



## Original Research

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# Customer Loyalty Measurement Using Burnout and Confidence with Organizational Citizenship Behavior as Antecedent Variables

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## Abstract

This study uses latent variables of burnout, confidence, organizational citizenship behavior and customer loyalty. The data used are primary data and collected using an explanatory survey. The total population is 3,841 customers. Samples taken were 200 respondents. The instrument used is a Likert scale at the Bank Lampung Office. The instrument was tested using validity and reliability. Requirements for analysis using tests of normality, homogeneity, linearity, and significance of regression. Data analysis using Structural Equation Modeling (SEM). The results found that burnout had a direct negative effect on customer loyalty, confidence had a direct positive effect on customer loyalty, burnout had a direct negative effect on organizational citizenship behavior, and organizational citizenship behavior had a direct positive effect on customer loyalty.

**Keywords:** Burnout; Confession; Organizational citizenship behavior; Customer loyalty.



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## 1. Introduction

Customer loyalty is one of the topics in great demand by management researchers. However, the use of burnout and organizational citizenship behavior variables as antecedent variables to measure customer loyalty are still not much done. It was said by Zoppiatis (2010) and Salanova *et al.* (2005), that burnout experienced by an employee in an organization will have an impact on the overall organizational system including the quality of services used to retain customers.

Increasing the quality of employees in making decisions about what they believe in, as well as the desire to help other members of the organization, or the work shown by employees in addressing their work, will be obtained if employees have good burnout (Prasetyo, 2015). Burnout felt by employees, either directly or indirectly, will affect the quality of employees in serving customers (Kallith *et al.*, 1998). That customer loyalty is desired by a company, organization, is indirect, more influenced by employee behavior when interacting with customers (Utami, 2015).

Burnout is a psychological syndrome that appears as a prolonged response to chronic interpersonal stress at work Montero-Marín *et al.* (2009). This condition is felt by employees when the work charged to him has exceeded his limits. However, this condition can also occur if the work charged to employees is routine work Heinemann and Heinemann (2017). Prolonged burnout will result in a decrease in the personal condition of employees to interact with other employees and customers.

Organizational citizenship behavior encompasses a person's behavior in terms of helping others and taking responsibility for the organization (Pavalache-Ilie, 2014). Employee's desire to help others is a responsibility that is carried out based on a sense of personal responsibility towards the organization (Pavalache-Ilie, 2014). Good personal conditions of employees will have an effect on and influence the employee's desire to help other employees if they experience difficulties.

Good employee personality conditions, conditions in which employees do not have problems with mental stress, will create a desire to jointly achieve organizational goals by coordinating with other employees (Silbiger and Pines, 2014). Organizational objectives will be easily achieved if each employee has responsibility for the organization through work coordination. Kurniawan (2015), said that good employee personality conditions will affect organizational citizenship behavior.

*Confidence is a feeling that is present in an individual when receiving positive influence from others* (Insabato *et al.*, 2010). Positive information about the organization is an interaction between information received and personality that can create confidence when dealing with others. Positive beliefs that exist within a person, will affect their behavior when interacting with organizational partners (Damtew and Pagidimarri, 2013). Good behavior and shown by employees will provide opportunities for others to become organizational customers.

Customer loyalty can be described as a form of good relationship between customers and companies or organizations that relate to their needs so that customers make repeated transactions (Magatet and Tomalieh, 2015; Okabe, 2017). Customers who receive positive treatment from members of the organization will receive a good impression and have a tendency to invite others to transact with the organization (Hofman-Kohlmeyer, 2016; Kheng *et al.*, 2010).

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Employee confidence in the organization is one form of responsibility that must be carried out in order to interact with others (Insabato *et al.*, 2010; Tunçel, 2015). The positive value of relationships with other people, as well as good relationships with others will provide a sense of comfort for the organizational partners, namely customers and prospective customers (Sarwar *et al.*, 2012). So that the beliefs held by employees will create loyalty for customers and prospective customers.

