

ABSTRAK

Dalam lingkungan usaha jasa yang semakin kompetitif dan isu tentang pelayanan untuk kesejahteraan masyarakat, perspektif psikologi tentang hakikat pelayanan sangat penting. Mengingat pariwisata Indonesia berpotensi besar sebagai sumber kesejahteraan manusia Indonesia, penelitian ini bertujuan menemukan model komitmen pelayanan pada manajer lini di organisasi pariwisata sebagai indikator kualitas pelayanan superior yang berdampak pada profitabilitas organisasi. Model komitmen pelayanan dikembangkan dari konsep *Organizational Citizenship Behavior* (OCB) yang berorientasi kepada pelanggan (*CO-OCB*) dengan mengkajinya pengaruh dari Nilai-nilai Personal, *Servant Leadership* dan Iklim Pelayanan organisasi baik secara simultan atau pun parsial terhadap *CO-OCB* manajer lini.

Penelitian ini menggunakan metode *explanatory survey* dengan analisis deskriptif dan analisa verifikatif. Berdasarkan teknik *cluster sampling*, penelitian ini dilakukan terhadap sampel sebanyak 288 orang yang terdiri dari 169 manajer lini di Dinas Pariwisata dan 119 manajer lini di Jasa Pariwisata (jasa akomodasi, konsumsi, atraksi/objek wisata) di Jawa Barat. Pengujian hipotesis penelitian menggunakan *Structural Equation Modeling* (SEM) berbasis *component / variance* yaitu teknik *Partial Least Square* (PLS) dengan program SmartPLS.

Hasil penelitian menunjukkan Nilai-nilai Personal, *Servant Leadership* dan Iklim Pelayanan berpengaruh terhadap *CO-OCB* secara simultan dalam 2 (dua) alternatif model yaitu 1) Model pengaruh Nilai-nilai Personal terhadap *Servant Leadership* dan *CO-OCB*, 2) Model pengaruh *Servant Leadership* terhadap Iklim Pelayanan dan *CO-OCB*, dimana pengaruh terhadap *CO-OCB* lebih signifikan secara utuh pada model ke (2) dari pada model (1). Sebagai suatu kesatuan sistem, Nilai-nilai Personal berpengaruh terhadap *Servant Leadership*, sedangkan *Servant Leadership* selalu berpengaruh terhadap Iklim Pelayanan dan sebaliknya, dan Iklim Pelayanan selalu berperan terhadap *CO-OCB*. Dengan demikian posisi Nilai-nilai Personal dan Iklim Pelayanan adalah sangat penting, karena melalui ke dua variabel tersebut lah *Servant Leadership* dapat berpengaruh terhadap munculnya *CO-OCB*

Kata kunci : Nilai-nilai Personal, *Servant Leadership*, Iklim Pelayanan, *Customer Oriented-Organizational Citizenship Behavior*, Organisasi Pariwisata.

ABSTRACT

In service sector with more competitive and challenging issue on society welfare, psychological perspective of service nature becomes more vital. Considering Indonesian tourism has major potential as source of Indonesian welfare, this research aimed to discover service commitment model on first-line manager of tourism organization as an indicator for superior service quality which has impact on organizational profitabilities. This service commitment model was developed from Organizational Citizenship Behavior (OCB) concept that focused on customer, called as Customer Oriented-OCB (CO-OCB). In this research, the effect of Personal values, Servant Leadership and Service Climate was simultaneously and partially examined on CO-OCB of first-line manager.

This research used explanatory survey method with descriptive and verificative analysis. Based on cluster sampling techniques, the research was conducted for 288 samples, that consisted of 169 first-line managers of Government Tourism Office and 119 first-line managers of Tourism Service Companies in West Java. The examination of research hypothesis used Structural Equation Modeling (SEM) with component / variance based, that is Partial Least Square (PLS) technique with SmartPLS program.

The reasearch showed that Personal values, Servant Leadership and organizational service climate have simultaneously influences on CO-OCB in two alternatives model, they are : 1) Model of Personal values influences' on Servant Leadership and CO-OCB, 2) Model of Servant Leadership influences' on Service Climate and CO-OCB, which the influences of CO-OCB were more coherently significant on Model 2 than Model 1.

As a whole system, personal values have impact on servant leadership, while servant leadership has always impact on service climate and vice versa, and service climate has always impact on CO-OCB. Thus, the role of personal values and service climate are very important, because through this two variables the servant leadership could give its effect on CO-OCB.

Keywords: Personal Values, Servant Leadership, Service Climate, CO-OCB, Tourism Organization.