THE EFFECT OF RETAIL SERVICE QUALITY (RSQ) AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) ON STORE LOYALTY AT THE MINIMART IN JAKARTA

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ABSTRACT

In general, this research aims to examine the effect of differences in retail service quality (RSQ) and Organizational Citizenship Behavior (OCB) to the Store Loyalty at the minimarket customers of Indomaret and Alfamart in Jakarta. Using a factorial experimental research design 2 x 4, this study found that OCB had a significant impact in improving customer loyalty. Alls level of RSQ were applied by the store will not useful when OCB was low. In other words, the role of OCB was higher than the RSQ in improving customer loyalty. These findings demonstrate that high employee OCB is an important factor that should be considered because employees always interact directly with customers.

Keywords: *Retail service quality, organizational citizenship behavior, and store loyalty.*

1. INTRODUCTION

Retail industry in Indonesia is the second largest contribution to GDP after processing industry and second place after the agricultural sector as an industry that controls the lives of many people because nearly 10% of the Indonesian population living as a trader (Pandin, 2009). Along with the increasing public welfare, the consumption of the basic goods also increased. The existence demands that communities be very practical as an urban community in the search for a convenient store and in easy reach as a replacement for the traditional market. It can be obtained by the public in the modern market which offers a competitive advantage like one stop shopping that meets all the needs of the individual and the family, shopping convenience backed by technological excellence and management, as well as the advantages of competitive prices that provide opportunities for service industries especially in establishing retail chainstore mini with a franchise system in different areas of the management but in management (Ma'ruf, 2005)

APRINDO (Indonesian Retailers Association)'s data shows in 2012 is the fast moving consumer goods retail sector growth reached 13% from 11.7% in 2011. With Indonesian income percapita US $ 3.542 and is expected in 2014 will reach US $ 4.500, as well as the number of middle income people as many as 50 million people by strengthening the purchasing power of Rp 10 million per month, Indonesia is still an attraction for retailers, both local and foreign (Swa, 2012).

Modern retailer is a company with a large scale and extensive distribution channels, so purchasing goods from suppliers can be done in bulk. Although the profit level is not too high at 7-15% of the turnover, but this business has a high level of liquidity due to sales to consumers made in cash, while payments to suppliers can be done in stages, so that they get the ease of repayment period and the goods the impact on the discount price to consumers becoming more easily and frequently performed (Pandin, 2009).

Conventional market capabilities are no longer sufficient to achieve competitive advantage in a dynamic business environment, especially with the modern retail sector is growing rapidly as hypermarkets, supermarkets, department stores and a minimarket are increasingly controlled by foreign investors the number of high investment (Asia Times, 2003). So that local retail businesses are not ready to make a change and keep up with rapidly, both in terms of management modernization, application of information technology and effective marketing will be eliminated from the competition.

Retail Service Qualityto build customer trust is the key to determining the success that can be achieved by the modern retail sector (Sitathan, 2003). Along with the growth of the services industry dynamics also work around the world is also experiencing a shift from working as individuals to a team work. But not everyone is able to work in a team, because it requires the individual's ability to communicate openly and honestly, collaborate with others, share information, acknowledge differences and resolve conflicts, and can suppress personal goals for the sake of team objectives.

Employees who work in the service industry are required to have the interpersonal skills of individuals, in which this ability can only be displayed by individuals who care about other people who have tried to portray the extra-role behavior in works. Extra behavior is the behavior of the best work that far exceeds that required in the job because there are no employees in the formal job description. This extra behavior will have an impact on improving the effectiveness and viability of the organization (Katz, 1964)

The concept of OCB was first discussed in the early 1980s. Smith et al., (1983) defines OCB as behavior that is not formally requested, and are not directly related to the reward system, but can be very beneficial to an organization's operations. In other words, the behavior of individuals within an organization that exceeds the formal obligations and not directly related to the individual's compensation. Behaviors that exceed formal obligation that is the appeal of doing research on OCB. Many researches have proved empirically that the OCB was instrumental in improving the success of an organization (Podzakoff et al, 2000).

Many studies in the world have been doing research on the factors that can influence OCB. However, research on OCB in Indonesia is still very rare, but this study is very interesting to study the era in which the level of concern for our fellow human beings has declined. Therefore, this study aims to investigate the impact of different levels of retail service quality and the characteristics of Organizational Citizenship Behavior to store loyalty on the retail industry in Indonesia. With increasing OCB and RSQ is expected to provide value added for customers, so as to realize the sustainability organization in the service industry (Albrecht and Bradford, 1990).

Research conducted by Chanaka Jayawardhena (2011) in supermarkets in India also shows that the success of the retail industry is determined by the interaction between the customer and the supermarket employees. This reinforces previous research that an award if the retail customer can evaluate the service they receive is in accordance with the understanding of customer loyalty (Gupta and Zeithaml, 2006; Cronin et al., 2000; Brady et al., 2005; Maxham et al, 2008).

