

BEYOND FORMAL DUTIES: HOW ORGANIZATIONAL CITIZENSHIP BEHAVIOUR DRIVES COMMUNITY-BASED TOURISM IN RURAL INDONESIA

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Abstract: This study examines the pivotal role of Organizational Citizenship Behavior (OCB) in enhancing human resource contributions to sustainable village development in Indonesia. Shifting from macro-level analyses, the research adopts a micro-level (individual) lens within a constructivist paradigm using a qualitative descriptive approach. Data were gathered through domain analysis of seven OCB dimensions, involving Tourism Awareness Group (POKDARWIS) members and key informants in Tirta Agung Tourism Village, Bondowoso Regency. Findings reveal that effective OCB implementation manifests through robust organizational commitment. This commitment crystallizes in three interlinked aspects: a profound sense of belonging, genuine enthusiasm for duties, and a powerful sense of ownership over project success. This study contributes to tourism management discourse by providing empirical evidence that OCB is realized through fostering creative social interactions and enhancing individual capabilities. Ultimately, it posits that OCB serves as a fundamental mechanism for translating community potential into sustainable tourism outcomes.

Keywords: Organizational citizenship behavior; Rural tourism management; Sustainable village development; Community-based tourism; Penta-helix collaboration

INTRODUCTION

Tourism village development has become a key priority for government at all levels in Indonesia, seen as a means for rural economic diversification, cultural preservation, and community empowerment. While rich cultural and natural assets offer great potential, skilled and motivated human resources are essential for achieving successful and sustainable tourism development. Consequently, the human element their knowledge, attitudes, and behaviors serves as the primary catalyst and sustaining force in ensuring the long-term viability and growth of the tourism industry within the country (Khurana & Ataniyazova, 2024). The development of tourism villages, to be truly sustainable and impactful, must adhere to a set of fundamental principles. These include broad-based participation rooted in individual and collective awareness, self-development fostered by encouraging individual creativity and latent capabilities, the cultivation of creative and synergistic organizational interactions, and the consistent delivery of high-quality tourism services (Buchari et al., 2024; Khalid et al., 2019). Three critical, interdependent components underpin the successful development of any tourism village destination: (1) the identification and availability of tangible and intangible tourism potential; (2) the genuine interest, readiness, and capacity of local communities to actively engage in and steward tourism development; and (3) the establishment of a coherent and compelling tourism village concept characterized by unique attractions, ease of access, and adequate amenities for visitors. Subsequent, more advanced development efforts must then focus on (1) promoting the environmentally, socially, and economically sustainable development of the tourism village; (2) maximizing the equitable distribution of social and economic benefits for local communities; and (3) optimizing positive outcomes across all stakeholders, including local communities, tourists, the natural environment, and the preservation of cultural heritage.

