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Strategic Management Model of Organizational Citizenship Behavior in the Hospitality Industry Using Fuzzy AHP Analysis

Ika Pratiwi[1], Nancy Yusnita[2], Hamzah[3]

Abstract

Human resources play an important role in the development of the hotel sector in Banten Province. So that good governance needs to be considered by all hotel management, especially for the management of star hotels which have experienced a decline in visitors over the past three years, one of which is the result of the low quality of human resources of hotel employees. For this reason, this research was conducted as a step to determine strategies to improve employee organizational citizenship behavior in the hospitality sector. Of the three alternative strategies tested using the AHP analysis method, among others, alternative strategy 1 is a policy to improve the positive work environment through recognition. Alternative strategy 2 is a policy to improve the positive work environment through recognition and alternative strategy 3 is a policy by giving full attention to employees and providing constructive feedback. The results showed that the alternative strategy with the highest priority scale to improve OCB is an open and sustainable communication policy strategy between leaders and employees. While the second priority scale is with the Policy strategy by giving full attention to employees and providing constructive feedback. While the last priority scale is with a policy strategy to improve the positive work environment through recognition. Through increasing the sense of trust (trust) by paying attention to the indicator of trust in teamwork as the most dominant indicator. This can be improved through increasing group competence in the common goals of the organization. Increase open, honest communication between employees, and create a work atmosphere that can support collaboration among employees.

Keywords: *HRM Strategy, Organizational Climate, Servant Leadership, OCB, AHP Analysis*

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1. Introduction

Source Power man is one of factor important that is not can released from an organization or company (Chiara et al, 2023). Source Power man is an important asset for every company or Organization, for determination success in achievement objective business (Wuntu & Mogea, 2022). Currently, Indonesia is becoming ranking four worlds as countries that have population most which is 275.77 million soles in 2022, from amount the known as much as 190.98 million soul or by 69.25 percent is at in age productive (BPS, 2022). This makes Indonesia one of the population age Work productive the biggest number 4 globally where 70% of the population enter to in classification age work (Ronyta, 2023). With distribution power work on various sector , one of them is sector industry hospitality , where sector industry hospitality known as one of the competitive industry in donate country's foreign exchange (Majeed, 2023; Anyadighibe et al., 2024).

[1] *Universitas Pakuan, ikapratiwix0s@gmail.com*
[2] *Universitas Pakuan,*
[3] *Universitas Pakuan,*

In Indonesia, the industry hospitality is one of sector main in economy national. Number traveler foreigners visiting Indonesia reached 16.1 million in 2019, an increase of 1.88 % compared to year previously (BPS, 2020). Banten Province is one of the destination a popular tourist attraction in Indonesia with diverse the tours presented such as Anyer Beach, Tanjung Lesung, and Ujung Kulon National Park (Wijaya, 2020). However thus sector tourist This Not yet fully developing, things the marked with amount visit tourism in 2019 only reached 5.8 million travelers far under potential (Disparbud, 2020).

The results of a survey conducted by the Association Hotel and Restaurant Entrepreneurs Association (APHRI) of Serang City show that Lots hotel employees in the area This tend not enough proactive, less cooperative, and less willing do outside tasks not quite enough formal answer (APHRI Serang City, 2019). This is showing low level organizational citizenship behavior among hotel employees in Serang City. Lack of organizational citizenship behavior among hotel employees in Serang City can impact bad in quality service and satisfaction customers (Ratnayaka et al., 2019). In an effort increase quality service and power competition industry hospitality, then OCB becomes important so that need strategies such as training and development employees, repairs system awards and incentives as well as creation environment conducive work for growth *organizational citizenship behavior* (Halim et al., 2023). It is expected with increasing organizational citizenship behavior of employees, hotels in Serang City can increase quality service, build more reputation good, and interesting more Lots tourists (Chhabra & Mishra, 2023). This will push growth industry tourism and hospitality in Serang City , which can give benefit economy for public local (Husna & Mubarak, 2024). Based on the description that has been delivered so study about the strategy for increase organizational citizenship behavior employees in the industry Serang City Hospitality become very important and relevant. Research This can give outlook valuable for stakeholders' interests in the sector hospitality, such as owners, managers, and government area, in effort increase Power competitiveness and sustainability industry hospitality in Serang City. The height level tardiness and absence data without permission employee stay at a star hotel in Serang City in two years last (2021-2022) is factor important thing that drives the need study This . Its height level tardiness and absence data without permission allegedly due to low organizational citizenship behavior among hotel employees. Organizational citizenship behavior refers to behavior positive employees who go above and beyond not quite enough their formal answers, such as help colleague work, guard environment clean and orderly work, as well give service that exceeds hope customers. Low organizational citizenship behavior can cause employee not enough motivated for present appropriate time or even no present the same very without clear reasons (Kumar & Krshunan, 2024). This is naturally can bother hotel operations and reduce quality services provided to visitor .