Various studies carried out in Indonesia shows that market orientation businesses are short-term relationships such as profit, sales volume and market share gains (Jasfar, 2002 and 2003). While the market orientation that aims to foster long-term relationships, both with customers, distributors and employees of the company is still something difficult to implement (Jasfar, 2011). Though the quality of managed services will give good satisfaction and retention for the customer (external) and employees (internal), which will reduce the displacement (turnover) customers purchase long as it will happen again (repurchase buying) and brand loyalty and will attract new customers because of the positive recommendation (positive word of mouth) from existing customers (Newman, 2001 in Brady et al., 2005). While good management of service quality has an impact on employee retention or employee reluctance to relocate work.

In Indonesia there are two major players in the group of local retailers with minimarket format, namely Indomaret and Alfamart. Indomaret is the market leader with the largest number of outlets in Indonesia has turnover marketshare Rp 7.6 trillion (43.2%), followed by Alfamart Rp 7.3 trillion (40.8%) from total market share of minimarket in Indonesia. This is the basis for the authors to conduct research on both the minimarket in Indonesia.

Contribution of this study is to investigate the relationship organizational citizenship behavior (OCB) with customer loyalty store (store loyalty) directly, which up to this time, no study has directly examined the relationship between OCB and store loyalty. In addition, the contribution of this study was to test the effect of different levels and characteristics RSQ store loyalty using minimarket format (Indomaret and Alfamart).

2.   LITERATURE REVIEW AND HYPHOTESES DEVELOPMENT

2.1. Retail Service Quality / RSQ

In general, service quality has the effect of customer satisfaction, corporate profits are rising, cross-sell ratios are rising, high customer retention, repeat purchase behavior and market share growth (Siu and Cheung, 2001). Currently in the retail sector competitive environment, the delivery of excellent service quality has been accepted as a basic strategy that is classified as a service store is an extension of the variation in the quality and content (dependability) management, as well as store employees who interact directly with the buyer or customer. Store management are required to implement the strategy in terms of both retail store service and sales service.

The retail stores (department store) is not a pure service, but it is a retail business that is more complex because it offers a combination of goods (merchandise) and services. Even service quality has been tested empirically on a variety of service industries that are relatively "pure" such as banking, telecommunications and credit cards, but the results of the study Dabholkar et al. (quoted from Siu and Cheung, 2001: 89) shows that for the adaptation and validation in a retail environment were less successful. Therefore, Dabholkar et al. (1996) offers an alternative concept called Retail Service Quality Scale (RSQS) which consists of five dimensions:

a) physical aspects: the external physical appearance and convenience stores of in-store layout.

b) Reliability: the manager of the store is reliable in its promise and do it correctly according to the buyer or customer ratings.

c) personal interaction: in touch with the store employees' attitudes toward the buyer or customer, such as: hospitality, helpful and trustworthy.

d) Problem solving: the ability of store employees who are well trained in dealing with and resolving problems that arise for the purchaser or customer as a buyer or customer complaints handling, serve return goods or money in an honest and accountable.

e) Store policy: include store operating hours, payment options (cash or credit), store discount cards, parking.

A new dimension developed by Dabholkar et al. (1996) is a problem solving. This dimension separation with personal interactions, because according to Dabholkar et al. "Problem solving or service recovery is being Recognized As a critical part of good service" (Kim and Jim, 2002). Using the five dimensions developed by Dabholkar et al. (1996), then this set of research scenarios with RSQ level based on the theory of Kotler (2009), namely:

1. Full Service : Limited Service, personal interaction, problem solving
2. Limited Servive : Self-Selection and reliability
3. Self-Selection : Self-Service and store policy
4. Self-Service: physical aspects.

2.2. Organizational Citizenship Behavior / OCB

The research on Organizational Citizenship Behavior proved that OCB has a very important role (Hoffman et al., 2007). Organizational Citizenship Behavior is a helpful attitude shown by members of the organization, the constructive nature, rewarded by the company but not

directly related to individual productivity (Bateman & Organ in Steers, Porter, Bigley, 1996).

According to Organ (1988), OCB is a form of behavior that is an individual choice and initiative, not related to the organization's formal reward system, but in the aggregate increase organizational effectiveness.

This means, the behavior is not included in the job requirements or the job description of employees that are not displayed even if no punishment. Organ (1997) defines OCB as an extra of one's behavior outside obligations (extra-role behavior) that can maintain and improve the social and psychological context, as well as facilitating organizational effectiveness. Meanwhile, according to the Organ et al. (2006) and Smith et al. (1983), the definition of OCB is behavior by a person who benefits others, and may have hurt himself, but in a certain period of time, this behavior can contribute to organizational effectiveness.

Based on the above definition of OCB, OCB is seen that the behavior is a behavior that is very attractive and often difficult to achieve in an organization and a long debate, whether OCB behavior can be improved. As we know that the behavior of OCB can benefit others, but it can only hurt yourself. In today's era, it is very rare to find such behavior, especially now that humans tend to seek safe, so they no longer care about each other. However, one way an organization should be able to raise and improve the behavior of OCB on its members / employees, because many empirical studies have shown that the behavior of OCB was instrumental to the success of an organization (Podzakoff et al., 2000).

