$\text{Total influence} = 0.352751$$

From Figure 1 and the above equations show that management commitment can directly influence prosocial service behavior and can also indirectly influence that is from management commitment to job satisfaction (as mediating variable) then to prosocial service behavior. But the bigger influence is if management commitment directly to prosocial service behavior without through job satisfaction as mediating variable.

5. CONCLUSIONS AND SUGGESTIONS

Although job satisfaction is a mediating variable, but the influence of management commitment to prosocial service behavior is greater if not pass job satisfaction. It can be concluded that job satisfaction weaken the influence of management commitment to prosocial service behavior. The academic and administrative staffs feel relatively unsatisfied. In order to achieve the satisfied academic and administrative staffs, the management should be more committed in providing training and empowerment, satisfactory compensation, support, and technology (infrastructure) that qualified.

The university should provide financial and non-financial services to its employees. Financial services can be provided in the form of performance appraisal system based on customer satisfaction and technology-based service system. With such an appraisal system, employee performance is measured based on the perception of the customer who has recently received the services of the employee, which will further determine the amount of compensation bonus it receives. In order for employee performance standards to be achieved, there must be off the job training programs, such as role playing or behavior modeling that encourage the ability of administrative employees to provide the best service. Of course, the system should also be supported by advanced technology that enables employees to provide services more effectively and efficiently. Non-financial services can be provided through the example of university leaders in treating their employees that is servant leadership. Indirectly, the role model of employees' service behavior is how the behavior of leaders in interacting with them. This will increase the willingness of administrative employees to demonstrate the value of their service.

Thus, the consistent positive behavior of management in a company determines the quality of service, which is realized through the willingness and psychological readiness of the employees in providing services. Everything begins from the committed management to service quality, that is, the real service.

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