In 2021, the average rate of delay reaching 8.5% per month, while level absence without permission reaching 5.2% per month. The numbers This even increase in 2022, with an average rate of delay by 9.7% and the level absence without permission by 6.4% per month. Lateness and absenteeism without permission can considered as

form conflicting behavior with organizational citizenship behavior, which emphasizes discipline, responsibility answer, and will contribution more for organization. If things This left, then can bad impact on hotel performance overall, such as the decline productivity, quality bad service, in the end lower satisfaction and loyalty customers. Based on description background the back that has been delivered so study This aiming develops a strategy model for improvement organizational.

2. Methodology

Design or design study This use approach Fuzzy AHP to analyze the right strategy for implementation policies and achievements PTSL performance. Research using primary data and secondary data. Primary data is based on results survey experts and key persons, employees in the office land, academic and community served in registration land. The research designated as respondent expert that is expert the can fulfill one of criteria that is own skill in accordance in his field, minimum 5 years' experience and involved direct in PTSL activities, experience practical, ability analysis and interpretation also ability communication, impartiality as well as own understanding in methodology research. Primary data collection through interview in-depth and survey expert.

Analysis furthermore used AHP (*Analytical Hierarchical Process*), which has introduced by Thomas L. Saaty (Saaty, 2004b; Saaty & Vargas, 2013, 2006). The use of AHP analysis is aimed to taking decision in to obtain alternative best with display order priority. The AHP method is used For help taker decision at the time do selection of optimal strategy model based on ranking use a number of factor his supporters (Kusnadi et al., 2016). AHP has used For various field research that has been conducted in various countries.

Analytical Hierarchical Process (AHP) is method in taking multi- criteria decisions that allow non-linear relationships and feedback come back between element to take decision. In general, the Multi Criteria Decision Making (MCDM) technique is used to determine alternative best based on comparison pairing carried out by the maker decisions (Saaty, 2004b; Saaty & Vargas, 2013). Priorities in implementing sustainable HR performance strategies in the Cleaning Services Industry is things that are considered Enough important by management company at the time operate his business. Priority policy used as base For take decision in determine policies in the field of human resources.

Saaty & Vargas (Saaty, 2004b; Saaty & Vargas, 2006) suggest use AHP method for measure independence between variable to finish problem from dependence between alternatives and criteria. Use of AHP in various type taking decisions and determinations priority and is measurements that can be handle tangible and intangible things, methods this often applied in taking decisions involving Lots criteria (multicriteria decision making), priority decision, ranking and allocation source power, especially when taking decision involving some people. AHP is one of the method the algorithm used in settlement problems and help in analysis taking

decision. AHP is composed based on runway theoretically (Saaty, 2004b; Saaty & Vargas, 2006).