Smith, Organ and Near (1983) conceptualized OCB into two dimensions, namely (1) Altruism (helping another individual behavior) and (2) Generalized compliance (behavior that reflects adherence to common rules, norms and expectations). Then Organ (1988) identified five dimensions of OCB, namely: (1) Conscientiousness which is doing things that benefit the organization, such as regulatory compliance organization, (2) sportsmanship is the tolerance on a less than ideal situation in place work without complaining, (3) Civic virtue (goodness) which is involved in activities and organizations concerned with the survival of the organization, (4) courtesy (politeness) which helps co-workers and prevent the problem in connection with giving consultancy jobs: and information with regard to their needs, and (5) Altruism which helps ease the work behaviors directed at individuals within an organization.

Research conducted by Yaghoubi et al. (2011) divide the five dimensions of these organisation becomes:
a. Visual factors consisting of:
    1. Sportsmanship: tolerance on a less than ideal situation at work without complaining.
    2 Civic virtue: engage in activities and organizations concerned with the survival of the organization.
b. Non-Visual factors (Virtual) consisting of:
    1. Altruism: behavior aimed at helping ease the work of the individuals in an organization.
    2 Courtesy: helping co-workers and prevent the problem of jobs in relation to the consultation and by giving information with regard to their needs.
    3 Conscientiousness: do things that benefit the organization, such as regulatory compliance organization.

Job satisfaction is widely regarded as one of the important factors that determine the behavior of OCB (Organ and Ryan, 1995). Experts cite extensively the social exchange theory as a theoretical basis to explain why job satisfaction can lead to the emergence of OCB behaviors. According to social exchange theory, when employees are satisfied with their work, they will show the behavior of the OCB as a favor for the support provided by the supervisor or the organization (Bateman and Organ, 1983). Schnake (1991) also argued that employees with a high level of job satisfaction will have a good mood, so it make them happy to help fellow co-workers (Clark and Isen, 1982).

That suggested that the perceived suitability of the employee to the organization (employees' perceived P-O fit) will lead to the creation of a close relationship, a positive influence, and affection (O'Reilly et al. 1991), thus increasing employee OCB behaviors. In addition, the stronger the perception of an employee was fit with the organization, the greater the social support of other members of the organization to the employees (Bretz and Judge, 1994), which in turn will cause the employee to have a great desire to reciprocate the support to realize OCB. Lauver and Kristof-Brown (2001) showed that the perceived fit with the organization's employees have positive influence on the performance of contextual employee.

Organizational commitment has long been regarded as a significant predictor of OCB (Meyer, Stanley, Herscovitch, and Topolnytsky, 2002). Scholl (1981) and Weiner (1982) has provided support for the theory of the relationship of organizational commitment and OCB. According to Peng and Chiu (2010), an employee has a high commitment to the organization would voluntarily accept the values of the organization and goals, as well as without a doubt work to achieve organizational goals. Many studies support the

assertion that there is a positive relationship between organizational commitment and OCB. Research conducted by Podzakoff et al. (1996) found that there is a positive relationship between employee commitment to the organization with various dimensions of OCB.

Several studies have shown that the saturation of the work is also a predictor of OCB. Cropanzano et al. (2003) found emotional exhaustion was negatively associated with OCB. Chiu and Tsai (2006) found that both emotional exhaustion and decrease achievement negatively related to OCB. Many research often depends on the perspective of social exchange theory and the assumption that the saturation in the works will cause negative work attitudes (dissatisfaction with the job or low organizational commitment), so behavior decreases OCB (Cropanzano et al., 2003).

According to Peng and Chiu (2010), saturation in the work will be the intermediary relationship with employee stress on his role in working OCB during saturation conceptualized as depletion of energy resources in the individual doing the work. So an employee who is not a high degree of saturation of the operation may have an effective source of energy to cope with the demands of the job, so it will cause a decrease in the performance of its employees and OCB.

Research on OCB in Indonesia apparently has not been done, even though this topic has been much discussed in the discussion of organizational behavior today, even has become one of the main dependent variables in the study of organizational behavior (Robbins, 2001). OCB research is also important in Indonesia because lately a lot of organizations in Indonesia apply teamwork system. In addition, this now occurs many changes in the organization in Indonesia, such as downsizing and lean organization (organizational downsizing by reducing the amount of labor). This has an impact on the policy changes, for example, changes in the duties and obligations of the employee, the organization hopes that its employees to be more creative to find new ways to improve work efficiency, and the presence and the absence of serious attention to the delay in the workplace.

When organizations reduce the number of employees, the organization will be more dependent on employees who remain to do things beyond what is assigned to them. Therefore, employees are expected to display OCB, such as helping co-workers, follow the rules and procedures of the company voluntarily, do not complain, and actively participate in various activities of the organization.

In relation to the relevance of this research, the OCB dimensions used are altruism and courtesy (visual factor) and conscientiouness, sportsmanship and civic virtue (virtual factor), which describes the relationship between current employees interact with customers as well as companies (retail) with other stakeholders (Yaghoubi et al., 2011).

2.3. Store Loyalty

Loyalty is as one of the forms of behavior such as a tendency to behave and propensity (behavioral intention) (Dick & Basu, 1994; Uncles & Laurent, 1997), and there is also a mention as repurchase behavior (Sharp & Sharp, 1997). In another study, loyalty is defined as a combination of repurchase intention, advocacy, intention and preference (Fornell et al, 1996; Zeithmal et.al, 1996). Fullerton and Taylor (2000) saw loyalty in the relationship between service quality with attitude (behavior). Research on loyalty in service marketing is often associated with the level of consumer confidence (trust) and the level of commitment. Loyalty can be used as a variable result / outcome variables (Morgan and Hunt, 1994) as well as intermediate variables / mediating variables (Fullerton and Taylor, 2000).