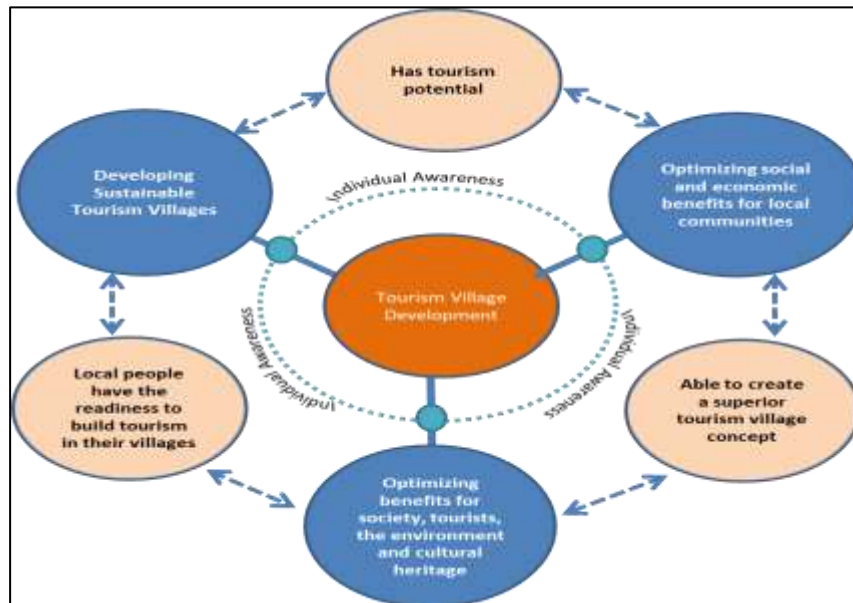


FIGURE 1 Model of Individual Awareness of Human Resources (HR) for Tourism Village Development
 Developing individual capabilities in tourism villages is a key focus in OCB research, highlighting the importance of human resource quality for sustainable management. In contexts where formal roles are insufficient, voluntary extra-role behavior is crucial. A micro-level analysis of OCB among POKDARWIS members is essential, as they act as community mobilizers whose initiative, responsibility, and capabilities drive organizational performance through creative, trust-based interactions.

The specific objective of this research is to conduct a deep and contextualized examination of organizational citizenship behavior (OCB) in the challenging yet fertile context of tourism village development in Indonesia, with a particular focus on how OCB enhances individual capabilities. This exploration includes a detailed investigation into the following dimensions: (1) confidence in professional abilities and self-efficacy; (2) persistence and determination in the face of obstacles; (3) diligence, creativity, and innovation in problem-solving and service development; (4) effective personal and organizational time management; (5) teamwork and collaboration within and beyond the group; (6) psychological and operational openness to change; (7) negotiation skills with various stakeholders; and (8) effective interpersonal and promotional communication abilities.

MATERIAL AND METHODS

2.1. The Evolution and Imperatives of Tourism Village Development

A prominent type of alternative tourism gaining considerable traction is "village tourism." A tourist village can be defined as a rural area that offers visitors the genuine, unvarnished essence of village life, encompassing its socio-cultural fabric, customs, daily activities, traditional architectural styles, and spatial layout. Additionally, it possesses inherent potential—be it natural, cultural, or agricultural—that can be responsibly harnessed and developed into a compelling tourist attraction that caters to visitors' needs for authenticity and experience (Marsongko et al., 2022). Tourist villages are typically developed by establishing a range of activities and community-owned or managed enterprises that offer integrated tourism facilities and services (Le et al., 2022; Rembulan et al., 2023). In Indonesia, village governments are increasingly determined to achieve this goal and are committing to designing nuanced strategies for developing tourism by enhancing the capabilities of all concerned parties, including village governments, local organizations (like BUMDes and POKDARWIS), and the local communities themselves.

The role of quality Human Resources (HR) is unequivocally essential for developing tourist settlements and advancing a competitive tourism offer (Buchari et al., 2024; Mai et al., 2023; Rosalina et al., 2023). The success of tourism development is fundamentally reliant on the abundance and, more importantly, the excellence of the HR that sustains it. The growing demand for labor professionalism among individuals and tourism regions highlights the strategic significance of targeted HR development operations within the tourism sector (Hermawati et al., 2020). Having dependable, skilled, and motivated HR can act as a primary catalyst for tourist endeavors in any area, transforming potential into practice.

2.2. Community-Based Tourism (CBT) as a Strategic Framework for Destination Planning

The CBT approach is widely recognized as a strategic choice that can expedite the inclusive growth and development of tourism areas. According to the ASEAN Report (2015), CBT is a crucial factor in expediting the progress and advancement of tourism destinations, particularly in rural and developing contexts. The management philosophy of CBT empowers the community to acquire valuable skills in the tourism industry, enabling them to maximize tourism's benefits and retain a greater share of the revenue locally. CBT is also

a proven technique for developing sustainable tourism. It involves vesting leadership and decision-making authority with the local community in developing and managing regional tourism (Hafezi et al., 2023; Khizar et al., 2023; Mayaka et al., 2019). The primary goals of the CBT concept thus encompass a dual focus: the promotion of tourism and the holistic enhancement of the well-being of local and often indigenous populations (Hutnaleontina et al., 2022; Imbaya et al., 2019; Lapuz, 2023).

