

## Tourism Management Strategies: Creating a Competitive Advantage through the Concept of Organizational Citizenship Behavior (OCB)

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### Abstract

Approaches to the tourism development strategy have always focused on non-human factors, such as an increase in various tourism facilities, the potential of an area's attractions, tourism packages, and increased cooperation in tourism to the stakeholders. But however great a strategy is implemented without the support of the human factor as a driving force, the tourism strategy will not be able to create a competitive advantage. Therefore, a tourism strategy must consider all aspects of human behavior. The main purpose of this article is to provide a new paradigm that in the preparation of the tourism strategy is determined by the human factor involved. This involves human behavior as part of a system of tourism development. One of the concepts related to human behavior is Organizational Citizenship Behavior (OCB). The combination of Organizational Citizenship Behavior-Individual (OCB-I) and Organizational Citizenship Behavior-Organization (OCB-O) is not only going to give priority to the role of innovative, creative, cooperative and productive human beings in developing tourism, but also create a competitive advantage. Through a qualitative approach this article will provide conceptual information that is essential for academics and practitioners who are involved in the tourism sector.

**Keywords:** strategy, tourism, OCB, competitive.

### 1. Introduction

The province of Bangka Belitung Islands has six districts and one capital city. There are four districts (Bangka, South Bangka, West Bangka, and Central Bangka) and the capital city in Pangkalpinang on Bangka Island, while Belitung Island has two districts--Belitung and East Belitung. The Bangka Belitung Islands Province has beautiful panoramic beaches, especially on Belitung Island, which is more popular with tourists than the Bangka Island. It also cannot be separated from the influence of the novel and film phenomenon "Laskar Pelangi". But the Bangka Belitung Islands Province is only the 17th most popular destination nationally, still very far from the main goal of achieving the third position after Bali and Lombok (babelterkini.com).

Based on Local Regulation No. 25, 2002, the tourism sector is one of the four leading sectors in the Bangka Belitung Islands. The three other sectors are marine and fisheries, agriculture and plantations, and industry and trade. The tourism sector should be able to provide rapid economic growth, increase opportunities in employment, income, and raise the standard of living. It should also be able to improve other production sectors in home industries such as handicrafts and souvenirs, hotels, and transportation (Wahab, 1992: 5).

Many strategies have been implemented to increase the number of national and international tourists who visit the Bangka Belitung Islands. All the strategies have focused on improving the variety of facilities and infrastructure and offering a variety of tour packages. But these efforts were not able to increase the number of tourists. From 2007 to 2012, the increase in the number of tourists was only 3.4% -5.4%, and not more than 7% for 2013 and 2014. Some of the reasons for the low level of tourist visits to the Bangka Belitung Islands was a less than optimal management of tourism and poor quality of human resources (Hamsani and Devi, 2014). The poor quality of human resources in the tourism sector showed that all strategies ignored the human factor as an important part of the strategy.

There are many concepts or theories related to human behavior in an organization, and one of them is Organizational Citizenship Behavior (OCB). OCB can be described as extra behavior shown by an employee outside the responsibilities of the job. But at this time, there are no studies linking the OCB concept to the tourism development strategy. If we observe the various dimensions of OCB, they can be used to improve the initiative, creativity, and productivity of all employees (OCB-I) and managers (OCB-O) in an organization. Indirectly, the concept of OCB is a concept to create a competitive advantage.

## 2. Literature Review

There are three concepts that will be explained in this article: strategies, tourism and OCB.

### 2.1 Strategy

The strategy is a combination of the decisions and actions made to achieve the objectives of the company at every level of the organization (Susanto, 2014). Meanwhile, according to Learned et al., (1965) and in Rangkuti (2006), a strategy is a tool for creating a competitive advantage. From these two definitions it can be concluded that a strategy is a way for an organization to achieve a common goal. The essence of the definition of a strategy clearly emphasizes the importance of the human role in a strategy to achieve organizational objectives by creating a competitive advantage.

