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The Impact of Work Discipline, OCB, and Compensation on the Performance of Community-Based Tourism Managers in Ketapanrame

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Abstract

This study aims to analyze the influence of Work Discipline, Organizational Citizenship Behavior (OCB), and Compensation on the performance of Community Based Tourism Organization (CBTO) in Ketapanrame Tourism Village. In contrast to previous literature that generally places discipline and material compensation as the main predictors of performance in corporate structures, this study explores the unique dynamics of community-based tourism organizations. Using a quantitative method with an associative causal design and a saturated sampling technique (census) of 49 respondents, the data was analyzed using multiple linear regression assisted by the SPSS version 27 program. The results of the simultaneous regression test showed that the three variables contributed significantly by 40.3% to the variation in organizational performance (R^2 = 0.403; F count = 10.113; sig = 0.000). However, the partial test presents findings that contradict conventional management theory. Work Discipline (Regression Coefficient = 0.342; t count = 1.232; sig = 0.224) and Compensation (Regression Coefficient = 0.066; t count = 0.229; sig = 0.820) were shown to have no significant effect on performance. On the other hand, OCB was shown to have a positive and significant effect, and appeared as the most dominant predictor (Regression Coefficient = 1.017; t count = 3.951; sig = 0.000). These findings confirm that CBTO members' performance is not driven by rigid regulations or transactional (financial) motivation, but rather relies heavily on extra-role behavior, altruism, and a culture of mutual cooperation that goes beyond formal job descriptions.

Keywords: *CBTO; Work Discipline; Performance; Compensation; OCB.*

INTRODUCTION

Community-based tourism (CBT) has developed into a strategic approach in local economic development, where the community is not only the object but also the owner and manager of tourist destinations. This concept demands the transformation of the role of the community into a market-oriented social business entity while maintaining local values, as explained that the CBTO acts as a commercial bridge between community assets and the global tourism industry. The phenomenon of the successful implementation of this concept is evident in the Ketapanrame Tourism Village in Mojokerto Regency which won the award as the Best Tourism Village of ADWI 2023. However, the sustainability of these achievements is highly dependent on the performance of (Goodwin & Santilli, 2009)*the Community Based Tourism Organization* (CBTO), considering that performance is the result of work achieved by a person or group of people in the organization in accordance with their respective authorities and responsibilities. Therefore, effective human resource management is crucial to ensure the productivity and sustainability of the tourism village organization.(Suyadi Prawirosentono, 1999)

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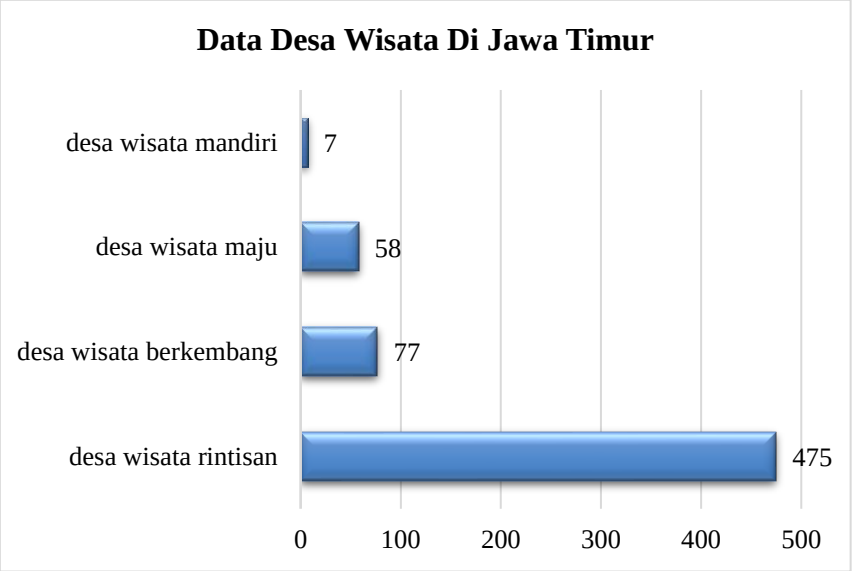

Figure 1. East Java Tourism Village Data
Sources: (jadesta.com, 2025)

In conventional management reviews, work discipline and compensation are often placed as the main pillars of performance formation. Work discipline is defined as a person's awareness and willingness to obey all company regulations and applicable social norms. Previous research confirms that work discipline has a significant effect on employee performance, where compliance with regulations encourages the achievement of organizational targets (Hasibuan, 2016)(Putra et al., 2023). In addition to the discipline aspect, compensation also plays a vital role as a package that the organization offers to employees in return for their energy and creativity (Nurmansyah, 2024). However, the application of this theory to community-based organizations faces unique challenges, given that the motivations of tourism village movers are often mixed between economic motives and social service, so a purely financial compensation approach may not always be effective.