Spiritual fatigue is a decrease in the personality of someone who works optimally in the organization (Gill, 2006; Ross, 2016). The behavior that results from mental exhaustion can lead to a decrease in one's ability when dealing with others. The results obtained when an employee experiences a mental decline is a feeling of disappointment and showing an unfriendly attitude with others (Morse *et al.*, 2012). The disruption of the relationship between someone who experiences mental exhaustion with others can negatively affect the customer.

A person's desire to remain a corporate customer is shown through the attitude of inviting and invulnerable to the invitations of other companies (Pérez and Rodríguez, 2015). Customer loyalty is an attitude of loyalty gained by customers through a long process. A customer who has loyalty to the company will feel that personal relationships with existing personnel are outlined in front of the organization, cannot be defeated by the invitations of other companies (Wang and Chaipoopirutana, 2015).

Organizations that have a strong personality and do not experience mental exhaustion, will create good relationships with customers and will even maintain existing loyalty, and will even break relationships with other customers (Bricci *et al.*, 2016). So that mental exhaustion will negatively affect customer loyalty.

Confidence is a feeling that is present in every employee based on a positive influence on the organization he receives (Flanagan and Johnston, 2005; Insabato *et al.*, 2010). That belief can be said as a success that can be achieved based on behavior in decision making (Karimi and Saadatmand, 2014). Positive beliefs and attitudes are carried out to do something based on his belief that organizational goals can be achieved through a collaboration with each member of the organization.

The action of an employee who has confidence that the goals of the organization can be achieved is to seek answers about how to cooperate to achieve organizational goals. Actions taken by individuals to help other performances either requested or not asked are called organizational citizenship behavior (Pavalache-Ilie, 2014; Ullah and Ali, 2009). Organizational citizenship behavior is the behavior of workers in an organization consisting of a willingness to work together and help each other, and a willingness to provide assistance to other employees without being asked (Alkahtani, 2015; Chang *et al.*, 2011).

The success achieved by a worker based on shared beliefs for organizational goals can create a desire to help co-workers if the partner is experiencing difficulties (Khan *et al.*, 2017; Singh and Srivastava, 2009). Obstacles to achieving organizational goals due to the presence of other workers who have difficulty finding solutions. So that the beliefs held by workers can directly affect organizational citizenship behavior.

Organizational citizenship behavior is the action of employees to help colleagues who are carried out voluntarily and outside their primary duties which can contribute positively to the organization (Agustininghsih *et al.*, 2016; Sarmawa *et al.*, 2015; Tabatabaei *et al.*, 2015). Employees' desire to help co-workers is carried out in ways that are polite and mindful, so as to cause sympathy for others, including superiors, co-workers, and customers (Firmansah *et al.*, 2014; Hosseini *et al.*, 2013).

Organizational positive values obtained through a collaboration between employees when completing work, in addition to affecting the value of the organization, but can also affect the power to maintain the organization from the competition (Castro, 2004). Management of the reliance of customers within the organization can provide an active role for employees in order to provide convenience for customers who make transactions.

Organizational objectives that have been established by management within the organization, can be described as a general strategy to meet customer needs (Chandrashekaran *et al.*, 2007). Customers will feel fulfilled if what is disclosed and done by employees within the organization can feel comfortable (Chinomona, 2013; Pérez and Rodríguez, 2015). Customers who receive a positive response from the organization, can have loyalty and are characterized by making repeat purchases regularly, or providing references to others.

## 2. Methodology

This research was conducted using quantitative methods by surveying customers of Bank Lampung. The latent variables used include burnout and confidence as exogenous latent variables, while organizational citizenship behavior and customer loyalty are endogenous latent variables.

The target population is all customers in Lampung Province. The sample used to be 200 respondents. The sampling technique uses accidental sampling obtained based on proportional distribution (Etikan and Bala, 2017; Taherdoost, 2016). The instrument items used are multiple choice with 5 alternatives Likert choices (Hair, 2009). The instrument preparation steps include instrument preparation, validity, and reliability testing, and field data collection.

