

Measuring Customer-Oriented Organizational Citizenship Behavior on the Employees of Railway Transportation Service Provider

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Received: 19th December 2018/ **Revised:** 11th June 2019/ **Accepted:** 2nd June 2019

How to Cite: Puswiartika, D., Hinduan, Z. R., Sulastiana, M., & Harding, D. (2019). Measuring Customer-Oriented Organizational Citizenship Behavior on the Employees of Railway Transportation Service Provider. *Binus Business Review*, 10(2), 105-112. <https://doi.org/10.21512/bbr.v10i2.5277>

ABSTRACT

This research aimed to describe Customer-Oriented Organizational Citizenship Behavior (CO-OCB) on the employees of the railway transportation service provider in Jakarta, Indonesia. A survey research was conducted by distributing the questionnaires to the employees and conducting a Focus Group Discussion (FGD). The sampling was taken by using a convenience sampling technique. The participants were 161 employees from different job levels. Consisting of managers, supervisors, and staff. Data analysis, the researchers used descriptive statistics analysis and inferential analysis with the Kruskal Wallis test by using Statistical Package for the Social Sciences software for Windows 21.0 and theme analysis. The results show that generally, the respondents have high CO-OCB. Then, the result of the inferential analysis shows that there are significant differences among CO-OCB. The dominant dimension shown by the employees is organizational compliance, followed by other dimensions such as sportsmanship, helping behavior, self-development, civic virtue, individual initiative, and organizational loyalty. The results also suggest that CO-OCB on the employees is influenced by individual characteristic factors like working attitude, and contextual factors.

Keywords: customer-oriented behavior, organizational citizenship, railway transportation, service provider

INTRODUCTION

An explosion of the population and its development make people tend to choose the means of fast and affordable transportation. The train is one of the transportation modes which have specific characteristics and excellence. It has good capability in transporting passengers and logistics massively, minimum energy usage, taking up small space, very high safety factor, low pollution, and lower cost, compared to other long distant land transportations for hectic traffic, such as city transportation. Train, as one of the transportation modes, cannot be separated from other transportation which is regulated in the national transportation system. However, it needs to improve its potential needs and its contribution as area

connector either in the national and international level. It should contribute as support, motivator, and initiator for national development for better welfare.

The company, as a state-owned enterprise which runs railway service in Indonesia, keeps running the railway transportation industry. It should suit people's need, modern age, science, and technology. There was a change in management of the company in 2009-2014. It drastically changed and improved a lot of the company's aspects and business practice. The changes regarding organizational transformation consisted of changing from the conventional organization board of structure into a more modern one, company's asset revitalization, implementation of company procedure by using technology consisted of thorough management of human resources, improvement

of customer's service, and implementation of the new corporate culture. The new corporate culture was integrity, professional, safety, innovation, and excellent service (Pranoto, 2015).

The organization transformation of the company enhances the company's performance as time goes by. The performance of the corporate business can be seen from the result of corporate business, including passenger transport income and passenger volume (Figures 1 and 2). It showed an increasing trend from 2014-2016 (Kereta Api Indonesia, n.d).