On the other hand, there is a dimension of voluntary behavior that is very relevant to the characteristics of mutual cooperation in tourism villages, namely *Organizational Citizenship Behavior* (OCB). OCB is an individual's behavior that is voluntary, not explicitly recognized by a formal reward system, but in aggregate promotes the effectiveness of organizational functions This behavior includes initiatives to help colleagues and active participation outside of (Organ D.W, 1988)*the job description* (Simarmata, 2023) Empirical studies show that OCB has a significant relationship to employee performance, where employees who help each other tend to create a more productive work environment This indicates that in the context of CBTO, extra-role behavioral aspects may have a more dominant impact than formal rules.(Rudini ahmad, 2024)

Although these variables have been extensively researched, the previous literature still leaves a significant *research gap research gap*, both contextually and empirically. Contextually, the study of HR management is generally dominated by the object of corporate profit. The dynamics of the community-based tourism *organization Community Based Tourism Organization* or CBTO, which is based on the principles of voluntariness and mutual cooperation, are still very minimally explored. Empirically, there are still inconsistencies, such as the finding that compensation does not always boost performance, and OCB which actually has a negative impact on certain contexts This contradiction gives rise to urgency as well as novelty for this research, which is to integrate simultaneous testing of discipline, compensation, and OCB variables in the community tourism ecosystem. This study aims to analyze the influence of these three variables on the performance of CBTO in Ketapanrame Tourism Village, in order to provide a new perspective on whether the collective performance of the community is more driven by material incentives and rigid rules as in conventional management theory, or by voluntary dedication (extra-role).(Hikmah Perkasa et al., 2023)(Teuku Umar et al., 2022)

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Literature Review

Work discipline

Work discipline is defined as the individual's awareness and willingness to obey all organizational rules and social norms that apply voluntarily (Hasibuan, 2016) This discipline is managerial reflected in the level of attendance (attendance), adherence to work guidelines and procedures, effective use of time, and commitment to responsibility in completing tasks. In the latest international literature, (Rivaldo & Nabella, 2023) affirm that work discipline is a very essential managerial instrument. Without structured discipline, organizations will struggle to complete targets on time, which will ultimately undermine the overall rhythm of performance.

Organizational Citizenship Behavior

OCB is an individual's voluntary behavior that is not explicitly recognized by the formal reward system, but in aggregate encourages the effectiveness of organizational functions (Organ D.W, 1988). In the current international literature examining the tourism and hospitality sectors, this extra-role behavior or OCB has been proven to play a very crucial role in improving service quality and tourist satisfaction in a sustainable manner, as it demands service flexibility that is often beyond the expectations of formal tasks (Lim et al., 2025) The dimensions of OCB include altruism (willingness to help colleagues), courtesy (respect for others), civic virtue (active participation in the organization), conscientiousness (work creativity exceeding standards), and sportsmanship (positive attitude and high tolerance in unpleasant situations).

Compensation

Compensation is a number of compensation packages that organizations provide to employees for the use of their energy, thoughts, and creativity in the work environment (Nurmansyah, 2024; Sinambela L.P, 2016) The main components of this compensation include monthly wages and salaries, incentives, benefits, and the provision of work facilities that aim to increase employee satisfaction and retention stability. Furthermore, (Peemanee et al., 2026) underline that in the modern era, compensation and benefits schemes are not just transactional means of exchange, but strategic elements that are empirically proven to strengthen retention, intrinsic motivation, and productivity which ultimately boost performance holistically.

Performance

Performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his functions in accordance with the authority and responsibility given . The main indicators in measuring performance include the quantity of work results, service quality, operational punctuality, and personality aspects such as integrity, commitment, and teamwork.

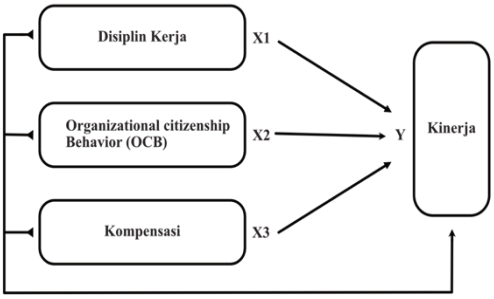

Figure 2. Research Model

Hipotesis

H1 : There is a partial significant influence between Work Discipline on the Performance of Community Based Tourism Organization (CBTO) in Ketapanrame Tourism Village.