Validity test is used to measure item validity. The items in the questionnaire are declared valid if the item can measure each latent variable (Ghozali, 2011). The technique used is the Product Moment correlation technique, namely the item score correlation with the total score (Berzofsky and Williams, 2009). Valid or not the instrument grain is done by comparing  $t_{value}$  and  $t_{table}$ . Reliability testing is done by counting Cronbach's Alpha each variable (Goldstein, 2015; Hair, 2009).

Data analysis uses descriptive statistics and inferential statistics. The analytical requirements used are normality, homogeneity, regression significance, and linearity. Multivariate statistical tests were carried out using *Structural Equation Modeling* (Joreskog *et al.*, 2000; Wijanto, 2008).

### 3. Research Results

#### 3.1. Requirements Analysis Test of Normality

The requirements analysis test is done before analyzing the data. The following is a summary of the results of the analysis of analytical requirements for data normality.

**Table-1.** The summary of the test requirements of the normality

Latent Variable	$\alpha$ value	Sig. value	Conclusion
$\xi_1$	0,05	0,054	Normal
$\xi_2$	0,05	0,061	Normal
$\eta_1$	0,05	0,059	Normal
$\eta_2$	0,05	0,070	Normal

#### 3.2. Test Requirements of Homogeneity Analysis

Data homogeneity analysis requirements, a test is conducted to determine the relationship between variables that each variable must have a homogeneous relationship. The following is a summary of the results of the data homogeneity test.

**Table-2.** The Summary of the test requirements of the homogeneity

Variable	$\alpha = 0,05$		Conclusion
	F	Sig. value	
$\eta_2$ on $\xi_1$	0,765	0,844	Homogenous
$\eta_2$ on $\xi_2$	1,189	0,219	Homogenous
$\eta_2$ on $\eta_1$	1,139	0,281	Homogenous
$\eta_1$ on $\xi_1$	1,110	0,317	Homogenous
$\eta_1$ on $\xi_2$	1,186	0,223	Homogenous

#### 3.3. Test Requirements for Linearity and Significance Analysis of Regression

Linearity testing and significance of regression are done to determine the relationship between variables. The following is a summary of the results of the linearity test and the significance of the regression between variables.

**Table-3.** The summary of the test of requirements and the significance of linearity regression

Variable	Significance		Sig. Regression	Linearity			Linearity
	F value	F table		Sig.	F value	F table	
$\eta_2$ on $\xi_1$	4,117	2,65	Significant	0,850	0,758	1,47	Linearity
$\eta_2$ on $\xi_2$	2,075	2,65	Tidak Significant	0,384	1,062	1,47	Linearity
$\eta_2$ on $\eta_1$	3,033	2,65	Significant	0,250	1,165	1,47	Linearity
$\eta_1$ on $\xi_1$	12,553	2,65	Significant	0,737	0,841	1,47	Linearity
$\eta_1$ on $\xi_2$	18,724	2,65	Significant	0,796	0,806	1,47	Linearity

#### 3.4. Summary of Calculation Results, *Construct Reliability* and *Variance Extracted* Exogenous Variable Burnout ( $\xi_1$ )

**Table-4.** Calculation of constructing reliability and variance extracted ( $\xi_1$ )

Construct	Std. Loading	$\sum \text{Std. Loading}^2$	Error	$CR = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \sum ej}$	$VE = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading}^2 + \sum ej}$
X <sub>1</sub>	0,72	0,52	0,48		
X <sub>2</sub>	0,86	0,74	0,26		
X <sub>3</sub>	0,81	0,66	0,34		
Total	2,39	1,91	1,08	0,841	0,639

Based on the summary of the calculation results in the table shows that the value of constructing reliability is 0.841 greater than 0.70 (CR>0.70) and the average variance extracted (VE) value is 0.639 greater than 0.50 (VE>0.50). This means that there are findings that all three manifest variables have consistency in measuring the latent variable burnout.