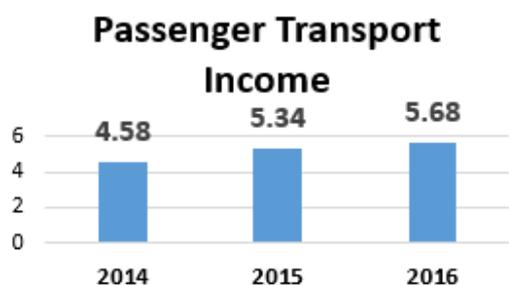


Figure 1 Passenger Transport Income in Trillion Rupiah

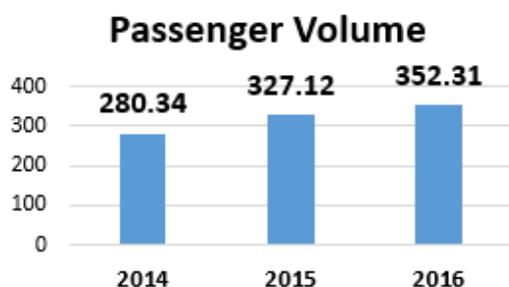


Figure 2 Passenger Volume in Million People

The enhancement of company performance is also shown by passenger transport innovations. For example, there are the launch of a long-distance train ticket machine, implementation of check-in and boarding pass system for easing the traveling, and pre-orders meals feature for passengers. There are also innovations like rail pay card for payment of commuter line train ticket, and other modes of transportation, rejuvenation of executive and economic train facilities that over the age of 30 years, launching of rail transit suite hotel, toilet repairment, station granitization, and operation of a new relation train. The company also receives many awards from many organizations that prove the enhancement of company performance. For example, those are three awards in Contact Center Service Excellent Award (CCSEA) in 2018, Service Excellence Award in Indotrans Expo in 2018 initiated by the Ministry of Transportation, and international level award in Contact Center World (CCW) (Kereta Api Indonesia, 2018).

Related to service improvement, there is a change in company orientation, from product-oriented to customer-oriented. In the case of customer-oriented service, the company offers a service based on the customer's expectation and tries hard to meet the customer's expectation. In offering service based on the customer's expectation, the company offers a customer-oriented service. The company has given excellent service as its culture.

It is proven that the company is capable of changing the culture by doing different strategic breakthrough and innovation. The customers directly feel it despite the quality of the existing trains. It is far left behind in ASEAN countries like Singapore and Malaysia in term of its convenience. It is even farther if it is compared to the railway system in China and Japan. Besides the condition of the existing trains, the company is facing tough competition in providing transportation service industry in Indonesia. Transportation service industry belongs to the one with low switching cost. It means that its customers can suddenly switch to other transportation service providers when they are not satisfied with the service.

Tough competition in air transportation influences land transportation (the train service). It is visible in cost war among the airlines, which makes the flight fare can be cheaper than the train ticket. Some airlines apply low-cost flight as their competitive advantage. This strategy is made permanent. Some other airlines apply this strategy temporary to attract potential customers to try their airlines. It can be said as to increase their trialability.

The next competition strategy done by the airlines is widening their market. It targets passengers who never take a flight. It is a useful enhancement. For example, airlines in the Jakarta-Surabaya route take the train executive passengers. It is the challenge that the company should face as the sole railway business provider in Indonesia. In the past, other land transportations used to be the competitors of Indonesia railway business. It shifts in different condition at present. Now, its competitor is air transport. Therefore, the existing market is shared between air transportation and railway business. This consequently requires the company to create competitive advantages so that it has added values compared to its competitor.

One of the competitive advantages of becoming the company's major focus is human resources. The emphasis on the importance of human resource quality is one of the responses to address the changes in business competition. Every company should see the existing challenges and potential in its human resources (Sundiman, 2017). Human resources influence company performance and effectiveness. It is mandatory to manage human resources so that it can lead to effective company performance. The effectiveness of the company performance can be seen in the existence of job shares and job relation among its units and subunit systems. The company demands technical skills among the workers to offer based on a standard operating procedure. It may

hinder the company from maintaining its existence in the competition. The workers, who commonly rely on their job procedure (in role behavior) is considered sufficient to meet the standard or moderate performance.

When the company pursues its performance and effectiveness, a standard in role behavior is not sufficient. Nonetheless, it is in parallel with realizing a quality service behavior or in materializing its service excellence. This high standard requires role behavior beyond ordinary profile (extra-role behavior). This kind of behavior is label as Organizational Citizenship Behavior (OCB) is defined as one model of job performance in the form of helping behavior by organization members. OCB is constructive, valued by the company, but it is not directly related to individual productivity (Organ, Podsakoff, & MacKenzie, 2005).