According to Noe et al., (2010), to gain a competitive advantage, we face three challenges:

- a. Sustainability challenge (should be productive, creative and innovative)
- b. Global challenge (should exhibit optimistic and positive attitudes to be competitive)
- c. Technology challenge (should be able to communicate and participate using technology, )

### 2.2 Tourism

Tourism is everything related to travel, including the management of objects and attractions and businesses associated with that field. While tourism is everything related to the operations of tourism (Tourism Dept and Communication, 1990), this definition shows that everything related to tourism, which means the involvement of local governments, hotels, restaurants, travel agencies, souvenir shops, and the like will all be an important part of tourism management. According to Yoeti (1996), there are several important factors that are characteristic of tourism: a). Travel undertaken for a limited time, b). Traveltaken from one place to another, and c). Travel for recreation, not business.

### 2.3 Organizational Citizenship Behavior (OCB)

The concept of OCB was first introduced by Barnardin 1938. He argued that the willingness of employees to cooperate is essential to the effectiveness and the realization of the goals of an organization. This was further supported by Katz (1964), who paid attention to the importance of spontaneous and innovative behavior—employees who go beyond the requirements of a formal role, an action that is essential for organizational effectiveness. Then Bateman and Organ introduced the term "OCB" in 1983. Although the term OCB was introduced in the 80s, in the 90s OCB research began in earnest and has continued until now (Organ, 1988).

#### 2.3.1 The meaning of OCB

OCB can be viewed as the behavior of individuals who are free (discretionary), who do not directly or explicitly receive an award from a formal reward system, and who increase the overall effectiveness of organizational functions. OCB is free and voluntary because the behavior is not required in the role or job description that is clearly laid out in the contract with the organization (Organ, 1988).

OCB is a term used to identify the behavior of employees. OCB refers to the construct of "extra-role behavior" (ERB), which is defined as behavior that benefits the organization and/or is intended to benefit the organization, and which directly leads to roles and expectations. Thus, OCB is functional, extra-role behavior that directs pro-social individuals, groups and/or organizations.

OCB is altruistic and submissive behavior: Showing respect, taking the initiative to help others indiscriminately, not wasting time while working, being able to work well without having to be supervised by a leader, and being able to provide ideas for improvement or giving advice to colleagues (Organ and Konovsky, 1995). Individual Organizational Citizenship Behavior (OCB-I) is OCB behavior exhibited by employees both to colleagues and to leaders. Organizational Citizenship Behavior-Organization (OCB-O) is indicated by OCB behavior exhibited by managers to other levels or to employees.

#### 2.3.2 Dimensions of OCB

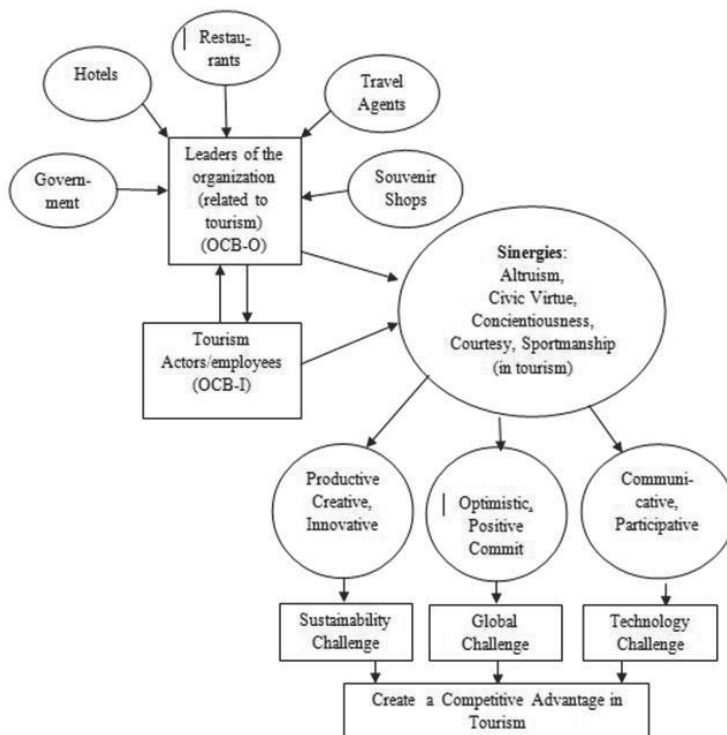
The term OCB was first used by Organ, (1988), and he suggests five primary dimensions of OCB:

- a. Altruism, which has to do with helping other employees without any coercion on the tasks that are closely