### 3.5. Summary of Calculation Results, Construct Reliability and Variance Extracted Exogenous Confidence Variables ( $\xi_2$ )

**Table-5.** Calculation of constructing reliability and variance extracted ( $\xi_2$ )

Construct	Std. Loading	$\sum \text{Std. Loading}^2$	Error	$CR = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \Sigma ej}$	$VE = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading}^2 + \Sigma ej}$
X <sub>4</sub>	0,76	0,58	0,42	0,823	0,701
X <sub>5</sub>	0,91	0,83	0,18		
Total	1,67	1,41	0,60		

The summary of the calculation results in the table shows that the value of constructing reliability is 0.823 greater than 0.70 (CR>0.70) and the average variance extracted (VE) value is 0.701 greater than 0.50 (VE>0.50). This finding shows that both manifest variables have consistency in measuring latent confidence variables.

### 3.6. Summary of Calculation Results, Construct Reliability and Variance Extracted Endogenous Variable Customer Loyalty ( $\eta_1$ )

**Table-6.** Calculation of constructing reliability and variance extracted ( $\eta_1$ )

Construct	Std. Loading	$\sum \text{Std. Loading}^2$	Error	$CR = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \Sigma ej}$	$VE = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading}^2 + \Sigma ej}$
Y <sub>1</sub>	0,75	0,56	0,44	0,779	0,544
Y <sub>2</sub>	0,83	0,69	0,31		
Y <sub>3</sub>	0,61	0,37	0,61		
Total	2,19	1,62	1,36		

The summary of the calculation results in the table shows that the value of constructing reliability is 0.779 greater than 0.70 (CR> 0.70) and the average variance extracted (VE) value is 0.544 greater than 0.50 (VE> 0.50). This shows that the three manifest variables have consistency in measuring the latent variable of customer loyalty.

### 3.7. Summary of Calculation Results, Construct Reliability and Variance Extracted Endogenous Variable Organizational Citizenship Behavior ( $\eta_2$ )

**Table-7.** Calculation of constructing reliability and variance extracted ( $\eta_2$ )

Construct	Std. Loading	$\sum \text{Std. Loading}^2$	Error	$CR = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \Sigma ej}$	$VE = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading}^2 + \Sigma ej}$
Y <sub>4</sub>	0,91	0,83	0,17	0,829	0,710
Y <sub>5</sub>	0,77	0,59	0,41		
Total	1,68	1,42	0,58		

Based on the summary of the calculation results in the table shows that the value of constructing reliability is 0.829 greater than 0.70 (CR> 0.70) and the average variance extracted (VE) value is 0.710 greater than 0.50 (VE> 0.50). This shows that the two manifest variables have consistency in measuring the latent variables of organizational citizenship behavior.

### 3.8. Path Calculation Coefficient Results, t<sub>value</sub>

The following is a summary of the results of the calculation of each path coefficient.

**Table-8.** Summary of results of the path coefficients

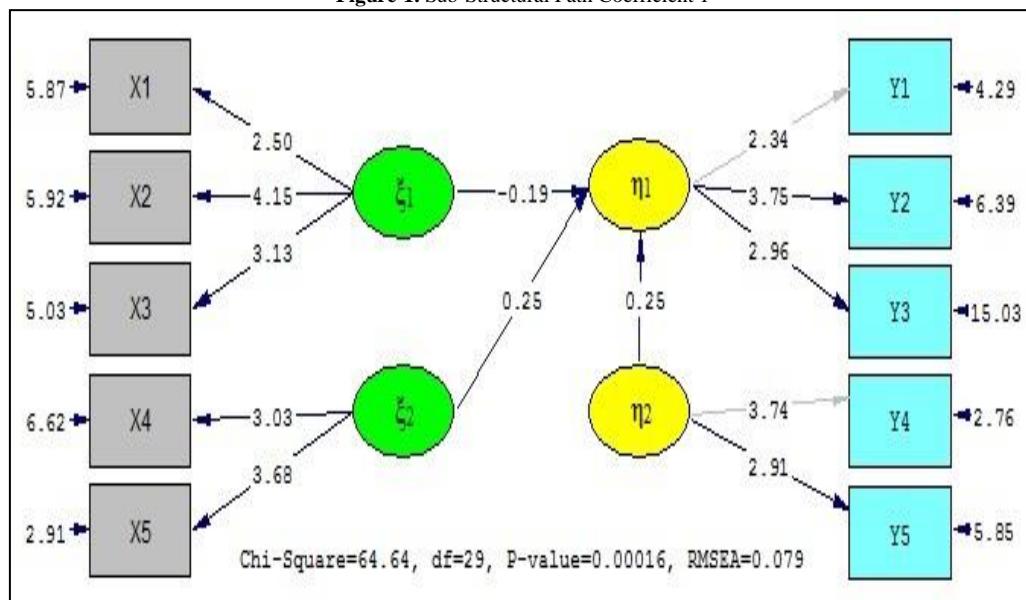
No.	Variable	Path Coefficients ( $\xi_i, \eta_i$ )		Decision	Conclusion
		SLF*	t <sub>value</sub>		
1.	$\eta_2$ on $\xi_1$	-0,24	-2,84	H <sub>0</sub> Unacceptable	Significant
2.	$\eta_2$ on $\xi_2$	0,05	0,67	H <sub>0</sub> Acceptable	Unsignificant
3.	$\eta_1$ on $\eta_2$	0,25	2,69	H <sub>0</sub> Unacceptable	Significant
4.	$\eta_1$ on $\xi_1$	-0,19	-2,27	H <sub>0</sub> Unacceptable	Significant
5.	$\eta_1$ on $\xi_2$	0,25	2,90	H <sub>0</sub> Unacceptable	Significant