In relation to this research on transportation service field, OCB focuses on customers in determining service quality. Meanwhile, employee's extra behavior in offering service internally and externally, beyond the formal task system is called Customer Oriented Organizational Citizenship Behavior (CO-OCB) or Service-Oriented OCB (SO-CB) (Sulastiana, 2012). The term used in this research is Customer Oriented-Organizational Citizenship Behavior (CO-OCB). It suits one of the cultures of the company as a railway transportation service provider, that is excellent service.

A specific OCB suits the employees who offer service to customers and represent the organization in relation to external parties (Nasurdin, Ahmad, & Tan, 2015). CO-OCB improves not only service quality, but also the customer's satisfaction. Specifically, CO-OCB improves the procedures in offering service to become more effective, have better service quality, make the interaction with customers be more convenient, and offer innovative ideas in advancing the service. Thus, it can increase the customer's satisfaction (Nasurdin *et al.*, 2015).

Some studies on OCB reveal that OCB can improve the service quality to customers. In setting the goal of improving the service quality, basic behavior such as altruism, courtesy, and civic virtue is needed in creating excellent service. It is characterized as having sincerity and seriousness to meet the customer's satisfaction. In facing tough competition in a global era, high OCB is needed. It is confirmed to lead to service quality improvement. OCB propels the employee to offer service to meet customer satisfaction (Nasurdin *et al.*, 2015). OCB, which is oriented to service and perception of service quality, has a positive correlation to customer's satisfaction. In addition to that, OCB has a positive impact on the perception of service quality (Chen, 2016).

It is important for the organization to recognize factors which improves CO-OCB to promote it to its staff and workers. Organ *et al.* (2005) revealed some factors which influenced CO-OCB. The first factor was the individual characteristics. Those were personality, awareness, capability, knowledge, motives, intentions,

and values. The meta-analysis found that emotional intelligence as one of the individual factor was positively associated with OCB (Wu & Liao, 2016). Next, Miao, Humphrey, and Qian (2017) revealed that OCB was influenced by mindfulness, as one of the individual's personalities. Reb, Narayanan, and Ho (2015) agreed that self-esteem also had a significant influence on OCB.

Meanwhile, Logahan, Indrajaya, and Proborini (2014) referred to individual OCB level and organization level. They showed that OCB at the individual level was related to workers' motives and prosocial values. This relation was confirmed by the existence of motives related to the organization. Thus, OCB at organization level was related to motives. This relation was confirmed by the existence of motives and prosocial values. Takeuchi, Bolino, and Lin (2015) also said that the employees' internal service behavior intention significantly affected OCB.

The second factor which influences OCB is working attitude. It consists of organizational commitment, perception, servant leadership traits and organization support, person-organization fit, job satisfaction, psychological contract, and justice perception. Chen (2016) found that servant leadership was one of the working attitude factors that influence OCB. Then, Harwiki (2016), Sulastiana (2012), and Trong Tuan (2017) agreed that the manager's support, in this case, the supervisor's support influenced OCB.

The third factor that influences OCB is contextual factors. Those are organization climate, service climate, task characteristics, organization culture, and social role expectation. Nursanti and Anissa (2014) stated that high performance of human resource as contextual factors that affected employees' cognition on how they are treated by organizations and what service behaviors were expected. In turn, it can positively influence CO-OCB. Tang and Tang (2012) also showed that CO-OCB was also influenced by a contextual factor such as service climate.

On the other hand, Sulastiana (2012) suggested that the conducive and comfortable climate was as an important contextual factor to support the employees in performing their task. It would lead them to the improvement of service commitment or CO-OCB. Moreover, Schultz, Ryan, Niemiec, Legate, and Williams (2015) mentioned that the psychological climate also influenced the OCB of the employees. Logahan and Rahman (2015) found that CO-OCB was influenced by task-oriented and work characteristic of workers in Taiwan.