Many problems decision cannot arranged in a hierarchical involving interaction and dependency element higher level high on elements higher level low. The importance of criteria cannot determine importance alternative like in hierarchy, but also importance alternative That Alone determine importance criteria. Hierarchy is structure from on to linear bottom and network spread to all direction and involve cycle between clusters and loops within the same cluster.
Study This implemented in Serang City Banten Province which consists of from eleven hotels with 2 Star, 3 Star and 4 Star hotel classification with time study done for 9 (nine) months start from November 2023 to July 2024. Research methods use approach qualitative with technique taking sample use method purposive sampling. The representative hotel management with amount Respondent as many as 11 people with details as following:

Table 1. Respondents *Forum Group Discussion*

No	Institutions	Representative
1	Le Dian	HRD Manager
2	Horizon Ultima	Executive Assistant Manager
3	Flamingo	Room Division Manager
4	The Semar	Room Division Manager
5	Lynn	HR Deputy Manager
6	Eternal	HR Manager
7	New Tour	Assistance Room Manager
8	D'Gria	Room Division Manager
9	Krakatoa Attacks	HR Manager
10	Nunia Serang	HR Supervisor
11	Inayah PKPRI	HR Manager

In Figure 1, it can be known that goal or objective from the model is improvement behavior positive citizenship organization with use three clusters consisting of from three variable. Third variable the including organizational *climate* with its five indicators that is structure (STR), leadership (KEP), policy (KEB), responsibility answer (TJW) and warmth relationship (KHU). Variable second is *servant leadership* with five indicators including attention (PER), tolerance (TGR), serving (MEL) , listening (MEN) and caring (PED). While variable third is *trust* with five indicators among other things trust to partner (KRE), trust to management (KMA), trust to rules (KAT), trust to results (KHS) and trust to Work same (KKS). While alternative strategies obtained from FGD results are there three alternative strategies among others. Strategy 1 through policy to improvement environment positive work through recognition . Alternative strategy 2 through policy with give attention full to employee as well as give bait constructive feedback, while alternative strategy 3 is through policy open and ongoing communication between leaders and employees.

3. Empirical Findings/Result

Analysis Results Using AHP Superdecision Software Version 3.2.0

Based on framework conceptual model used in the research this, obtained framework analysis namely the AHP network as shown in Figure 2. which is obtained from device AHP super decision software. In the study This involving three clusters or criteria and three alternative policy processed with use technique *Multi Criteria Decision Making* (MCDM) for determine alternative the best policy based on comparison pairing carried out by the respondent so that obtained priorities. Respondents used is representative management from eleven informants who are practitioners in the hospitality sector. Each respondent fills in AHP questionnaire that has been provided in form comparison pairs (pair-wise questionnaires).

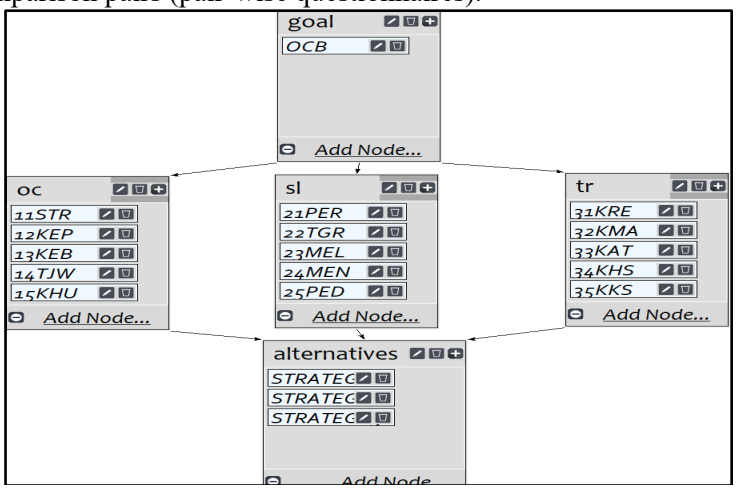

Figure 1. AHP Network Framework

AHP Consistency Test Results

Consistency is very important since allow to arrange something in accordance with domination. Consistency is required conditions For think about something with method scientific (Saaty, 2004a). In testing use device AHP software, consistency answer Respondent measured and its size inconsistency from the answer. The size inconsistency good answer is not enough from 0.1 (Ergu *et al* ., 2011). In the following table this served mark inconsistency for every answer from respondents.