\*Standardized Loading Factor

### 3.9. Sub-Structural Path Coefficient 1

The following is a sub-structure 1 path coefficient analysis model that will give a decision to test hypotheses 1, 2 and 3 in the form of equations  $\eta_1 = \gamma_{31}\xi_1 + \gamma_{32}\xi_2 + \beta_{34}\eta_2 + \zeta_1$ .

Figure-1. Sub-Structural Path Coefficient 1

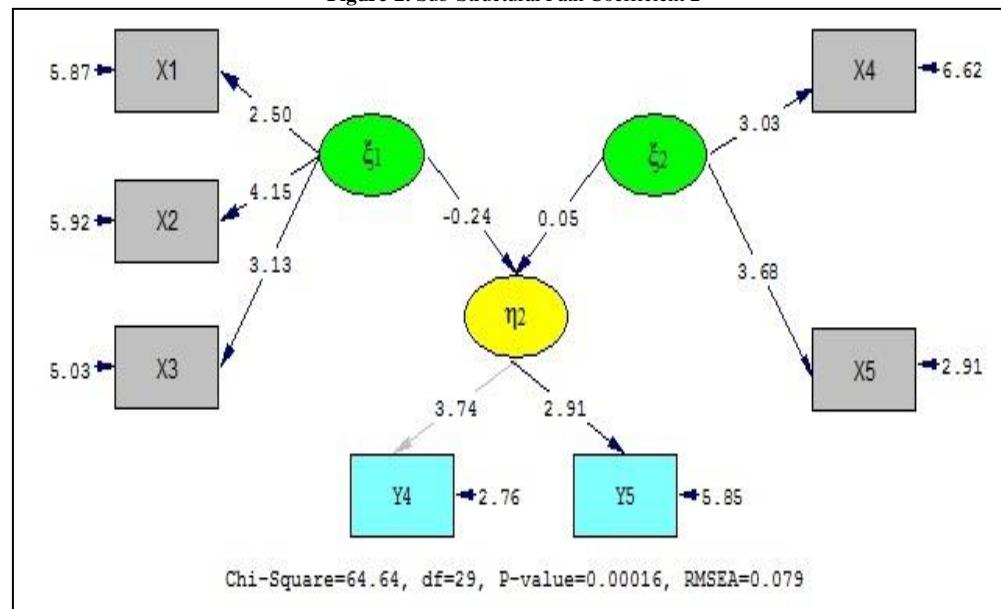


Based on the testing of sub-structure 1, the path coefficient is obtained ( $\gamma_{31}$ ) amounting to -0.19 and value  $t_{\text{value}} = -2.27 < t_{\text{table}(0.05:200)} = -1.97$  then  $H_0$  is rejected and the path coefficient  $\gamma_{31}$ , namely the relationship between burnout latent variables and customer loyalty is significant. Path coefficient ( $\gamma_{32}$ ) amounting to 0.25 and value  $t_{\text{value}} = 2.90 > t_{\text{table}(0.05:200)} = 1.97$ , then  $H_0$  is rejected and the path coefficient  $\gamma_{32}$ , namely the relationship between confidence and customer loyalty is significant. Path coefficient ( $\beta_{34}$ ) amounting to 0.25 and value  $t_{\text{value}} = -2.69 > t_{\text{table}(0.05:200)} = 