H2 : There is a partial significant influence between Organizational Citizenship Behavior (OCB) on the Performance of Community Based Tourism Organization (CBTO) in Ketapanrame Tourism Village.

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H3 : There is a partial significant influence between Compensation on the Performance of Community Based Tourism Organization (CBTO) in Ketapanrame Tourism Village.

H4 : There is a significant influence simultaneously (together) between Work Discipline, Organizational Citizenship Behavior (OCB), and Compensation on the Performance of Community Based Tourism Organization (CBTO) in Ketapanrame Tourism Village.

METHODS

This study uses a quantitative approach with an associative causal design to test the cause-and-effect relationship between the elements studied (Sugiyono, 2017). The population in this study is all members of the Community Based Tourism Organization (CBTO) management in Ketapanrame Tourism Village, Mojokerto Regency which totals 49 people. The selected sample extraction technique is saturated sampling (census). The use of this census method is justified because the population is relatively small of less than 100 people, so including all members as respondents will result in generalizations with a very small and more representative error rate.

The data collection instrument used a 5-point Likert scale closed questionnaire (1 = Strongly Disagree to 5 = Strongly Agree). Independent variables consisted of: (1) Work Discipline (X1) which was measured using 4 statement items including attendance rate, rule compliance, time effectiveness, and responsibility; (2) Organizational Citizenship Behavior (X2) which is measured through 5 statement items with dimensions of altruism, courtesy, civic virtue, conscientiousness, and sportsmanship; and (3) Compensation (X3) which is measured using 5 statement items including wages, profit sharing/salary, incentives, benefits, and facilities. The dependent variable is Performance (Y) which is measured using 8 statement items from the aspects of quantity, quality, punctuality, service orientation, integrity, commitment, cooperation, and discipline (Hasibuan, 2016)(Organ D.W, 1988)(Nurmansyah, 2024)(Ni Kadek Suryani et al., 2020)

Data processing is carried out using the SPSS version 27 program. The analysis stage includes instrument testing (Pearson Product Moment validity and Cronbach's Alpha reliability), as well as classical assumption testing (normality, multicollinearity, and heteroscedasticity). Hypothesis testing used multiple linear regression analysis with a mathematical equation model Y = a + b1X1 + b2X2 + b3X3 + e The significance of the influence was partially tested through the t-test, while the influence was simultaneously tested through the F-Test at a significance level of 5%, followed by the calculation of the Coefficient of Determination (R2) to measure the magnitude of the contribution of independent variables.

RESULTS and DISCUSSION

Results

Respondent Characteristics

Table 1. Respondent Data

No	Respondent Characteristics	Respondents	Percentage
1	**Gender**		
	Women	8	16.33%
	Male	41	83,67%
	Total	**49**	**100%**
2	**Age**		
	<17 Years	0	14,29%
	18 - 24 Years	7	14,29%
	25 - 35 Years	20	40.82%
	> 35 Years Old	22	44,90%
	Total	**49**	**100.0%**
3	**Working period**	**Frequency**	**Percentage**
	< 1 Year	4	8.16%
	1 - 3 Years	23	46.94%
	3 - 6 Years	18	36.73%
	> 6 Years	4	8.16%
	Total	**49**	**100%**

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4	Final Education	Frequency	Percentage
	SD	14	28,57%
	SMP	9	18.37%
	SMA	23	46.94%
	S1	3	6.12%
	S2/S3	0	0
	Total	**49**	**100.0%**

Source: SPSS data processing results version 27 (2025)

The demographic profile of the respondents showed that the majority of men (83.67%) had a high level of maturity, where the majority were in the productive age range of over 25 years old (>85%). In terms of retention, respondents have good job stability with the majority of service periods ranging from 1 to 6 years. However, educational qualifications are dominated by high school graduates and below (93.88%), which implies that human resource competencies in this research object are more built through practical experience (tacit knowledge) than formal education. Before conducting a hypothesis test, an analysis prerequisite test is carried out.