Table 2. Measurement of Respondent Inconsistency Results

No	Comparison	Inconsistency	Results
1	Node comparison with respect to STR	0.08247	Consistent
2	Node comparison with respect to KEP	0.08247	Consistent
3	Node comparison with respect to KEP	0.03703	Consistent
4	Node comparison with respect to TJW	0.00355	Consistent
5	Node comparison with respect to KHU	0.06239	Consistent
6	Node comparison with respect to PER	0.09040	Consistent
7	Node comparison with respect to TGR	0.08247	Consistent
8	Node comparison with respect to MEL	0.09040	Consistent
9	Node comparison with respect to MEN	0.06239	Consistent
10	Node comparison with respect to PED	0.07721	Consistent

11	Node comparison with respect to KRE	0.06239	Consistent
12	Node comparison with respect to KMA	0.05156	Consistent
13	Node comparison with respect to KAT	0.02365	Consistent
14	Node comparison with respect to KHS	0.05156	Consistent
15	Node comparison with respect to KKS	0.06852	Consistent
16	Node comparison with respect to Organizational Climate - OC	0.06852	Consistent
17	Node comparison with respect to Organizational Climate – SL	0.09327	Consistent
18	Node comparison with respect to Organizational Climate – TR	0.09327	Consistent
19	Node comparison with respect to *Servant leadership* – OC	0.06829	Consistent
20	Node comparison with respect to *Servant leadership* – SL	0.06827	Consistent
21	Node comparison with respect to *Servant leadership* – TR	0.08120	Consistent
22	Node comparison with respect to *Trust* – OC	0.09658	Consistent
23	Node comparison with respect to *Trust* – SL	0.09839	Consistent
24	Node comparison with respect to *Trust* – TR	0.08603	Consistent

Based on results synthesis using AHP software version 3.2.0 which is shown in Table 2, all comparison in pairs have mark inconsistency < 0.10 with thus can concluded the magnitude mark consistency from Respondent own value > 0.90 so that can interpret that the answers given Respondent is consistent.

Sensitivity Test Results (Model Stability Test)

Sensitivity analysis was performed use device AHP software for know how far is the stability from priority from selected alternative (Pringgajaya & Ciptomulyono, 2012). Analysis sensitivity related with question what if to detection whether results the result (priority) will be still stable when the input changes. Analysis sensitivity also assesses whether changes made to input will change order priority choice. Significance from input changes can measured with change compatibility index before existence changes (original) compared with change compatibility index after existence input changes.

Sensitivity test stability from selected priority with simulation variations made to criteria priority on the model. For example, if a variable considered more important compared to with variable others, for answer question whether choice best to priority will be changed and on which variables priority will be selected. Other questions that can be asked answered with analysis This is How many Lots proportion variable (Darmawan, 2018). Sensitivity test results done from all dimensions displayed in Table 3 below This .

Table 3. AHP Sensitivity Test (Model Stability) Indicators

No	Node Sensitivity	Parameter value	Sensitivity Value
1	Node STR - Cluster OC	0.000100	0.100653
		0.5	0.225535
		0.949910	0.673810
2	Node KEP - Cluster OC	0.000100	0.093616
		0.5	0.279687
		0.949910	0.626696
3	KEB Node - OC Cluster	0.000100	0.104729
		0.5	0.258284
		0.949910	0.636985
4	TJW Node - OC Cluster	0.000100	0.122020
		0.5	0.229650
		0.949910	0.648329
5	KHU Node - OC Cluster	0.000100	0.188394
		0.5	0.080961
		0.949910	0.730644
6	PER Node - SL Cluster	0.000100	0.126543
		0.5	0.186475
		0.949910	0.686981
7	TGR Node - SL Cluster	0.000100	0.108836
		0.5	0.162579
		0.949910	0.728584
8	MEL Node - SL Cluster	0.000100	0.126543
		0.5	0.186475
		0.949910	0.686981
9	MEN Node - SL Cluster	0.000100	0.071927
		0.5	0.278954
		0.949910	0.649118
10	PED Node - SL Cluster	0.000100	0.054900
		0.5	0.289744
		0.949910	0.655355
11	KRE Node - TR Cluster	0.000100	0.080961
		0.5	0.188394
		0.949910	0.730644
12	KMA Node - TR Cluster	0.000100	0.085220
		0.5	0.270556
		0.949910	0.644223
13	KAT Node - TR Cluster	0.000100	0.116849
		0.5	0.199809
		0.949910	0.683340
14	KHS Node - TR Cluster	0.000100	0.085220
		0.5	0.270556
		0.949910	0.644223
15	KKS Node - TR Cluster	0.000100	0.060327
		0.5	0.231148
		0.949910	0.708524