1.97$ , then  $H_0$  is rejected and the path coefficient  $\beta_{34}$ , namely the relationship between organizational citizenship behavior and customer loyalty is significant.

### 3.10. Sub-Structural Path Coefficient 2

Furthermore, the path coefficient of sub-structure 2 will give decision making to test hypotheses 4 and 5 with the equation form  $\eta_2 = \gamma_{41}\xi_1 + \gamma_{42}\xi_2 + \zeta_2$ .

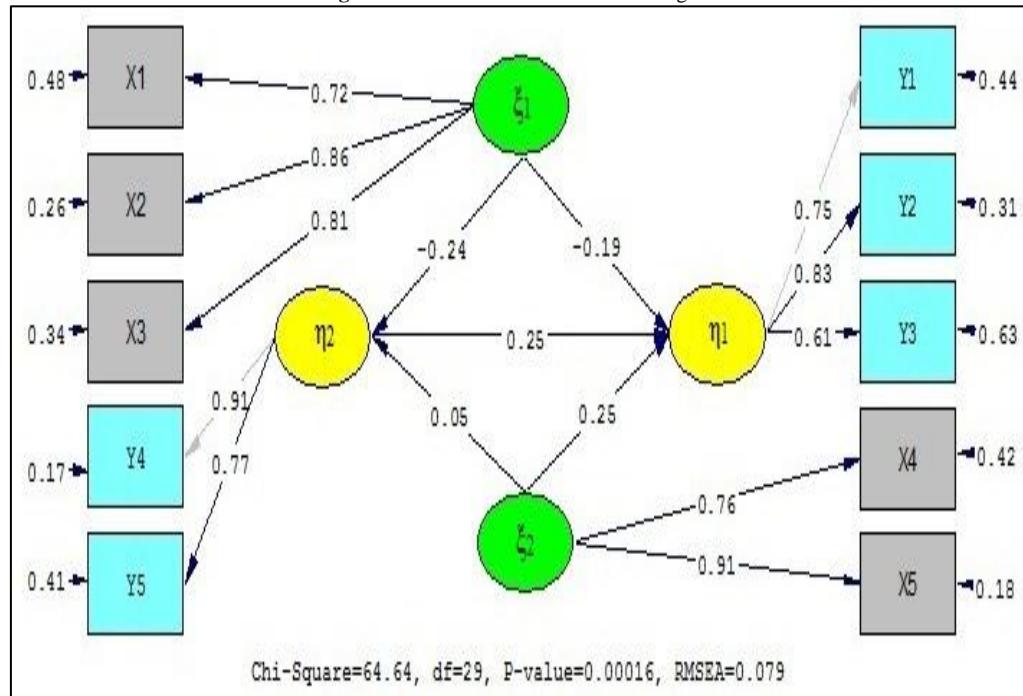
Figure-2. Sub-Structural Path Coefficient 2



Based on testing sub-structure 2, the path coefficient is obtained ( $\gamma_{41}$ ) amounting to -0.24 and value  $t_{\text{value}} = 2.84 > t_{\text{table}(0.05:200)} = 1.97$ , then  $H_0$  is rejected and the path coefficient  $\gamma_{41}$ , namely the relationship between burnout and organizational citizenship behavior is significant. Path coefficient ( $\gamma_{42}$ ) of 0.05 and value  $t_{\text{value}} = 0.67 < t_{\text{table}(0.05:200)} = 1.97$ , then  $H_0$  is accepted and the path coefficient  $\gamma_{42}$ , namely the relationship between confidence and organizational citizenship behavior is insignificant.