- related to organizational operations.
- b. Civic virtue, which concerns the behavior of employees to take responsibility, participate and give attention to organizational life, manifested by the actions of individuals in providing constructive suggestions about how to improve the effectiveness of the team's performance, including attending and actively participating in the activities held by the organization. Civic virtue behavior indicates voluntary participation and support for organizational functions, of either a professional or social nature.
  - c. Conscientiousness, which is behavior that exceeds the minimum requirements desired by the organization's role, embodied by going to work on time or at the beginning of time, not spending time doing things that are unnecessary, working with high precision, and so on.
  - d. Courtesy, which is related to behavior that aims to prevent problems when working with co-workers or the organization, realized by the attitude of the employees who consider advice or consideration from another employee or supervisor before acting or making decisions and providing important information they may have to resolve problems, including the performance of prerequisite roles that exceed minimum standards.
  - e. Sportsmanship, which deals with attitude/behavior towards the organization seen more positive than negative, realized by not complaining about the conditions are less than ideal while without making a complaint that can be dropped organizations.

The five dimensions of OCB are:

1. Altruism, reflecting the attitude of loyalty and commitment .
2. Civic virtue, showing a participative and innovative attitude.
3. Conscientiousness, showing productivity and creativity
4. Courtesy, reflecting communicative and informative behavior.
5. Sportsmanship, showing a positive and optimistic attitude



**Figure 1:** shows the dimensions of OCB to create a competitive advantage

**Source:** Organ (1988) dan Raymond *et al.*, ((2010), modified

### 3. Methodology

This research is a qualitative research with an emphasis on enrichment in the field. Locations of the study are of Belitung Island Belitung and East Belitung. Data was collected through observation, depth interviews, literature review and documentation. Technical analysis of the data according to qualitative research, according to Miles and Huberman (1992), in qualitative research there are three activities that reduce the data flow, data presentation and conclusion.

### 4. Discussion

All organizations associated with tourism development (governments, management of hotels, restaurants, souvenir shops, travel agencies, and others as shown in Figure 1) must be able to manage OCB. All elements of the organization are employees (through OCB-I) and leaders (through OCB-O); this will create employees and leaders who are loyal, committed, participative, innovative, productive, communicative, informative, positive and optimistic. The OCB attitude is not imposed on the employees, but an attitude that is voluntary, making OCB part of the culture of the organization.

Because of this, leaders should monitor the practices that have been carried out by the employees to ensure that they fit the goals for the development of tourism in the province of the Bangka Belitung Islands. The concept of OCB not only has a unique advantage for employees, but allows them to provide excellent service to the tourists.

The following are some of the attitudes of OCB that should be shown by all people involved in the tourism sector.

*The government* should not only plan, organize, direct and control tourism development programs, but be the leaders (Governor/Head of the Tourism Department), through innovation and creative leadership, so as to discover new tourism potential to be able to increase the number of tourist visits.

*Hotels* should not only improve their facilities, but all components of the hotel should be able to provide excellent service and comfort to all guests/tourists. Tour packages offered should reflect the quality and high level of service. A communicative, committed and loyal attitude shown by all the employees in the hotel will surely increase tourists satisfaction.

*Restaurants* should maintain a diversity in the menu offered and competitive prices. Every restaurant should be able to create a high taste, giving rise to characteristic dishes that can give the tourists a positive impression. A productive and innovative attitude in designing a menu that generates unique dishes taste will lead to greater tourist satisfaction.

*Travel agencies* should not only continue to improve transport facilities, but also should be aware that by having a participative attitude they will be able to increase interest in tourist arrivals. Drivers and assistant drivers must obey the traffic laws to create a sense of comfort for the visitors.

*Souvenir galleries* should offer a unique and varied selection of souvenirs that will create a positive impression.

The OCB attitude shown by all stakeholders in tourism will generate a unique attitude and will exhibit productive, creative, innovative, optimistic, committed, positive, communicative and participative behavior in facing the three challenges. The ability to anticipate and face sustainability challenges, global challenges and technological challenges will create a competitive advantage, so that tourism in the province of the Bangka Belitung Islands will still offer unique culture, beautiful beaches, and attractive facilities to make the tourists want to come back again.

### 5. Conclusion

The OCB attitude shown by all stakeholders involved in tourism creates uniqueness of human resources and the ability to face the sustainability, global and technology challenges. This OCB attitude will create a competitive advantage that will increase the interest of tourists to visit the province of the Bangka Belitung Islands.

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