sensitivity test (model stability) of the indicators shown in Table 3 can be interpreted as following:

1. STR (Structure) Indicator: changes in parameter values from the indicator 0.000100 to 0.949910 shown fixed stable and productive priority variable

organizational climate 0.100653 (10.06%) and continues increase until 0.673810 (67.38%).

2. KEP (Leadership) Indicator: changes in parameter values from 0.000100 to 0.949910 shown fixed stable and productive priority variable organizational climate 0.093616 (9.36%) and continues increase until 0.626696 (62.66%).
3. KEB (Policy) Indicator: changes in parameter values from 0.000100 to 0.949910 shown fixed stable and productive priority variable organizational climate 0.104729 (10.47%) and continues increase until 0.636985 (63.69%).
4. TJW (Responsibility) Indicator: changes in parameter values from 0.000100 to 0.949910 shown fixed stable and productive priority variable organizational climate 0.122020 (12.20%) and continues increase until 0.648329 (64.83%).
5. KHU (Warmth Relationship) Indicator: change of parameter value from 0.000100 to 0.949910 shown fixed stable and productive priority variable organizational climate 0.188394 (18.83%) and continues increase until 0.730644 (73.06%).
6. PER (Attention) Indicator: changes in parameter value from 0.000100 to 0.949910 shown fixed stable and productive priority variable servant leadership 0.126543 (12.65%) and continues increase until 0.686981 (68.69%).
7. TGR (Tolerance) Indicator: changes in parameter value from 0.000100 to 0.949910 shown fixed stable and productive priority variable servant leadership 0.108836 (10.88%) and continues increase until 0.728584 (72.85%).
8. MEL (Service) Indicator: changes in parameter value from 0.000100 to 0.949910 shown fixed stable and productive priority variable servant leadership 0.126543 (12.65%) and continues increase until 0.686981 (68.69%).
9. MEN (Listening) Indicator: changes in parameter value from 0.000100 to 0.949910 shown fixed stable and productive priority variable servant leadership 0.071927 (7.19%) and continues increase until 0.649118 (64.91%).
10. PED (Care) Indicator: changes in parameter value from 0.000100 to 0.949910 shown fixed stable and productive priority variable servant leadership 0.054900 (5.49%) and continues increase until 0.655355 (65.53%).
11. KRE (Confidence to colleague) Indicator: change of parameter value from 0.000100 to 0.949910 shown fixed stable and productive priority variable trust 0.060327 (6.03%) and continue increase until 0.730644 (73.06%).
12. KMA (Confidence to management) indicator: changes in parameter values from 0.000100 to 0.949910 shown fixed stable and productive priority variable trust 0.085220 (8.52%) and continue increase until 0.644223 (64.42%).
13. KAT (Confidence to rules) Indicator: change of parameter value from 0.000100 to 0.949910 shown fixed stable and productive priority variable trust 0.199809 (19.98%) and continue increase until 0.683340 (68.33%).
14. KHS Indicator (Trust to results): change of parameter value from 0.000100 to 0.949910 shown fixed stable and productive priority variable trust 0.270556 (27.05%) and continue increase until 0.644223 (64.42%).
15. KKS (Trust to cooperation) Indicator: change of parameter value from 0.000100 to 0.949910 shown fixed stable and productive priority variable trust 0.270556 (27.05%) and continue increase until 0.708524 (70.85%).