Overall the standardized solution path diagram in each variable through the linear structural relationship program is described as follows:

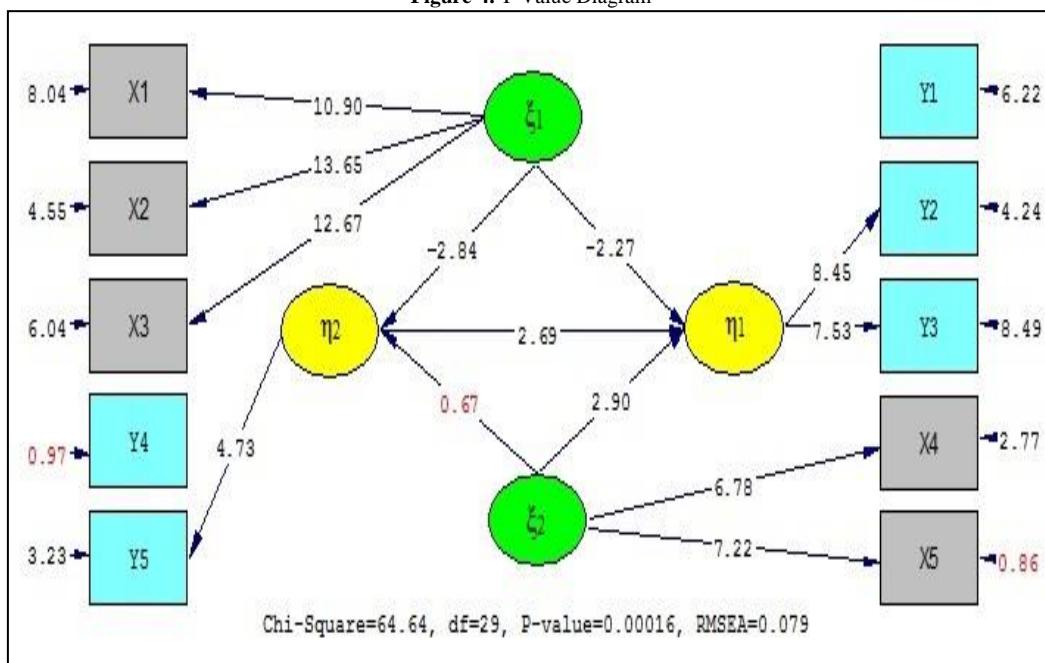
Figure-3. Standardized Solution Path Diagram



Based on Figure 3, standardized solution path diagram, in addition to the direct effect, there are total and indirect (indirect) effects between exogenous latent variables ( $\xi$ ) with endogenous latent variables ( $\eta$ ). Based on Lisrel's output of the standardized total effect, it shows that: (1) the total value of the total effect is variable  $\xi_1$ ,  $\xi_2$ , and  $\eta_2$  to  $\eta_1$  equal to the value of the direct effect of each of these variables, because it is not mediated by other variables (antecedent variables), (2) the total value of influence (total effect) is variable  $\xi_1$ , and  $\xi_2$ , to  $\eta_2$  also equal to the value of the direct effect of each of these variables, because it is not mediated by intervening variables, (3) *indirect effect*  $\xi_1$  toward  $\eta_1$  amount  $-0.24 \times 0.25 = -0.06$ , because there are other variables (antecedent variables) that is  $\eta_2$  amount  $-0.19$ , while the total effect is  $-0.06 + (-0.19) = -0.25$ , and (4) *indirect effect*  $\xi_2$  toward  $\eta_1$  in the amount of  $0.05 \times 0.25 = 0.01$  because of the intervening variables, namely  $\eta_2$  amount 0.25, while the total effect is  $0.01 + 0.25 = 0.26$ .

Description of the effect of exogenous variables ( $\xi_2$ ) against endogenous variables ( $\eta_2$ ) shows that the latent *confidence variable* ( $\xi_2$ ) no significant effect on *organizational citizenship behavior* ( $\eta_2$ ) because it has a value of  $t_{value}$  smaller than  $t_{table}$ .