2.3. The Bedrock of Performance: Employee Performance and Organization Citizenship Behavior

Employee performance is a multi-faceted construct determined by the quality, quantity, and efficiency of work an employee accomplishes while fulfilling their formally assigned obligations (Rigtering et al., 2024). It encompasses the results, efficiency, and effectiveness of an individual's work and is frequently used as a key indicator of organizational productivity (Alqudah et al., 2022; Sypniewska et al., 2023). Common employee performance indicators encompass several factors, such as the quality and quantity of output, adherence to work processes and standards, meticulousness, and a demonstrated level of inventiveness and initiative (Ángeles López-Cabarcos et al., 2022; Sapta et al., 2021). In essence, performance refers to the level of achievement that individuals reach regarding both the quality and quantity of their work as they fulfill their essential obligations and functions (Abubakar et al., 2019; Islami et al., 2018).

Organizational Citizenship Behavior (OCB), a concept pioneered by Organ (1988), refers to employees' voluntary, sincere, and enthusiastic behaviors that extend beyond their formal job requirements, contributing to organizational effectiveness without the need for direct commands or formal control systems (Judge et al., 2017). Hermanto et al. (2024) and Alessandri et al. (2021) further refine this definition, describing OCB as discretionary conduct performed by individuals within an organization that is not explicitly recognized by the formal reward system and that, in the aggregate, promotes the smooth functioning of the organization. OCB has the demonstrated potential to enhance and optimize many aspects of organizational operations, including cohesion, efficiency, and adaptability (Bogler & Somech, 2023; Pletzer, 2021).

The concept of self-potential development is closely allied with OCB. It denotes an individual's ability to proactively improve their talent, expertise, and self-awareness, thereby demonstrating and expanding their capabilities. Mikalef et al. (2020) state that capability is a person's ability to maximize the potential residing within both themselves and their organization to carry out value-adding activities. Increasing individual capability can be viewed as a foundational learning process that focuses on developing an individual's ability to share knowledge with coworkers, thereby encouraging collaboration and collective competence. From a micro-level perspective, increasing capability can start by stimulating the flow of knowledge from the individual level, followed by its transformation and integration throughout the organization to achieve superior team collaboration, ultimately leading to enhanced organizational performance (Basten & Haamann, 2018; Kozlowski & Ilgen, 2006).

2.4. The Glue that Binds: The Multifaceted Nature of Organizational Commitment

According to Looor-Zambrano et al. (2022), organizational commitment refers to employees' emotional connection, allegiance, and active psychological participation toward their organization or a specific unit within it. Commitment to the organization typically encompasses three attitudinal components: (1) a sense of alignment and belief in organizational objectives, (2) active engagement and willingness to exert effort for organizational responsibilities, and (3) a strong sense of allegiance and desire to maintain membership in the organization. Organizational commitment is a crucial aspect of workplace behavior that can be used to evaluate employees' inclination to remain dedicated members of the organization. It refers to the degree to which an employee feels a strong connection to a specific organization, shares its aims, and is motivated to remain a member (Ćulibrk et al., 2018). Similarly, Eliyana and Ma'arif (2019) define organizational commitment as employees' allegiance and loyalty toward the organization and its overarching aims. Therefore, fostering employees' commitment is crucial for ensuring that the organization can effectively embody its vision and mission through collaborative action. This commitment should also be visibly reflected in the organization's programs and activities, fostering a sense of shared purpose and unity in pursuing organizational objectives.

Robbins and Judge (2018) provide a widely accepted tripartite model of organizational commitment. The first dimension is *affective commitment*, which refers to an emotional attachment to, identification with, and involvement in the organization. The second is *continuance commitment*, which is the perceived economic value of remaining with an organization compared to leaving it. The third dimension is *normative commitment*, which is a feeling of obligation to remain with the organization for moral or ethical reasons. The notion of organizational commitment is thus a multifaceted psychological state that characterizes an employee's relationship with the organization and has implications for their decision to continue or discontinue membership.