Vallidity Test

Table 2. Vallicity Test Results

Item	R count	R Table	Remarks
1. Work discipline (X1)			
Statement 1	0.696	0.281	Valid
Statement 2	0.763	0.281	Valid
Statement 3	0.850	0.281	Valid
Statement 4	0.824	0.281	Valid
2. *Organizational Citizenship Behavior* (OCB) (X2)			
Statement 1	0.685	0.281	Valid
Statement 2	0.796	0.281	Valid
Statement 3	0.724	0.281	Valid
Statement 4	0.739	0.281	Valid
Statement 5	0.712	0.281	Valid
3. Compensation (X3)			
Statement 1	0.691	0.281	Valid
Statement 2	0.795	0.281	Valid
Statement 3	0.632	0.281	Valid
Statement 4	0.471	0.281	Valid
Statement 5	0.775	0.281	Valid
4. Performance (Y)			
Question 1	0.744	0.281	Valid
Question 2	0.805	0.281	Valid
Question 3	0.744	0.281	Valid
Question 4	0.860	0.281	Valid
Statement 5	0.796	0.281	Valid
Statement 6	0.753	0.281	Valid
Statement 7	0.731	0.281	Valid
Statement 8	0.838	0.281	Valid

Source: SPSS data processing results version 27 (2025)

Based on the results of data processing presented in the table above, validity testing was carried out on all statement items that measured the variables of Work Discipline (X1), *Organizational Citizenship Behavior* or OCB (X2), Compensation (X3), and Performance (Y). The validity criteria are determined by comparing the calculated r value with the r table. With a significance level of 5%, a critical limit value (r table) of 0.281 was obtained.The test results showed that all statement items had a calculated r value greater than the r of the table (r count > 0.281). The lowest validity value was recorded in the 4th statement item of the Compensation variable of 0.471, while the highest validity value was recorded in the 4th statement item of the Performance variable of 0.860. Since all correlation values are above the specified threshold, it can be concluded that all statements in this questionnaire are declared valid and suitable to be used as an instrument to measure research variables.

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Normality Test

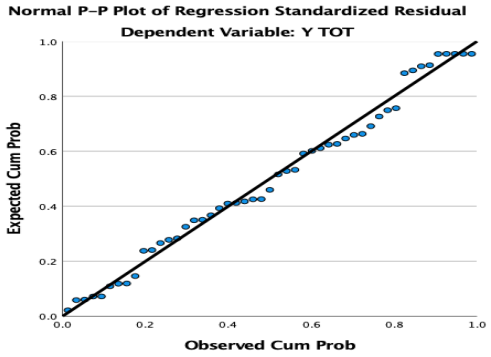

Figure 3. Normality Test Results
Source: SPSS data processing results version 27 (2025)

The examination of normality assumptions for this research data was carried out through a visual examination of the Normal Probability Plot (P-P Plot) diagram for Residual Regression Standards. The process of identifying normality is determined from the pattern of the distribution of data points against the diagonal lines of the graph. If we refer to the test output presented in the previous illustration, it is clear that the distribution of the data points is around the diagonal line and follows their orientation regularly. There was no apparent distribution pattern that deviated far from the reference line. The implication is that the data residue has a normal distribution. Therefore, the regression model applied in this study has met the normality requirements so that it is ready to be further processed in the next analysis. According to the view of the acceptance criteria, the decision is that when the distribution of the data revolves around a diagonal line and is in the direction of the orientation of the line, or if the histogram curve shows a normal form of distribution, then the regression model has passed the normality test.(Ghozali, 2018)

Multicollinearity Test

Table 3. Multicollinearity Test Results

		Collinearity statistics	
		Tolerance	LIVE
1	(Constant)		
	Work Discipline	.765	1.307
	Organizational Citizenship Behavior Ocb	.729	1.371
	Compensation	.736	1.359

a. Dependent variable : Kinerja CBTO

Source: SPSS data processing results version 27 (2025)

Based on the table of test results above, the Tolerance values for the variables Work Discipline (0.765), Organizational Citizenship Behavior (0.729), and Compensation (0.736) all showed values above 0.10. Meanwhile, the Variance Inflation Factor (VIF) value for the three variables is 1.307 each; 1,371; and 1,359, of which the whole is worth less than 10. Referring to the test criterion that multicollinearity does not occur if the Tolerance value is > 0.10 and VIF is < 10, it can be concluded that this regression model is free from the symptoms of multicollinearity.