Consumers who have this level of disappointment average height will be detrimental to the company and vice versa. When customers experience a loss and disappointed, then the company must seek new customers to replace it and this business requires a high cost. Businesses seeking new customers is an expensive expenditure which covers the cost of advertising, promotion and sales (operating expenses). While new customers for the early stages yet provide sufficient benefits. Anderson and Sullivan (1990) proved that the importance of improving services to prevent customer switching to a competitor.

The most classic studies of loyalty can not be separated from the four stages of loyalty proposed by Oliver and cited by Sawmong et al. (2004: 505) which consisted of: cognitive loyalty, affective loyalty, conative loyalty, and loyalty. In a more recent study from Ugur Yavas and Emin Babakus (2008) suggests three dimensions of store loyalty, namely: satisfaction, continued patronage and share of wallet. While Sirohi et al. (1998) measure store loyalty using three indicators that illustrate the desire of consumers to keep shopping

now and in the future and recommend to friends or relatives, where it is included in the category of conative loyalty of Oliver (2004).

2.4. Hyphoteses

Bienstock et al, (2003) conducted a study on the relationship between the dimensions of organizational rights OCB and organizational behaviors on service quality of the third gap is the gap between service delivery and service design as well as on a number of restaurant standard with the unit of observation is the restaurant employees selected at random. There are three service quality standardization organization : the food quality standards, standards organizations, and physical standards. The results showed a significant relationship between RSQ with OCB.

Chiu-Han Wang and Sejin Ha (2011) in his research found evidence that attitudinal loyalty to that store loyalty is much stronger than the behavioral loyalty. Quality services researched by the terminology they are referred to as the perceived relationship quality with emphasis on aspects of trust built the company to the customer. While the dimensions of service quality is measured from the store attributes and perceived relationship investment that directly or indirectly to the perceived relationship quality and its consequences on attitudinal loyalty and behavioral loyalty. While Yaghoubi et al. (2011) proved that one of the important elements of the service is a direct interaction with customers and orientation based on customer behavior, where organizational citizenship behaviorsis a positive mediating effect between internal marketing with quality service.

This study analyzed the perceptions of the RSQ are classified in the form of full service, limited service, self-selection and self-service (Kotler, 2009). As for OCB seen also from the customer perception of the behavior of employees in serving customers whether in high or low category. RSQ and OCB is reasonably suspected to affect customer loyalty to a store (store loyalty), ranging from the level of cognitive loyalty to action loyalty (Sawmong et al., 2004).

There are the hypotheses developed in this study:

H1: RSQ significant effect on store loyalty

H2: OCB significant effect on store loyalty

H3: When the RSQ-full service applied, the average store loyalty in the store that has the characteristics of employees with high OCB is higher than the average store loyalty in the store that has the characteristics of employees with low OCB $(\mu_{11} > \mu_{12})$

H4: When the RSQ-limited service is applied, the average store loyalty in the store that has the characteristics of employees with high OCB is higher than the average store loyalty in the store that has the characteristics of employees with low OCB $(\mu_{21} > \mu_{22})$

H5: When RSQ Self-selection is applied, the average store loyalty in the store that has the characteristics of employees with high OCB is higher than the average store loyalty in the store that has the characteristics of employees with low OCB $(\mu_{31} > \mu_{32})$

H6: When RSQ Self-service is applied, the average store loyalty in the store that has the characteristics of employees with high OCB is higher than the average store loyalty in the store that has the characteristics of employees with low OCB $(\mu_{41} > \mu_{42})$

H7: In conditions where high levels of OCB (high), the average store loyalty in implementing RSQ-store full service higher than the average store loyalty on store-limited service implementing RSQ $(\mu_{11} > \mu_{21})$

H8: In conditions where high levels of OCB (high), the average store loyalty in implementing RSQ-store full service higher than the average store loyalty on store-implementing RSQ Self Selection $(\mu_{11} > \mu_{31})$

H9: In conditions where high levels of OCB (high), the average store loyalty in implementing RSQ-store full service higher than the average store loyalty on store-implementing RSQ Self Service $(\mu_{11} > \mu_{41})$

H10: In conditions where high levels of OCB (high), the average store loyalty in implementing RSQ store-Limited service is higher than the average of store loyalty on store-implementing RSQ Self Selection $(\mu_{21} > \mu_{31})$

H11: In conditions where high levels of OCB (high), the average store loyalty in implementing RSQ store-Limited service is higher than the average of store loyalty on store-implementing RSQ Self Service ($\mu_{21} > \mu_{41}$)

H12: In conditions where high levels of OCB (high), the average store loyalty on store-implementing RSQ Self Unmatched higher than the average store loyalty on store-implementing RSQ Self Service ($\mu_{31} > \mu_{41}$)

H13: In the condition in which low levels of OCB (low), the average store loyalty in implementing RSQ-store full service higher than the average store loyalty on store-limited service implementing RSQ ($\mu_{12} > \mu_{22}$)