2.5. Methods

This study employed the constructivism paradigm as its philosophical foundation. This paradigm is particularly suited for gaining deep insight into complex social issues by examining phenomena from the participants' own perspectives. It involves conducting firsthand observations and in-depth interviews with individuals directly involved in the social world being studied—in this case, the development of tourist villages—and gathering relevant documentation materials, such as meeting minutes, activity reports, and promotional materials related to tourism activities carried out by the local community (Bungin, 2007). The

study was conducted at Tirta Agung Tourism Village in Bondowoso Regency, East Java, Indonesia, a region known for its significant geotourism and cultural assets.

Research participants were selected purposively to include individuals with rich knowledge and experience relevant to the research phenomenon. The participant pool comprised the head and active members of the tourism awareness group (POKDARWIS) in the village, the director of the Village-Owned Enterprise (BUMDes), and other community figures involved in implementing and managing the tourism village.

The constructivism paradigm, as articulated by Denzin and Lincoln (2009), utilizes several key principles: (1) social phenomena are examined and understood based on the meanings that people assign to them; (2) immersive observation is employed to comprehend these social phenomena within their natural context; (3) the complexities of social phenomena are unpacked and understood primarily through in-depth, semi-structured interviews that allow participants to express their views in their own words. Aligning with this, the study employed established qualitative methods (Creswell & Poth, 2016). Data analysis involved interactive descriptive analysis, which was used to systematically examine, code, categorize, and elucidate the domains and themes associated with the application and manifestation of OCB in the POKDARWIS organization's management practices. This involved iterative reading of interview transcripts and field notes to identify patterns and relationships related to OCB dimensions and organizational commitment.

RESULTS

3.1 Contextual Setting: Bondowoso Regency and its Tourism Landscape

Bondowoso Regency is located in the eastern part of East Java Province, Indonesia, situated between 113°48'10" to 113°48'26" East Longitude and 7°50'10" to 7°56'41" South Latitude. The region features a tropical highland climate with an average temperature range of a refreshing 15°C to 25°C. Bondowoso boasts significant and diverse tourism potential, with natural attractions spanning volcanology, remarkable geodiversity, rich biodiversity, and layered cultural heritage. Geographically, Bondowoso is encircled by both active and inactive mountain ranges, creating a dramatic and scenic landscape. To the east, the Ijen and Raung volcanoes are renowned internationally for their scenic beauty and the iconic blue fire of the Ijen Crater, while the Argopuro Mountains are situated to the west. The region also hosts numerous prehistoric megalithic sites, adding profound historical and archaeological value to its tourism assets. Economically, Bondowoso is often referred to as the "Republic of Coffee" due to its extensive cultivation of Arabica coffee, produced by both large plantations and small-scale farmers. The fertile volcanic soil on the slopes of the Ijen range is particularly conducive to coffee production, contributing to the distinct aroma and quality of Ijen coffee. To support its tourism development strategically, the Bondowoso District Government actively encourages the establishment of tourism villages, which are managed by BUMDes (Village-Owned Enterprises) and POKDARWIS (Tourism Awareness Groups) in each village, forming the grassroots institutional framework for tourism. The research was centered on the Tirta Agung Tourism Village in Sukosari Kidul Village, Sumberwringin District, as the primary case study.

3.2 Profile of Tirta Agung Tourism Village: From Youth Initiative to Award-Winning Destination

Tirta Agung Tourism Village has successfully developed a primary focus on leisure and recreational tourism, showcasing adaptive strategy. The establishment of the village was organically initiated by the youth group of Sukosari Kidul, demonstrating bottom-up leadership. This initiative received crucial support from the Village Head and the Sukosari Kidul Village-Owned Enterprises (BUMDes), creating a powerful collaborative triangle. This partnership has been instrumental in the successful development of Tirta Agung as a prominent local tourism destination.