Alternative Model Strategy Results AHP (Priorities Scale Model)
Based on Figure 2 in the study This used questionnaire comparison in pairs (pair-wise questionnaires) so can reduce time required to interview in-depth *interviews* with respondents and at the same time can give consistent results. After that is, geometric mean from each respondent counted for every question in pairs, so that researcher own one geometric mean response from each respondent, which was then entered to the AHP model and synthesized as done by researchers previously (Ascarya, 2015).

Result of questionnaire comparison pairwise (pair-wise comparison) in device super decision software is a value (*i.e. eigenvector*) or order priority from criteria being compared in a way in pairs. The first result is priority dimensions from each variable as seen in table 4 below.

Table 4. AHP Model Indicator Priority Results

No	Cluster	Node	Normalized	Priority Scale
1	*Organizational Climate*	STR	0.19483	3
2		KEP	0.18291	4
3		KEB	0.21697	2
4		TJW	0.13583	5
5		KHU	0.26946	1
6	*Servant Leadership*	PER	0.18222	3
7		TGR	0.14768	5
8		MEL	0.19346	2
9		MEN	0.16669	4
10		PED	0.30994	1
11	*Trust*	KRE	0.18985	3
12		KMA	0.31907	1
13		KAT	0.11493	5
14		KHS	0.14715	4
15		KKS	0.22900	2

Based on results scale priority generated indicators from data processing using AHP, obtained scale based on priority for the first variable organizational climate is as next, the first one is KHU indicator (Warmth relationship) with mark *eigenvectors* as big as 0.26946 (26.94%), second is KEB indicator (Policy) of 0.21697 (21.69%), third STR (Structure) indicator of 0.19483 (19.48%), the fourth KEP (Leadership) indicator of 0.18291 (18.29%) and the fifth is TJW (Responsibility) indicator of 0.13583 (13.58%).

Scale results priority generated indicators for the second variable servant leadership (SL) is as next, the first one is PED (Care) indicator with mark *eigenvectors* as big as 0.30994 (30.99%), second is the MEL (Serving) indicator is 0.19346 (19.34%), third PER indicator (Attention) of 0.18222 (18.22%), fourth MEN indicator (Listening) of 0.16669 (16.69%) and the fifth is KAT indicator (Trust to rule) of 0.11493 (11.49%). Scale results priority generated indicators for the third variable Trust (TR) is as next, the first one is KMA indicator (Confidence to management) with mark *eigenvectors* as big as 0.31907 (31.90%), second is KKS indicator (Trust to cooperation) of 0.22900

(22.90%), third KRE indicator (Trust to colleague work) of 0.18985 (18.98%), the fourth KHS indicator (Trust to results) of 0.14715 (14.71%) and the fifth is TGR (Tolerance) indicator of 0.14768 (14.76%).

Whereas results from questionnaire comparison pairwise (pair-wise comparison) based on order priority from cluster or tested variables obtained scale priority first is variable trust with mark eigenvectors of 0.649118 (64.91%), while scale priority second is variable servant leadership with mark of 0.278954 (27.89%) while scale the last priority is variable organizational climate of 0.071927 (7.19%) as seen in table 5 below.

Table 5. AHP Model Variable Priority Results

No	Cluster	Normalized	Priority Scale
1	*Organizational Climate* (OC)	0.071927	3
2	*Servant leadership* (SL)	0.278954	2
3	*Trust* (TR)	0.649118	1

Final results from questionnaire comparison pairwise (pair-wise comparison) based on order priority from alternative strategies tested obtained scale priority first is strategy 3 namely policy open and ongoing communication between leaders and employees with the eigenvector value is 0.678282 (67.82%), while scale priority second is strategy 2 namely policy with give attention full to employee as well as give bait constructive feedback with mark of 0.233309 (23.33%) while scale the last priority is strategy 1 namely policy to improvement environment positive work through recognition of 0.088409 (8.84%) as seen in table 6 below.