H14: In the condition in which low levels of OCB (low), the average store loyalty in implementing RSQ-store full service higher than the average store loyalty on store-implementing RSQ Self Selection ($\mu_{12} > \mu_{32}$)

H15: In the condition in which low levels of OCB (low), the average store loyalty in implementing RSQ-store full service higher than the average store loyalty on store-implementing RSQ Self Service ($\mu_{12} > \mu_{42}$)

H16: In the condition in which low levels of OCB (low), the average store loyalty in implementing RSQ store-Limited service is higher than the average of store loyalty on store-implementing RSQ Self Selection ($\mu_{22} > \mu_{32}$)

H17: In the condition in which low levels of OCB (low), the average store loyalty in implementing RSQ store-Limited service is higher than the average of store loyalty on store-implementing RSQ Self Service ($\mu_{22} > \mu_{42}$)

H18: In the condition in which low levels of OCB (low), the average store loyalty on store-implementing RSQ Self Unmatched higher than the average store loyalty on store-implementing RSQ Self Service ($\mu_{32} > \mu_{42}$).

3. RESEARCH METHODS

3.1. Participant

This study used a sample of students of the Faculty of Economics UKRIDA majoring in Accounting and Management which have been a customer at one of the minimart which is Indomaret or Alfamart. The reason for choosing these participants are: (i) The group is considered the most ready to be involved in the experiment; (ii) The nature of the homogeneity of students who have common variants in terms of age range and level of intellect; (iii) It is one of the ways to reduce the external influences that can be a confounding variable in the study. Profile of participants are presented in Table 2.

Tabel 2.
Participant Profile (N = 176)

Keterangan	Jumlah	Persentase
Gender :		
• Male	74	42 %
• Female	102	58 %
Age :		
• 17- 19 years old	142	80,7 %
• 20-22 years old	34	19,3 %
As a customer of minimart :		
• Indomaret	91	51,7 %
• Alfamart	85	48,3 %
Last visit :		
• < 1 week ago	95	54 %
• > 1 month ago	81	46 %

Shopping Frequency in 3 months:		
• ≤ 10 x		
• > 10 x	82	46,6 %
	94	53,4 %
How long have been a customer:		
• ≤ 1 year	88	50 %
• > 1 year	88	50 %
Membership:		
• Yes	17	9,7 %
• No	159	90,3 %

3.2. Experimental Design

Experimental research design that will be used in this study is a factorial design two by four (2x4), because there are two characteristics OCB and 4level RSQ. Based on the experimental design developed in the study, which is a combination of 2 (OCB) x 4 (RSQ), so there are 8 groups of participants. The participants were divided into groups based on the cell can be seen in Table 3. Based on the spread of the number of participants in each cell, it can be concluded that the data obtained are equally available to be used as the study sample.

Table 3.
Number of Participants For Every Cell (N=176)

		OCB	
		High	Low
RSQ	Full Service	$\mu_{11} = 24$	$\mu_{12} = 25$
	Limited Service	$\mu_{21} = 24$	$\mu_{22} = 21$
	Self-Selection	$\mu_{31} = 20$	$\mu_{32} = 21$
	Self-Service	$\mu_{41} = 20$	$\mu_{42} = 21$

3.3. Manipulation Check

Once divided into several groups, the participants were asked to imagine and write down the name of one of the most visited minimarket, followed with primary research through scenarios and manipulation check, which means participants must be able to demonstrate that they understand and to better understand the factors that are manipulated so that manipulation works well on the experiments conducted. Manipulation check is done by asking questions to participants after they read the scenario appropriate combination of existing cells, then examine participant responses to the question that seemed to happen in such a scenario. The study concludes by giving a few questions about the participants' experiences, such as the time of the last visit, frequency of shopping, long been a customer and possession of a membership card.

3.4.   Minimart in the experimental determination

Selection minimarket in this study is based on data APRINDO (Indonesian Retailers Association) that occurred in 2012 in the fast moving consumer goods retail sector as growth reached 13% from 11.7% in 2011 (Swa 2012). According to the Bureau (2010) Indomaret and Alfamart as a local retailer has the largest turnover in Indonesia and is a kind of modern market aggressively in expanding the number of outlets and implement a franchise system to expand its business scale, so it can compete with the scale supermarkets and hypermarkets.

3.5. Operational Definition and Measurement Instruments Research

In experimental research design, each variable is expressed as a factor. Causative factor in this study is the RSQ and OCB, while the result is store loyalty factors. To determine the causal factors and OCB RSQ used eight scenarios which are combinations of 8 cells and to determine the measurement of store loyalty factor due to the use of questionnaires with a five-point Likert scale. Reference source in the manufacturing scenario and questionnaire experimentally determined with the following qualifications:

a. **Retail Service Quality (RSQ)**
    Using the dimensions developed by Dabholkar et al. (1996) which consists of: (a). physical aspects; (b) reliability; (c). personal interaction; (d). problem solving, and (e). store policy. Then the construction of the scenario with RSQ level based on the theory of Kotler (2009) which consists of:
    1) *Full Service : Limited Servive,* personal interaction, problem solving
    2) *Limited Servive : Self-Selection* and reliability
    3) *Self-Selection : Self-Service* and store loyalty
    4) *Self-Service*: physical aspects.