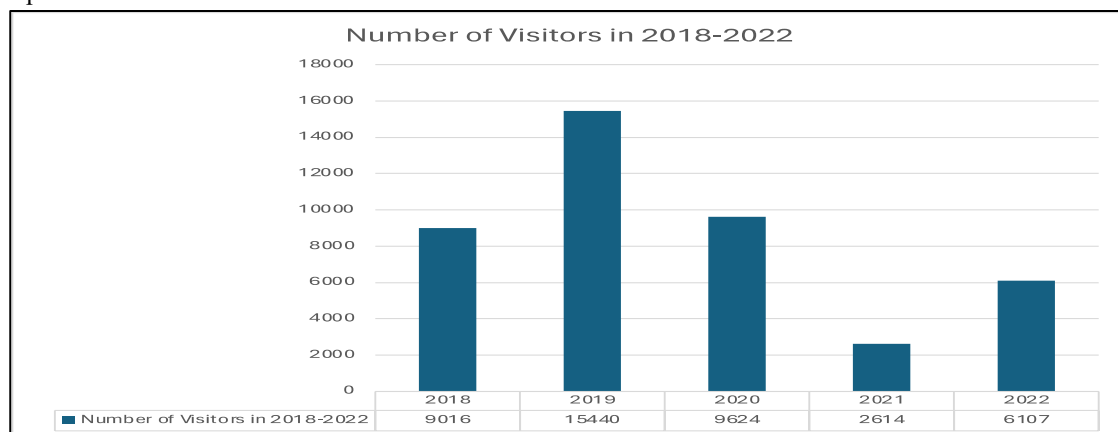


FIGURE 2 Number Of Visitors To Tirta Agung Tourism Village, 2018-2022

Source: Pokdarwis Tirta Agung (2023)

Figure 2 illustrates the visitor trends to Tirta Agung Tourism Village following its establishment in 2018, with a promising initial count of 9,016 visitors. In 2019, the village experienced a notable surge in visitor

numbers, reaching 15,440, which represents a dramatic 71.25% growth compared to 2018, indicating successful market penetration and growing popularity. However, like the entire global tourism industry, the village was severely impacted by the COVID-19 pandemic. Visitor numbers plummeted in 2020 and 2021, with a mere 2,614 visitors recorded at the trough. Demonstrating resilience, in 2022, the number of visitors rebounded to 6,107, reflecting a strong increase of approximately 233.63% from the previous year as restrictions eased. These trends indicate that the foundational appeal of the village and the loyalty it had built allowed for a relatively rapid recovery, underscoring the durability of the community's efforts.

3.3 Collaborative Governance: The Penta-Helix in Action

The development of Tirta Agung Tourism Village is not a story of isolated community effort but one of multifaceted collaboration involving a wide range of stakeholders. This network includes the Bondowoso Regency Government (policy and funding), the Bondowoso Tourism Office (technical guidance and promotion), the Sukosari Kidul Village Government through BUMDes (resource allocation and village-level support), the POKDARWIS Tourism Awareness Group (day-to-day operations and innovation), micro, small, and medium enterprises (MSMEs) within the village (product and service delivery), academic institutions (training and concept development), tourism associations (networking and standards), and other relevant organizations. This collaborative penta-helix model (government, private/business, community, academia, media) has led to notable advancements in tourism management.

The secretary of the Tirta Agung Tourism Village POKDARWIS elaborated on the collaborative process: *"Planning for the development of a tourism village begins with the initiation of village youth who dream of a movement to serve the village, then holding cross-party discussions facilitated by village meetings, planning the development of community-based tourism attractions managed by BUMDes."* This quote highlights the organic, youth-led origin and the structured, collaborative planning that followed. This model of collaboration has yielded tangible recognition. Tirta Agung Tourism Village has been acclaimed as one of the top 50 tourism villages by the prestigious 2022 Indonesian Tourism Village Award (ADWI). This national accolade serves as a powerful endorsement of its successful management and community-based model.