Figure-4. T-Value Diagram



## 4. Discussion

### 4.1. There are Direct Negative Burnout Influences on Customer Loyalty

Based on research findings indicate that burnout has a negative effect on customer loyalty. The findings of this study indicate that if employee workplace fatigue is greater, understanding of organizational commitment is lower, and the work motivation that is present in employees is smaller, then customer loyalty consists of the customer's desire to provide recommendations to others, the desire to re-do transactions and loyalty to the company's products will also decrease.

The findings of this study are in accordance with the research [Yagil \(2006\)](#), [Salanova et al. \(2005\)](#), and [Zopiatis \(2010\)](#), which concluded that burnout has a direct negative effect on customer loyalty.

### 4.2. There is a Positive Direct Confidence Effect on Customer Loyalty

Based on the findings of the study showed that confidence has a positive effect on customer loyalty. The findings of this study indicate that if employee confidence increases, namely the increased positive interaction between information received when dealing with other people, then the desire of customers to provide company, product recommendations to others, family and colleagues so that always using company products will also increase. The findings of this study are in accordance with ([Damtew and Pagidimarri, 2013](#); [Sarwar et al., 2012](#); [Utami, 2015](#)), who concluded that confidence had a direct positive effect on Customer Loyalty

### 4.3. There Is a Negative Direct Effect of Burnout on Organizational Citizenship Behavior

Based on research findings indicate that burnout has a negative effect on organizational citizenship behavior. The findings of this study indicate that if the constructs of the latent variable burnout is a decrease in self-motivation due to continuous work pressure, increased work fatigue because the apathy about the career for himself is greater, then the latent constructs of organizational citizenship behavior, namely the desire to help colleagues, politeness, and awareness will also decrease. The findings of this study are in accordance with ([Kasa and Hassan, 2015](#); [Kurniawan, 2015](#); [Sesen et al., 2011](#)), which says that burnout has a direct negative effect on organizational citizenship behavior.

### 4.4. There Is a Positive Direct Influence of Organizational Citizenship Behavior on Customer Loyalty

Based on research findings indicate that organizational citizenship behavior has a positive effect on customer loyalty. The findings of this study indicate that if the construct of the latent variable organizational citizenship behavior which consists of actions to help other employees voluntarily and outside of its main job, and the desire to make a positive contribution to the development and effectiveness of the organization has increased, then customer loyalty will increase. The findings of this study are in accordance with ([Castro, 2004](#); [Hosseini et al., 2013](#)), which says that organizational citizenship behavior has a direct positive effect on customer loyalty.

## 5. Conclusions

Based on the results and discussion, conclusions can be drawn as follows:

- a. Burnout has a direct negative impact on customer loyalty. This condition indicates that if the work exhaustion experienced by employees is greater, the understanding of organizational commitment is less, and the motivation for work is reduced the customer's desire to give company product recommendations to others, or the desire to make a repeat transaction will decrease.
- b. Confidence has a direct positive effect on customer loyalty. This condition shows that if the employee's confidence in the organization gets bigger, trust in the organization's management gets better, so the customer's desire to survive against competing companies is also getting better.
- c. Burnout has a direct negative effect on organizational citizenship behavior. This finding shows that if employees' self-motivation has decreased, pressure on employment has been greater, and fatigue overwork has become increasingly uncertain, then the desire of employees to help colleagues, politeness and awareness of work will experience a decline.
- d. Organizational citizenship behavior has a direct positive effect on customer loyalty. This condition shows that if the actions taken by employees to help other employees are improved, awareness of organizational commitment is increased, then the customer's desire to provide recommendations for the company's products to others will increase.

Suggestions:

- a. Management's consideration in human resource development should pay attention to the fatigue conditions experienced by employees through the utilization of scheduled leave time so that employees have a healthy psychological state.
- b. Employee confidence in the organization should be enhanced through training that is organized regularly and in detail so that employee confidence in the organization becomes greater.
- c. Employee actions carried out to assist the work of other employees, awareness of organizational goals and the ability of cooperation between employees should be considered so that the workload can be divided proportionally.

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