The cultural factor also can motivate the employees to perform OCB. The higher OCB is found in the employees who are oriented to collectivism culture compared to the ones oriented to individualism culture. The cultural factor influencing the motivation of performing OCB in organizations in China is altruism dimension. It is influenced by altruistic motivation, which derives from Quanxi culture and Confucianism (Kao, 2017).

In addition, a qualitative study by Yu and Huang

(2015) found that the main antecedent of OCB on the Army was friendship. The next antecedent was personality, appreciation from their leader, reciprocal relationship with the colleagues, institution's success, and patriotism trait.

Referring to the previous studies on OCB, the researchers are interested in conducting a study to understand the profile and the factors that influence CO-OCB on the employees from a provider of railways transportation service in Indonesia. This study is worth conducting because there are limited studies on CO-OCB or OCB. Based on the literature review, only five studies focus on OCB and customer service. Those studies are by Chen (2016), Kao (2017), Nasurdin *et al.* (2015), Tang and Tang (2012), and Wu and Liao (2016). Furthermore, none of the studies focus on OCB and customer service in Indonesia. Based on the literature review, the studies of OCB in Indonesia still focus on general OCB such as Logahan *et al.* (2014), Logahan and Rahman (2015), and Nursanti and Anissa (2014).

The benefit of this study is a reference for the management to improve the service performance of the company. This study focuses on the employees' CO-OCB as one of the competitive advantages focus. The research questions in this research are (1) How is the profile of CO-OCB on the employees from a railway transportation service provider? and (2) What are the factors that influence CO-OCB on the employees from a railway transportation service provider?

METHODS

This research is a mixed method study which tries to combine quantitative and qualitative methods. It combines the exploration and understanding about individual or group as the sources of the problem (Creswell, 2017). This research also can be categorized as survey research to reveal and elaborate on the key information systematically, factually, and accurately. It consists of facts, tendencies, and attitudes of the phenomena of the certain population by conducting a study on a sample of that population (Alparslan & Can, 2015). This study aims specifically to elaborate and describe CO-OCB of the employees in a railway transportation service provider in Indonesia. For the time dimension, this study is a cross-sectional study as the data are taken at one time.

The population of the study is the employees of the railway transportation service provider in Jakarta, Indonesia. The sampling is taken by using a non-probability sampling technique. It is convenience sampling. Thus, the data of 161 employees from different levels are obtained. The participants consist of managers, supervisors, and staff.

CO-OCB is measured by using the questionnaire by referring to different dimensions from OCB theory. This instrument consists of 28 items covering 7 dimensions (Maguire & Delahunt, 2017). First, it is helping behavior. It is voluntarily helping others, and it is to prevent creating a working problem. Second,

there is sportsmanship. It is one's willingness to tolerate inconvenience at work by not complaining and maintaining a positive attitude despite his/her different way of making task accomplished. Third, it is organizational loyalty. It is an effort to protect an organization, promote the company's or organization's image, defend the organization from external threat, and keep the commitment despite high tension situation. Fourth, organizational compliance is internalization and acceptance of the organization's rules, regulations, and procedures which lead to obedience and submissive deed despite the absence of control.

Fifth, individual initiative consists of voluntary deeds, such as creativity and innovation which are designed to enhance individual and organization's performance, weigh the enthusiasm in making the task accomplished, take extra responsibility and motivate others in the organization to do the same good deeds. Sixth, civic virtue represents one's macro interest or a more thorough commitment to the organization, such as one's willingness to actively participate in organized activities and monitor environment which creates threats or opportunities. Seventh, self-development covers voluntary attitude performed by the employees in broadening one's knowledge, skills, and capabilities (Sulastiana, 2012). In this scale, five alternative answers start from 1 (Never), 2 (Rarely), 3 (Sometimes), 4 (Frequently), and 5 (Always).