3.4 Implementation of the OCB Concept: Weaving Citizenship into the Organizational Fabric

The research findings clearly indicate that OCB has been instrumental in enhancing and optimizing the organizational functions of POKDARWIS Tirta Agung. The manifestation of OCB among the tourist village administrators is crucial for promoting and sustaining deep organizational commitment, as evidenced by various behavioral factors, which are categorized and elaborated below:

a. A strong sense of belonging. It is essential for organizations like POKDARWIS that manage tourist village destinations. Members work more effectively when they feel personally connected to the organization and responsible for achieving its goals. As one local youth noted, their commitment grows from shared experiences and learning from other tourism sites. To build this sense of belonging, the management encourages members to recognize their individual roles, understand the value of their contributions, feel comfortable and connected in organizational activities, and trust in the organization's vision, mission, shared values, and supportive norms.

b. A Sense of Excitement in the Job. It provides essential emotional energy for the organization. This excitement grows when members experience intrinsically motivating roles, supportive and inspiring leadership, and management practices that actively build motivation through attention, feedback, and thoughtful delegation. One member noted that their enthusiasm rose when village leaders supported the tourism village initiative, and when informal cultural practices like *ngopi* fostered idea-sharing that later informed official actions. This shows that genuine excitement emerges naturally from positive reinforcement, shared culture, and seeing ideas turned into real outcomes.

c. A Sense of Ownership. This highest form of OCB appears when members feel not just like employees but true owners and co-creators of the organization. This sense of ownership grows when they feel fully accepted, valued, and essential to the organization's success. One youth described how their initiative emerged from recovering after the collapse of a BUMDes business, which sparked innovation and the birth of village-based tourism. When ownership is established, members become more confident, proactive in decision-making, and committed to development efforts. Feeling heard and seeing their ideas implemented strengthens their psychological ownership and willingness to support organizational decisions. To further understand the manifestation of OCB, it is necessary to examine the specific behaviors exhibited by POKDARWIS members in managing the core 5A aspects of tourism (Attractions, Activities, Accessibility, Accommodation, Amenities):

d. The Attitude of Superior HR. The "superior" HR qualities in POKDARWIS Tirta Agung are reflected in strong critical thinking, communication, and teamwork. Critical thinking appears in the youths' structured efforts to develop the tourist village, strengthened through informal *cangkrukan* discussions and a dedicated WhatsApp group for village progress. Effective communication helps maintain shared motivation and coordinate group focus. Teamwork is reinforced through monthly meetings that monitor activities and strengthen the belief that their current efforts are long-term investments for the village's future.

e. Persistence and Diligence. A strong attitude of perseverance defines the group. Although they initially felt hopeless, a motivating visit from the Minister of Tourism renewed their confidence to continue

developing the tourist village. This encouragement strengthened their determination, which they demonstrated through structured efforts—working across village institutions, conducting formal planning discussions, and learning from successful tourism sites before implementing their own attraction.

f. Creativity and Innovativeness. POKDARWIS Tirta Agung conducted comparative studies to inspire innovation and build a unique brand, not to imitate others. Their development progressed step by step—from a floating café to a swimming pool, expanded café offerings, and various cultural and recreational events. This continuous innovation was reflected in their rise in the ADWI competition from rank 500 to the top 50, leading to a visit from the Minister of Tourism. The minister's visit and recognition further strengthened their creative confidence.

g. Time Management and Strategic Focus. The group practiced deliberate time management aligned with key management functions—planning, organizing, actuating, and controlling. They sought support from village leaders and conducted preparatory studies to guide development. With a realistic understanding of their competitive position, they openly identified weaknesses, explored solutions, and prioritized attractions that matched visitor needs and emerging trends.

h. Teamwork and Network Building. Their teamwork approach was structured and inclusive: they built a shared vision for sustainable tourism with penta-helix stakeholders, used persuasive strategies to involve community leaders and highlight local talent, and formalized cooperation with local businesses and MSMEs through profit- and product-sharing MoUs. As the chairman noted, BUMDes serves as a connector for village interests, creating jobs, developing local potential, and strengthening community trust.

i. Flexibility to Change. Recognizing change as an inevitable reality, the group built flexibility into their structure. They created space for all members to contribute and employed persuasive approaches to bring key community figures on board, which helped the organization adapt to both internal and external shifts in the environment.

j. Negotiation and Communication Skills. POKDARWIS built strategic networks and promoted the village through word-of-mouth and active use of social media platforms like Facebook, Instagram, and YouTube. To address skill gaps—such as tour guiding—they partnered with the Indonesian Tourist Association (HPI) and outbound communities, showing a practical, partnership-based approach to capacity building.