Heterokedasdicity Test

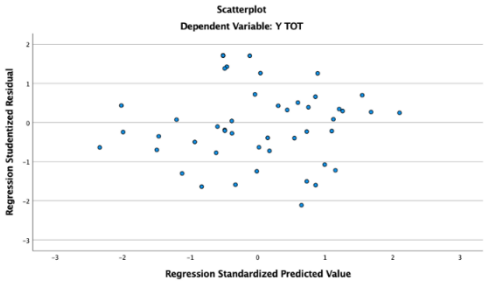

Figure 4. Heterokedasdicity Test Results
Source: SPSS data processing results version 27 (2025)

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Heteroscedasticity testing was carried out by observing the pattern of data distribution on the Scatterplot graph. Based on the results of the analysis, it can be seen that the data points are randomly spread both above and below the zero on the Y axis and do not form a specific obvious pattern (such as wavy or widening). This indicates that there are no symptoms of heteroscedasticity, so the regression model is feasible because it has a homogeneous residual variance.

T Test

Table 4. Summary of Partial Test Results (t-test)

Variabel	Coeficin Beta	t-count	Say.	Remarks
(Constant)	5.415	0.915	0.365	-
Work Discipline (X1)	0.342	1.232	0.224	Insignificant
OCB (X2)	1.017	3.951	0.000	Signifikan
Compensation (X3)	0.066	0.229	0.820	Insignificant

Source: SPSS data processing results version 27 (2025)

Based on Table 4, Work Discipline (Sig. 0.224 > 0.05) and Compensation (Sig. 0.820 > 0.05) did not have a significant effect on performance. On the other hand, OCB (Sig. 0.000 < 0.05) had a very significant effect. The results of the simultaneous test (F Test) showed an F-calculated value of 10.113 > F-table of 2.81 with a significance of 0.000, which means that the three variables together affect performance. A Coefficient of Determination value (R2) of 0.403 indicates that this model is able to explain 40.3% variation in CBTO member performance.

Test F

Table 5. Summary of Simultaneous Test Results (Test f)

ANOVA

Model	Sum of Squares	df	Mean Square	F	Say.
Regression	316.523	3	105.508	10.113	0.000b
Residual	469.477	45	10.433		
Total	786.000	48			

Dependent Variable: Kinerja CBTO
Predictors: (Constant), KMPS, DK, OCB.

Source: SPSS data processing results version 27 (2025)

Based on the results of the variance analysis test (ANOVA) or simultaneous testing (F test) in the table above, an F value of 10.113 was obtained with a significance level of 0.000. Since the significance value is much smaller than the set error tolerance level (α = 0.05), the regression model formed is declared feasible (goodness of fit is met). Empirically, these results prove that independent variables consisting of Work Discipline, Organizational Citizenship Behavior (OCB), and Compensation together (simultaneously) exert a real and significant influence on the Performance of Community Based Tourism Organization (CBTO) in Ketapanrame Tourism Village.

Multiple Linear Regression Test

Table 6. Summary of Multiple Linear Regression Test Results

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.415	5.916		0.915	0.365
Work discipline	0.342	0.277	0.162	1.232	0.224
Organizational citizenship behavior (OCB)	1.017	0.257	0.533	3.951	0.000
Compensation	0.066	0.287	0.031	0.229	0.820

a. Dependent Variable: Kinerja CBTO

Source: SPSS data processing results version 27 (2025)

Based on the results of the multiple linear regression analysis in the table above, the following mathematical equation model was obtained: Y = 5.415 + 0.342X1 + 1.017X2 + 0.066X3 From the regression equation and the results of the partial significance test (t-test) in the table, the interpretation can be statistically described as follows:

1. Constant Value (alpha): A constant value of 5.415 is obtained. This shows that if all independent variables (Work Discipline, OCB, and Compensation) are assumed to have a value of zero or have

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no change, then the Performance of the Community Based Tourism Organization (CBTO) in Ketapanrame Tourism Village already has a positive basic value of 5,415 units.

2. Effect of Work Discipline (X1): The value of the regression coefficient for the Work Discipline variable has a positive value of 0.342. However, the results of the t-test showed a calculated t-value of 1.232 with a significance probability of 0.224. Since the significance value is greater than the real level (alpha = 0.05), H1 is rejected. This means that the Work Discipline variable has a positive relationship direction but does not have a significant effect on CBTO Performance.
3. Effect of Organizational Citizenship Behavior (X2): The value of the regression coefficient for the OCB variable was positive of 1.017. The results of the t-test showed a calculated t-value of 3.951 with a significance probability of 0.000. Since the significance value is much smaller than the real level (alpha = 0.05), H2 is accepted. This means that the OCB variable has a positive and significant effect on CBTO Performance. The highest coefficient (1.017) also confirms that OCB is the most dominant predictor variable.
4. Effect of Compensation (X3): The value of the regression coefficient for the Compensation variable has a positive value of 0.066. The results of the t-test showed a calculated t-value of 0.229 with a significance probability of 0.820. Since the significance value exceeds the real level (alpha = 0.05), H3 is rejected. This means that the Compensation variable has a positive relationship direction but does not have a significant effect on the partial improvement of CBTO Performance.