b. **Organizational Citizenship Behavior (OCB)**
    In the preparation of a relatively high OCB scenario, using the dimensions developed by Chieh-Peng Lin, Nyan-Myau Lyau, Yuan-Hui Tsai, Wen-Chou Yung-Kang Chen and Chiu (2010), which consists of:
    • Altruism: helping ease the work of individuals involved in the organization.
    • Courtesy: helping co-workers and prevent work-related issues by providing consultation and information.
    • Conscientiousness: awareness comply with the rules of the organization.
    • sportsmanship: tolerance on a less than ideal situation at work without complaining.
    • Civic virtue: engage in activities and organizations concerned with the survival of the organization
    While kerakteristik low OCB altruism and sportsmanship that is determined based on observations, experiences and discussions.

c. **Store Loyalty**
    Measured using a questionnaire that measured with five-point Likert scale which is a modified instrument developed by Sirohi et al. (1998); Sawmong et al. (2004); Yavas and Babakus (2008), which includes four stages of loyalty according to Oliver, which consists of:
        1. Cognitive Loyalty: Cost and Benefit
        2. Affective Loyalty: Satisfaction
        3. Conative Loyalty: Recommend and Repurchase
        4. Action Loyalty: Number of visits.
    There are five indicators to measure the Store Loyalty, i.e :
        1. Customer loyalty to the store (seen from the price and service)
        2. Stores Facilities
        3. Willingness to provide recommendations
        4. The number of visits and spending
        5. Willingness to provide feedback.
    Thus, this experimental study design was 2 (OCB: High and Low) x 4 (RSQ: full service, limited service, self-selection and self-service), so there are 8 cells, namely a combination of: (1). OCB RSQ-high with a full service, (2). OCB high with RSQ-limited service, (3). OCB RSQ high with self-selection, (4). OCB RSQ high with self-service; (5). OCB RSQ- low with a full service, (6). OCB low with RSQ-limited service, (7). OCB low with self RSQ- selection, (8). OCB with RSQ low-self service.

3.6. Methods of Data Analysis

The data collected during this study will be analyzed with the help of the statistical program SPSS. Hypotheses H1 and H2 were tested using ANOVA. While the hypothesis H3, H4, H5, H6, H7, H8, H9, H10, H11, H12, H13, H14, H15, H16, H17, and H18 performed using different test Bonferroni.

4.   FINDINGS AND DISCUSSIONS

4.1. Validity Test Results

The validity test of research instrument to know the relation between conceptual definition and operational as seen in Table 4. The validity test showed all constructive measurement items have p-value less than α (0,05) and the correlation value > 0.5. This result indicates constructive measurement items were used are valid, then, all items can be used for further hypothesis test.

4.2.   Reliability Test Results

The test was done using cronbach's coefficient alpha with the following standard: if Cronbach's coefficient alpha value is bigger than 0.6, it means all measurement items are reliable and can be used to mesure a contruct (Sekaran , 2000). From the result shows if cronbach's alpha value is 0.6994 or bigger than 0.6, so the conclusion is all participants' answers on the used questions in the study are consistent and reliable.

4.3.   Descriptive Statistics

The descriptive statistics showing the average and deviation standard of store loyalty respectively presented in Table 6. From Table 6, the data shows the highest average of store loyalty is in µ11 (3.7083). This indicates that the highest or the best store loyalty is reached if the store applies RSQ full-service and has employees with high OCB level. Meanwhile the average of the lowest store loyalty is in µ42 (2.7238). This indicates that the store having employees with low OCB causes low customer loyalty. Besides, any RSQ types applied in store, the average of store loyalty in the store having employees with high OCB is higher than those with low OCB.

Table 4. Descriptive Statistics

RSQ	OCB			
	High		**Low**	
Full-service	**µ11**		**µ12**	
	Mean	3.7083	Mean	3.0240
	S.D.	0.4791	S.D.	0.5395
	N	24	n	25
Limited-service	**µ21**		**µ22**	
	Mean	3.6333	Mean	2.9143
	S.D.	0.4400	S.D.	0.7310
	N	24	n	21
Self-selection	**µ31**		**µ32**	
	Mean	3.4900	Mean	2.7524
	S.D.	0.3640	S.D.	0.6447
	N	20	n	21
Self-service	**µ41**		**µ42**	
	Mean	3.1400	Mean	2.7238
	S.D.	0.5155	S.D.	0.3492
	N	20	n	21

Moreover, a temporary conclusion shows customer store loyalty is getting higher along with the increase of employees' OCB. However, RSQ must be concerned as store loyalty has directly proportional to given RSQ ($\mu11 > \mu21 > \mu31 > \mu41$ dan $\mu12 > \mu22 > \mu32 > \mu42$).

4.4.   H1 and H2 Hypotheses Test Results

Hipotesis H1 and H2 hypotheses were tested using Anova test. The results are shown in Table

Table 5. The Effect of RSQ and OCB to Store Loyalty

Factor	Df	Sum of Squares	F-stat	p-value
RSQ	3	4.752	5.821	0.001*
OCB	1	17.857	65.619	0.000*
$R^2 = 0.343$ (Adjusted $R^2 = 0.316$)				
*) Significant at α level = 5% = 0/05				

From Table 5, it can be seen that RSQ factor significantly influences on store loyalty with significant F-statistics value in which p-value (0.001) < α (0.05) so H1 hypothesis is proven. This result shows RSQ level must be concerned as store loyalty will increase along with the increase RSQ level.