Table 6. AHP Alternative Strategy Priority Results

No	Alternative Strategy	Detailed Strategy	Normalized	Priority Scale
1	Strategy 1	Policy to improvement environment positive work through recognition	0.071927	3
2	Strategy 2	Policy with give attention full to employee as well as give bait constructive feedback	0.278954	2
3	Strategy 3	Policy open and ongoing communication between leaders and employees	0.649118	1

The table presents three alternative strategies aimed at improving the work environment and communication within an organization. Strategy 1 focuses on enhancing the work environment through recognition, while Strategy 2 emphasizes providing full attention to employees and offering constructive feedback. Strategy 3 prioritizes open and ongoing communication between leaders and employees. The normalized values indicate the relative importance of each strategy, with Strategy 3 having the highest value (0.649118), suggesting it is the most prioritized. Strategy 2 follows with a moderate value (0.278954), and Strategy 1 has the lowest normalized value (0.071927), indicating it is the least prioritized. In the priority scale, Strategy 3

is ranked first, Strategy 2 is ranked second, and Strategy 1 is ranked third. This ranking shows that fostering open communication is considered the most important strategy, followed by providing attention and feedback, with improving the environment through recognition being the least prioritized.

5. Discussion

Organizational citizenship behavior is behavior voluntary work done employees outside their formal obligations, which contribute to the smooth running of operational and success organization. In the hospitality industry, OCB is very important since relate directly with experience guests and the hotel's reputation themselves. Employees who demonstrate OCB will help create more atmosphere positive, strengthening connection between colleague work, and improve satisfaction guests. Increasing the OCB of hotel employees is not only impact positive in atmosphere work and relationships between employees, but also improve satisfaction customers, who in turn influence on success hotel business in general overall.

Open and ongoing communication between leaders and employees is foundation in build trust and create productive relationship in organization. In the hotel industry, where interactions between employees and guests are very dynamic and often full challenges, effective communication between leaders and employees are very important. Open communication policy allows: transparency information: leader give clear and accurate information about objectives, policies, and decision organization. This helps employee understand vision and direction organization. Improvement trust: open communication reduce uncertainty and increase mutual respect believe between leaders and employees. Involvement employee: employee feel more appreciated and involved when they feel can convey their opinions and feedback to leadership. Settlement quick problem: with smooth communication, problems can identified earlier and more completed in a way efficient, avoid decline motivation and spirit Work employee.

Several research that examines about leadership and communication with employee has carried out, including Prikshat et al., (2021) and Rachman (2022) in his research to put forward that a) leadership transformational relate positive with satisfaction employee interpersonal communication with leader, b) satisfaction interpersonal communication with leader mediate connection between leadership transformational with trust employees. More carry on Isaikina & Paudel et al., (2021) and Navalna (2022) stated that when a manager communicates with subordinate in a way effective so employee feel more safe and more ready reach objective as well as feel more easy team work, so that communication effective management can leading to growth business hospitality.

As in the results AHP analysis that policy open and continuous communication between leaders and employees are very important to improve the OCB of hotel employees. Through clear, transparent, two-way communication, leadership can build trust, increase involvement employees, as well as create atmosphere positive and

harmonious. This ultimately will push employee to behave more proactive, helpful colleague work, and provide service best to guest. For that, the hotel needs adopt an open and sustainable communication strategy as part from effort for increase performance and success term long organization.

6. Conclusions

Based on the results of the priority scale test on the OCB improvement strategy model for hotel employees in Serang City using AHP software, two key conclusions were drawn. First, among the variables influencing OCB, trust emerged as the highest priority, followed by servant leadership, and organizational climate in that order. Second, with respect to the alternative strategies recommended for implementation by stakeholders, particularly the hotel's top management, the results show that the highest priority strategy is Alternative Strategy 3, which emphasizes open and continuous communication between leaders and employees. This is followed by Alternative Strategy 2, which focuses on giving full attention to employees and providing constructive feedback. The least prioritized strategy, according to the results, is Alternative Strategy 1, which involves improving the work environment through recognition.

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