Coefficient of Determination Test (R2)

Table 7. Coefficient of Determination (R2)

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.635[A]	0.403	0.363	3.230

Predictors: (Constant), KMPS, DK, OCB.
Dependent Variable: Kinerja *Community based of tourism organization*

Source: SPSS data processing results version 27 (2025)

Based on the test results in the Model Summary table above, a Determination Coefficient (R Square) value of 0.403 was obtained. This figure shows that the ability of independent variables consisting of Work Discipline, Organizational Citizenship Behavior (OCB), and Compensation to explain variations in dependent variables, namely Community Based Tourism Organization (CBTO) Performance, is 40.3%. Meanwhile, the remaining percentage of 59.7% (obtained from 100% - 40.3%) is explained by other factors or variables that were not studied or included in the regression model of this study.

Discussion

The findings of this study provide a new perspective in human resource management in the community tourism sector. First, the insignificance of the influence of Work Discipline on performance indicates that rigid and formalistic managerial approaches are less relevant applied to community-based organizations. CBTO members work on the foundation of collective awareness, not because of the pressure of attendance regulations. This is in line with studies that say that formal discipline does not always correlate with productivity if organizational culture prioritizes flexibility.(Pratiwi & Darmastuti, 2014)

Second, Organizational Citizenship Behavior (OCB) has been proven to be the main determinant of partial performance. The magnitude of the regression coefficient (1.017) and significance (0.000) confirms that the success of Ketapanrame Tourism Village is highly dependent on the extra-role behavior of its members. In contrast to a corporate environment that is bound by rigid working hours, the tourism services industry ecosystem is very dynamic and is often faced with unexpected situations (such as sudden spikes in visitors or tourist complaints). This situation demands an adaptive response that often goes beyond the formal job description, OCB's dominance in boosting performance at CBTO Ketapanrame occurs because the members have social capital in the form of a strong value of "mutual cooperation". The high level of voluntary initiatives to cover each other's shortcomings (altruism), not complaining when the workload peaks (sportsmanship), and sincere concern to advance the village is born from collective awareness, not coercion. This civic behavior is a kind of 'lubricant' that makes the machinery of the tourism organization run very effectively. This confirms the findings, that in the

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community-based service sector, high volunteerism and concern between members are much more crucial and become a more accurate predictor of performance than just technical competence, financial compensation, and rigid attendance rules.(Anshori et al., 2020)

Third, the insignificance of the influence of compensation shows that the motivation of CBTO members tends to be transformational (devotion) rather than transactional (financial). Although members consider the profit-sharing system to be fair, the increase in the nominal amount of material does not necessarily boost performance. This confirms that working members are driven by a sense of belonging to the village and a desire to advance their hometown, a phenomenon often found in social organizations.(Wijaya & Kusuma, 2019)

CONCLUSION

The main conclusion of this study is that the collective performance of the Community Based Tourism Organization (CBTO) in Ketapanrame Tourism Village is not driven by a transactional managerial approach or formalistic regulatory enforcement. Partially, the variables of Work Discipline and Financial Compensation were shown to have no significant influence on member performance. On the other hand, Organizational Citizenship Behavior (OCB) appears as the main predictor that has a positive and most dominant influence. Simultaneously, the integration of these three variables contributed 40.3% to the variation in CBTO performance.

This study enriches the literature on human resource management (HRM) by proving that conventional corporate performance theories that rely heavily on material compensation and rigid presence have limitations when implemented in community-based tourism ecosystems. The success of tourism village management organizations turned out to be more driven by social capital, altruistic care, and the spirit of service.

These findings suggest the need for a paradigm shift for tourism village managers in Indonesia. Stakeholders and directors of BUMDes are advised to shift from a structural supervisory approach to a humanist approach. Strengthening the culture of "mutual cooperation", fostering family bonds, and providing non-financial appreciation (such as dedication rewards or training opportunities) are far more crucial strategies to maintain the intrinsic motivation and performance of CBTO members than simply increasing material incentives.

Awards
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