OCB significantly influences on store loyalty with significant F-statistics value in which p-value (0.001) < α (0.05). This finding shows H2 hypothesis is proven. This result supports the previous study stating expertise and skill, employees' attitude and behavior, as well as available supported equipment are keys to achieve customer loyalty success (Reichheld, 1993 and 1996; Bitner, 1995; Reynolds and Beatty, 1999). Then, if seen from adjusted R2 value, it can be concluded that OCB and RSQ factors are able to explain variety of store loyal variable (31.6%). This value is quite big to show the tested RSQ and OCB variables having strong explanatory power on customer loyalty.

4.5.   Bonferonni Test Results

Descriptive statistics data (Table 6) shows the average of store loyalty in $\mu11$ cell is bigger than those in $\mu12$ cell and so on. However, in order to make sure whether the difference is significant or not, then Bonferonni test is done to test H3, H4, H5, H6, H7, H8, H9, H10, H11, H12, H13, H14, H15, H16, H17, and H18 as seen in Table 8.

Based on Table 6, it is found that when 11 cells are compared to cell 12 (11 versus 12), then mean difference value is positive with p-value (0.0000) < α (0.05). It means that when RSQ-full service is applied, the average of store loyalty at store having employees with higher OCB characteristic ($\mu11$) is significant than those at store having employees with low OCB characteristic ($\mu12$). This finding shows H3 hypothesis is proven.

Table 6. Bonferroni Test (Mean Difference Test)

Sel			*Mean Difference*	*Std. Error*	*P-value*
11	vs	12	0.6843	0.1491	0.0000*
11	vs	21	0.0750	0.1506	1.0000
11	vs	31	0.2183	0.1579	1.0000
11	vs	41	0.5683	0.1579	0.0120**
12	vs	22	0.1097	0.1544	1.0000
12	vs	32	0.2716	0.1544	1.0000
12	vs	42	0.3002	0.1544	1.0000
21	vs	22	0.7191	0.1559	0.0000*
21	vs	31	0.1433	0.1579	1.0000
21	vs	41	0.4933	0.1579	0.0590***
22	vs	32	0.1619	0.1610	1.0000
22	vs	42	0.1905	0.1610	1.0000
31	vs	32	0.7376	0.1630	0.0000*
31	vs	41	0.3500	0.1650	0.9890

| 32 | vs | 42 | 0.0286 | 0.1610 | 1.0000 |
| 41 | vs | 42 | 0.4162 | 0.1630 | 0.3240 |

*) Significant at α level = 1%
**) Significant at α level = 5%
***) Significant at α level = 10%

Table 6 presents when cell 21 is compared to cell 22 (21 versus 22), then mean difference value is positive with p-value (0.0000) < α (0.05). This result shows when RSQ-limited service is applied, then the average of store loyalty at store having employees with higher OCB high characteristic (μ21) is more significant than those in store having employees with OCB low characteristic (μ22). Moreover, the H4 hypothesis is proven.

When cell 31 is compared to cell 32, mean difference value is positive with p-value (0.0000) < α (0.05). This shows when RSQ-self selection is applied, then the average of store loyalty at store having higher OCB high characteristic (μ31) is more significant than those at store having employees with OCB low characteristic (μ32). Moreover, the H5 hypothesis is proven.

When cell 11 is compared to cell 41, mean difference value is 0.5683 (positive) and its p-value is 0.0120 (it is significant as it is smaller than α (0.05). This result indicates that when OCB characteristic is high, then the average of store loyalty at store applying RSQ-full service (μ11) is more significant than those at store applying RSQ-self service (μ41). So, the H9 hypothesis is proven.

When cell 11 is compared to 41, mean difference value is 0.1579 (positive) and its p-value is 0.0590 (it is significant as it is smaller than α (0.10). This result indicates that when OCB characteristic is high, then the average of store loyalty at store applying RSQ-limited service (μ21) is more significant than those at store applying RSQ-self service (μ41). So, the H11 hypothesis is proven. Table 8 shows there is insignificantly proven hypothesis: H6, H7, H8, H10, H12, H13, H14, H15, H16, H17, and H18. This is shown by insignificant mean difference value because the value is bigger than α (0.05).

Overall, the concusion is Hypotheses H3, H4 and H5 prove that customer loyalty is increased if minimarket employees have OCB high characteristic than OCB low for full service, limited service and self selection levels. It is because the customers are respected, concerned, and given solution if any problems appear. Then, the customers give a recommendation to their friends, relatives and colleagues.

Besides, hypotheses H9 and H11 prove that customer loyalty is increased if minimarket employees have OCB high characteristic for RSQ-full service than RSQ-self service or RSQ-limited service than RSQ-self service. This is strengthen by studies conducted by Ai Leen and Ramayah (2011). The study shows that five dimensions of RSQ stated by Dabholkar et al. (1996): physical aspects, reliability, personal interaction, problem solving, and store policy (full service) are compatible to measure related RSQ and customer loyalty to visit, buy, and recommend the store.