To obtain the profile of the CO-OCB at the leader levels (manager and supervisor) and its employees, the researchers conduct a Focus Group Discussion (FGD). It involves the employees from different job level. The participant of FGD consists of ten staffs, ten supervisors, and five managers. The FGD lasts for 45 minutes. CO-OCB of the employees is reviewed from two themes, namely CO-OCB with its dimensions which build up the CO-OCB and factors which influence CO-OCB.

The validity test uses content validity by applying expert's judgment method and measuring content validity ratio and constructing validity by observing the corrected item-total correlation values. From those two methods, the instrument is stated to be valid so that it can be used to measure the targeted variables. Meanwhile, the reliability of this instrument is 0,903 by referring to Cronbach's Alpha value by using SPSS program for Windows 21.0. The instrument is stated to have high reliability. The data from CO-OCB questionnaire are analyzed by using descriptive statistics to profile the average of CO-OCB. Then, the qualitative data from FGD are analyzed by using thematic analysis to show the themes of FGD, which are discussed by the interviewers and the respondents (Sulastiana, 2012).

RESULTS AND DISCUSSIONS

As seen in Table 1, the respondents are 161 employees of a railway transportation service provider. The respondents consist of 94% of male and 6% of

female. From age, it is dominated by the employees at 39-44 years (41%), 45-49 years (27%), and 50-55 years (32%). In the job level, it is dominated by 70% of staffs, 20% of supervisors, and 10% of managers.

Table 1 Respondent Demography Data

	Demography	Number	Percentage
Sex	Male	151	94%
	Female	10	6%
Age	39-44	66	41%
	45-49	43	27%
	50-55	52	32%
Job level	Staff	113	70%
	Supervisor	33	20%
	Manager	15	10%

Based on the evaluation category on CO-OCB in Table 2, it shows that 55% of the respondents are in a high level of CO-OCB, 28% in moderate level, 12% in very high level, and 4% in low level. The results are in Table 3. The result also shows that the mean score of overall CO-OCB is 3,89. It indicates that the employees show high CO-OCB in performing their daily task. If the result is seen from job level (Table 4), all job level categories belong to a high level of CO-OCB. The supervisor has the highest value of 3,96. It is followed by staff (3,89), and manager (3,74). If the result is observed from the dimensions building CO-OCB, it reveals that the most dominant CO-OCB on the staff of railway transportation service provider in Jakarta is organizational compliance dimension. It is, followed respectively by other dimensions such as sportsmanship, helping behavior, self-development, civic virtue, individual initiative, and organizational loyalty. The results are in Table 5.

Table 2 CO-OCB Evaluation Category

Mean	Category
4,5 - 5	Very High
3,6 - 4,4	High
2,8 - 3,5	Moderate
1,9 - 2,7	Low
1 - 1,8	Very Low

Table 3 CO-OCB Level

Category	Number	Percentage
Low	7	4%
Moderate	45	28%
High	89	55%
Very High	20	12%
Total	161	100%

Table 4 CO-OCB Level from Job Position

Category	Mean	Category
Overall	3,89	High
Manager	3,74	High
Supervisor	3,96	High
Staff	3,89	High

Table 5 CO-OCB Level from Dimension

Dimensions	Mean	Mean Rank	Category
Civic Virtue	3,77	502,35	High
Organizational Compliance	4,51	838,41	Very High
Organizational Loyalty	3,67	478,12	High
Self-Development	3,79	520,95	High
Sportsmanship	3,97	592,50	High
Individual Initiative	3,72	494,37	High
Helping Behavior	3,81	521,30	High

The normality test is used to determine whether the population of the data is normally distributed or not. Based on Table 6, the probability value (Sig.) is 0,000. This value is lower than 0,05 as a standard value. It can be concluded that the data are not normally distributed. Therefore, the inferential analysis is tested with the Kruskal Wallis test. Based on Table 7, the result of the inferential analysis shows that the probability value (Sig.) is 0,000. This value is higher than 0,05 as a standard value. It can be concluded that there are significant differences among CO-OCB dimensions.