DISCUSSION AND CONCLUSIONS

5.1 Synthesis of Findings

In developing the 5A aspects of Tirta Agung Tourism Village, POKDARWIS members demonstrated Organizational Citizenship Behavior (OCB) through formal and informal communication, continually enhancing individual and collective capabilities. This OCB fostered positive attitudes and skills, including superior HR self-perception, persistence, creativity, time management, teamwork, flexibility, negotiation, and effective communication. The study concludes that OCB must be continuously nurtured among tourist village managers to foster deep organizational commitment for long-term sustainability. This commitment involves three core aspects: a sense of belonging, excitement in work, and ownership of organizational success. The Penta-helix model plays a key role by engaging government, business, community, academia, and media, enabling continuous knowledge, resource sharing, and innovation that enhances the village's competitiveness and responsiveness to market and community needs.

5.2 Theoretical and Practical Implications

This research highlights both theoretical and practical implications. It shows that OCB is crucial not only in corporate settings but especially in volunteer-driven, community-based organizations like POKDARWIS, strengthening resilient organizational commitment in resource-limited contexts. OCB serves as the mechanism converting community social capital into tangible tourism outcomes. The study also underscores the penta-helix model as an effective framework for multi-stakeholder collaboration, demonstrating how government, business, community, academia, and media create a synergistic ecosystem that supports sustainable rural tourism development.

Practically, the findings advise tourism village managers, especially POKDARWIS leaders, to actively develop OCB skills to foster a collaborative, proactive, and productive work environment through targeted strategies.

- 1. Structured Training and Skills Development:** Implement regular training sessions for POKDARWIS members focused on practical skills like time management, effective communication, negotiation, and basic financial management to improve teamwork and operational effectiveness.
- 2. Deliberate Strengthening of Ownership:** Management should institutionalize practices that make each member feel like a crucial co-owner. This can include participatory budgeting, involving members in major decision-making processes, and creating transparent systems for sharing successes and challenges.
- 3. Maintenance of Regular Communication Forums:** The practice of regular meetings (both formal and informal, like *cangkrukan*) should be maintained and enhanced. These forums are vital for ensuring the continuous exchange of ideas, addressing concerns promptly, and maintaining group cohesion and shared vision.

4. **Strategic Penta-Helix Engagement:** Village managers should proactively and strategically nurture relationships with all five helices, identifying specific needs and potential contributions from each to ensure a steady flow of support and innovation.

5.3 Limitations and Avenues for Future Research

This study offers valuable insights but has limitations. As a qualitative case study of a single successful village (Tirta Agung), its findings may not generalize across Indonesia's diverse tourism villages. Future research should, first, include comparative studies of other villages, including less successful ones, to explore contextual factors affecting OCB. Second, relying on qualitative observations and interviews limits statistical generalization and measurement of OCB's impact on performance. Future studies could use mixed methods, developing quantitative OCB scales and surveys to test effects on indicators like visitor satisfaction, economic turnover, and member retention. Third, while the penta-helix model was highlighted as important, the study only provided a high-level view. Future research could examine its internal dynamics, including power relations, conflict resolution between stakeholders, and translating academic knowledge into practical applications for rural communities.

Based on these limitations and the findings of this study, the following recommendations for future research are proposed: (a) Conduct comparative multi-case studies to identify the critical success factors for OCB development across different types of tourism villages. (b) Undertake longitudinal studies to track how OCB and organizational commitment evolve over time and how these changes impact the long-term growth, resilience, and competitiveness of tourism villages, especially in the face of external shocks. (c) Develop and validate a quantitative instrument for measuring OCB specifically tailored to the context of community-based tourism organizations in developing countries. (d) Investigate the intricate interactions and power dynamics within the penta-helix model in other rural tourism sectors in Indonesia and other developing countries to develop best-practice guidelines for collaborative governance.

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