4.6. Summary of Hypothesis Test Results and Findings
The followings are summary of hypothesis test results in this study.

Table 7. Summary of Hypothesis Test Results

HYPOTHESIS	STATEMENT	RESULT
1	RSQ significantly influences on store loyalty	Proven
2	OCB significantly influences on store loyalty	Proven
3	When RSQ-full service is applied, the average of store loyalty at store having employees with higher OCB high characteristic than those at store having employees with OCB low characteristic ($\mu_{11} > \mu_{12}$)	Proven
4	When RSQ-limited service is applied, the average of store loyalty at store having employees with higher OCB high characteristic than those at store	Proven

	having employees with OCB low characteristic ($\mu_{21} > \mu_{22}$)	
5	When RSQ-Self selection is applied, the average of store at store having employees with higher OCB high characteristic than those at store having employees with OCB low characteristic ($\mu_{31} > \mu_{32}$)	Proven
6	When RSQ-Self service is applied, the average of store loyalty at store having employees with higher OCB high characteristic than those at store having employees with OCB low characteristic ($\mu_{41} > \mu_{42}$)	Proven
7	When OCB characteristic is high, the average of store loyalty at store applying RSQ-full service is higher than those at store applying RSQ-limited service ($\mu_{11} > \mu_{21}$)	Proven
8	When OCB characteristic is high, the average of *store loyalty* at store applying RSQ-*full service* is higher than those at store applying RSQ-*self selection* ($\mu_{11} > \mu_{31}$)	Proven
9	When OCB characteristic is high, the average of *store loyalty* at store applying RSQ-*full service* is higher than those at store applying RSQ-*self selection* RSQ-*self service* ($\mu_{11} > \mu_{41}$)	Proven
10	When OCB characteristic is high, the average of *store loyalty* at store applying RSQ-*limited service* is higher than those at store applying RSQ-*self selection* ($\mu_{21} > \mu_{31}$)	Proven
11	When OCB characteristic is high, the average of *store loyalty* at store applying RSQ-*limited service* is higher than those at store applying RSQ-*self service* ($\mu_{21} > \mu_{41}$)	Proven
12	When OCB characteristic is high, the average of *store loyalty* at store applying RSQ-*self selection* is higher than those at store applying RSQ-*self service* ($\mu_{31} > \mu_{41}$).	Proven
13	When OCB characteristic is low, the average of *store loyalty* at store applying RSQ-*full service* is higher than those at store applying RSQ-*limited service* ($\mu_{12} > \mu_{22}$)	Proven
14	When OCB characteristic is low, the average of *store loyalty* at store applying RSQ-*full service* is higher than those at store applying RSQ-*self selection* ($\mu_{12} > \mu_{32}$)	Proven
15	When OCB characteristic is low, the average of *store loyalty* at store applying RSQ-*full service* is higher than those at store applying RSQ-*self service* ($\mu_{12} > \mu_{42}$)	Proven
16	When OCB characteristic is low, the average of *store loyalty* at store applying RSQ-*limited service* is higher than those at store applying RSQ-*self selection* ($\mu_{22} > \mu_{32}$)	Proven
17	When OCB characteristic is low, the average of *store loyalty* at store applying RSQ-*limited service* is higher than those at store applying RSQ-*self service* ($\mu_{22} > \mu_{42}$)	Proven
18	When OCB characteristic is low, the average of *store loyalty* at store applying RSQ-*self selection* is higher than those at store applying RSQ-*self service* ($\mu_{32} > \mu_{42}$)	Proven

5. CONCLUSIONS

Overall, this experiment study is aimed at investigating the influence of the difference between RSQ and OCB on Store Loyalty of minimarket customers (Indomaret and Alfamart in Jakarta). The findings show that OCB has significant influence on customer loyalty. The types of RSQ level applied at store are not meaningful if employees' OCB is low.

Moreover, the role of OCB is bigger than RSQ in terms of improving customer loyalty. This finding prove that high employees' OCB play important role which must be concerned since employees frequently interact directly with customers. Meaning to say, OCB is considered as an internal marketing which give positive effect in improving store loyalty. The implication of this study is OCB factor does not only play role in human resources aspect, but also in marketing management, particularly, in retail management.

6. LIMITATIONS AND RECOMMENDATIONS

This study has some limitations as follows: (1) The use of cross sectional design; this causes difficulty to describe behavior change from time to time since participants' psychological condition influences when answering questionnaire; (2) The number of options in multiple choice questions in questionnaire are different. It is recommended to have the same number of multiple choices' options to avoid a bias; (3) The use of research setting which is limited to modern retail industry such as minimarkets (Indomaret and Alfamart). The consideration is because they are the biggest minimarkets in Indonesia. It is suggested to use other research settings; (4) The choice of students as participants who have different backgrounds of economy, intellegency level, and gender. This difference causes various emotional levels. The recommendation for further study is as follows: to consider the type of participant based on customer satisfaction level (includes very satisfied, satisfied, somewhat satisfied, somewhat dissatisfied, dissatisfied dan very dissatisfied), to do matching (to divide the same number of gender in each group), and to do blocking (particularly certain genders).

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