Table 6 Normality Tests

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Dimension	0,109	1127	0,000	0,951	1127	0,000

Table 7 Test Statistics

Dimension	
Chi-Square	147,132
df	6
Asymp. Sig.	0,000

a. Kruskal Wallis Test

b. Grouping Variable: Group

The high CO-OCB score shows that the employees of a railway transportation service provider perform extra behavior. It is in offering the service to internal or external customers beyond the formal working system. The employees have contributed beyond what is required in offering excellent service to the customers. It is in parallel to the company's culture, which is customer oriented.

The result of inferential analysis with Kruskal Wallis test suggests there are significant differences among CO-OCB dimensions. The dimension of organizational compliance (4,51 of mean score) achieves the highest mean value compared to other dimensions. This result indicates that the employees of a railway transportation service are capable of accepting the established organization's rules, regulation, and procedures. Their capability of accepting it leads to the employees' obedience despite the absence of management control as they work. The result of FGD also confirms this result. It shows that the employees from different job levels can comply with the company's values, norms, and policies even when the company drastically changes as the result of the director's replacement. The employees who perform such behavior are called good citizen.

Other dimensions of CO-OCB also have a high category. The high score in sportsmanship (3,97 of mean score) shows that the employees are willing to tolerate any inconvenience in working without complaining and keep a positive attitude. This result confirms the result of the FGD. It suggests that the employees accept any condition, and they do not complain about meager and substandard working facilities.

The next dimension is helping behavior with a mean score of 3,81. It implies that the employees' behavior in preventing working problems to appear. FGD confirms this result. It shows that the employees are willing to help their colleagues and customers who needed their support. In addition, the employees show the willingness to help their colleagues and to share knowledge and experience in their certain technical job to their younger or junior colleagues.

Furthermore, self-development dimension has the mean score of 3,79. This covers the volunteer behavior performed by employees. They are willing to improve their knowledge, skills, and capabilities. This result suits with FGD result. It states that the employees from different job groups take part in training to improve their knowledge, skills, and personal capabilities when they are assigned and facilitated by the organization.

Next, it is civic virtue with a mean score of 3,77. It represents their willingness to participate actively in the organization's activities. As found in FGD, it shows that the employees try to be active in expressing their mind and ideas in meetings for the organization's progress.

Next, there is individual initiative with a mean score of 3,72. It implies that the employees have creativity and innovation to improve individual

performance or organization to accomplish the task. In FGD, the employees at the leader level (manager and supervisor) try hard to create innovation and working procedure improvement as their structural post requires them to do. Moreover, the employees at the staff level still need directive order and guidance from their leader so they can be creative and innovative in doing their tasks.

The last dimension is organizational loyalty with a mean score of 3,67. It covers the efforts in promoting the organization to external parties, protecting and defending the organization from external threat, and retaining commitment. This result is confirmed by the result of FGD. It suggests that the employees from different job groups try to keep loyal, maintain the company's image, and offer excellent service to customers, although they are anxious and worried about the organizational transformation process. It may impact the organization and their career sustainability.

In performing their daily task, the employees often face challenges and requirements of a dynamic and fast-moving working atmosphere. As the company operates in Jakarta, it has to face tougher and more competitive living standard compared to the companies operating in other locations in Indonesia. Moreover, at the same time, they are required to offer CO-OCB to subordinates, colleagues, managers, and customers. This study shows that CO-OCB owned by the employees is influenced by the individual characteristic factor, working attitude factor, and contextual factor.

The individual characteristic factor consists of personality, awareness, capability, experience, knowledge, motives, intentions, and values (Sulastiana, 2012). In relation to the individual characteristic which influences CO-OCB owned by employees, most employees from different job groups have the personality to accept the fact patiently and sincerely. They also try to perceive the tense at work that they have to face and accept. This personality characteristic is similar to mindfulness to aware and accept the situation without judging (Organ *et al.*, 2005). Besides, the employees, as part of the company, try to keep instilling pride in their mind as it helps society to be satisfied with the service offered. This result proves that self-esteem as one of the individual factors that can influence CO-OCB. This result is in line with Reb *et al.* (2015).

The second factor that can influence CO-OCB is working attitude. It consists of organizational commitment, perception, leadership style, organization support, person-organization fit, working satisfaction, psychological contract, and justice perception (Logahan *et al.*, 2014). Meanwhile, the working attitude is related to the role model performed by the previous director's servant leadership. It is followed by the next director. This role model has inspired the managers and supervisors to practice leadership. This also impacts the staffs. It can affect the employees' motivation in serving the customers in daily task. This result proves that leadership as one of working

attitude factor that can influence CO-OCB. This result is similar to Organ *et al.* (2006).

The third factor is the contextual factor. Those are organization climate, service climate, task characteristic, organization culture, and social expectation (Harwiki, 2016; Sulastiana, 2012; Trong Tuan, 2017). The company in the organizational transformation process has changed and reformed culture by applying five major values. Those are integrity, professionalism, safety, innovation, and excellent service. The new applied working culture has been succeeded in driving the employees to have the commitment and the responsibility for each task. They also give priority to customers and keep trying to give the best service to customers while always having customers' safety in mind (Pranoto, 2015). Another contextual factor which influences CO-OCB based on the employees' perception is service climate (policy, reward, technology, and training). It is considered sufficient. However, they consider that the working rooms and supporting facilities are meager and substandard. This result proved that service climate as one of the contextual factors that can influence CO-OCB. This result is also in line with Organ *et al.* (2005).

CONCLUSIONS

Referring to the result of research, it is concluded that the respondents generally show a high profile of CO-OCB. CO-OCB dimension dominantly shown by the employees is organizational compliance. It is followed respectively by sportsmanship, helping behavior, self-development, civic virtue, individual initiative, and organizational loyalty. CO-OCB is influenced by the factors of the individual characteristic, working attitude, and contextual.

The research contributions of this study are the measurement of specific OCB that oriented to service or CO-OCB on the employees of railway transportation service. In addition, FGD is the complementary method besides using CO-OCB scale to gain depth comprehension of CO-OCB. The study can also be useful to the development of concept and theory of service psychology as a support to the development of industrial and organizational psychology.

The result of this study can be used as a reference for the management in their effort to improve its company competitive advantage by focusing on its customers. Thus, the perception of the service and the customer's satisfaction can be sustainably maintained and improved. This high CO-OCB level in the employees becomes a competitive advantage capital that can be utilized by the management to improve company performance, especially service performance to customers. In addition, the superiority of CO-OCB owned by the company can be used as a best practice and benchmark reference for other service companies, especially in transportation services. The superiority of CO-OCB can also be a competitive advantage capital

of the company in the face of competition with airlines and other land transportation service providers. For example, aircraft safety factors are being highlighted, and congestion issues are increasing. The management needs to develop and maintain CO-OCB, which has been strongly performed by the employees as the results of some managerial strategies by considering some factors. For example, it can be the recognition for high CO-OCB level with reward, making slogans to refresh excellent service like the one of company culture and improvement of service support facilities.

However, this study has a limitation in convenience sampling. It does neither represent the population of the research nor generalize the rest of the population. The future study can apply random sampling and add research samples to broaden the research generalization, investigate CO-OCB in other services context, and empirically study the antecedent and the consequences of CO-OCB.

This study also has limitation in using the employees' perception of their CO-OCB instead of using leaders' perception of their subordinate's CO-OCB. Future researchers can measure CO-OCB of the employees from leaders' perception as an objective measurement. The customer perspective and feedback to the employees' performance can also be considered as the result of CO-OCB performance from the employees. Then, the future study can measure service quality and customer satisfaction as the impact of CO-OCB.

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