

## Organizational Citizenship Behavior (OCB) in the Management of Situ Leutik Tourist Attraction by the Disporta of Banjar City Government

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### ABSTRACT

Community-based tourism management requires the active role of the community and managers in creating a harmonious and productive work environment. Organizational citizenship behavior (OCB) is an important factor in increasing the effectiveness of tourism management, especially in the Situ Leutik tourist management of Situ Leutik tourist attraction attraction, Banjar City. This study aims to analyze the role of OCB in the management of the Situ Leutik tourist attraction using a descriptive qualitative approach. Data were collected through observation, in-depth interviews, and literature studies. The results of the study indicate that five dimensions of OCB, namely altruism, prudence, sportsmanship, politeness, and civic virtue, play a role in improving the quality of tourism services. The community voluntarily helps visitors, maintains cleanliness, and demonstrates a professional attitude in interacting with tourists. However, there are still obstacles to community participation in tourism management decision-making. The conclusion of the study confirms that strengthening OCB behavior through increasing manager capacity and community involvement can increase the effectiveness of tourism management. Therefore, local governments need to implement more inclusive policies to support the sustainability of community-based tourism.

**Keywords:** Economic Development; Human Resources; Local Economic; Organizational Citizenship Behavior; Tourism

## **INTRODUCTION**

Banjar City, West Java, has interesting tourism potential to explore. Banjar City offers a variety of tourist destinations, from natural beauty to cultural sites. The tourism sector in Banjar City is the main focus of the local government because of its positive contribution to economic growth and community welfare. Data from the Central Agency of Statistics of Banjar City ([BPS Kota Banjar, 2023](#)) shows that the tourism sector contributed around 1.85% to the Regional Original Income (PAD) and around 2.078% to the Gross Regional Domestic Product (PDRB). This shows the significant potential of tourism to become the main driver of economic development in Banjar City.

One of the tourist attractions in Banjar City is Situ Leutik, a small lake that is well-managed. Situ Leutik is a small dam located between two hamlets, namely Pasirnagara Hamlet and Babakan Hamlet, in Cibeureum Village, Banjar City. Around Situ Leutik, there are various facilities that support recreational activities, such as jogging tracks, as well as plans to build outbound facilities and places for art performances ([Purnama, 2020](#)).

The success of a tourism object is highly dependent on the ability of its workers to not only carry out their basic obligations but also demonstrate behavior that goes beyond formal job descriptions, known as the concept of organizational citizenship behavior (OCB). OCB includes activities such as helping coworkers, maintaining the company's reputation, and providing additional services to guests, all of which are important to ensure client satisfaction. OCB can create a positive work environment, increase collaboration, and reduce conflict between employees. This is in line with what Borman and Motowidlo in [Hanafi et al. \(2018\)](#) who said that OCB can improve organizational performance because this behavior is a "lubricant" of the social machine in the organization, in other words, with this behavior, social interactions between members of the organization become smooth, reduce disputes, and increase efficiency. Strengthened by the results of research by [Nasroel \(2023\)](#), which shows that OCB has a positive and significant impact on employee performance. As well as research from [Runtunuwu \(2020\)](#) states that the development of tourist attractions must be carried out in a more focused manner through systematic arrangement and development of various tourist attractions by completing all supporting facilities.

However, the management of this tourist attraction still faces various challenges. Based on the facts in the field observation obtained by researchers, the challenges faced by the Situ Leutik tourist attraction are unclear management, causing the Situ Leutik tourist attraction to be neglected and damaged. This tourist asset is still owned by the Banjar City Government, so the community and village government cannot manage it fully. Improving the capacity of human resources for management, both from the relevant agencies and the village government is still needed. The limited quality of human resources in the tourism sector is one of the inhibiting variables for the progress of regional tourism because they are unable to play a role in developing tourism that is adaptive to market demand.

In addition, supporting facilities and infrastructure for tourist attractions also need to be equipped and maintained. Marketing that has not been maximized is an obstacle in the development of Situ Leutik. Land ownership issues are an obstacle in the management of Situ Leutik ([Bandung Berita, 2018](#)). Situ Leutik has not been optimal in meeting the water needs of the community's rice fields ([Priyadi, 2024](#)).

Implementing community-based tourism management is also not easy. This is due to various challenges that must be faced. In general, the challenges that arise in community-based tourism management include the lack of human resources among local communities and inadequate infrastructure at the tourist attraction location (Rahmayani & Manurung, 2022)

These challenges pose significant threats to Situ Leutik's potential as a thriving tourist destination. Specifically, they can diminish its appeal to visitors, leading to a decline in tourism revenue and hindering local economic growth. Furthermore, these issues can stifle the development of existing attractions and impede the creation of new ones, limiting the potential for innovation and diversification within the tourism sector. Consequently, efforts to attract a larger audience and elevate the profile of Situ Leutik at both regional and national levels may be undermined. Ultimately, the ability to develop and implement innovative tourism management strategies will be compromised. Therefore, effective tourism management requires a keen focus on the factors influencing OCB to enhance both service quality and overall organizational performance.

The results of previous studies that became the basis for this study were the first studies conducted by Purnama (2020), which examined the management of the Situ Leutik tourist attraction in Banjar City. The results of the study showed the need for cooperation between the city government, village government, and the community in managing tourist attractions. However, there is ambiguity in management, which causes tourist attractions to be neglected and damaged. The gap in this research lies in the lack of clear regulations and support from the government in the form of funds and training for managers.

Based on the background and research above, the researcher is interested in conducting a study that aims to analyze OCB in the management of Situ Leutik tourism objects and provide recommendations to improve performance and collaboration between stakeholders in the tourism sector in Banjar City. This research offers significant theoretical and practical contributions to tourism management, particularly for emerging destinations like Situ Leutik. Theoretically, it deepens the understanding of factors influencing OCB in tourism, potentially refining existing models and frameworks. Practically, it provides actionable recommendations for Banjar City tourism managers and policymakers to improve performance and stakeholder collaboration at Situ Leutik. These recommendations can inform targeted interventions to enhance service quality, visitor experience, and sustainable tourism growth. The study's findings also serve as a valuable resource for other emerging destinations seeking to optimize management practices and leverage OCB for sustainable development.

## **LITERATURE REVIEW**

### **Tourism Management**

Management has a very broad meaning, which can be interpreted as a process, art, or science. Management is called a process because management involves several steps in achieving goals, which include planning, organizing, directing, and supervising. Management is a combination of science and art in managing the process of using human resources and other resources efficiently to achieve certain goals (Hasibuan, 2017). More clearly expressed by Edison et al. (2019) that management is a unique process that includes planning, organizing, implementing, and controlling actions to identify and achieve goals by utilizing human resources and other resources. According to Thamrin and Tantri (2012), management is the entire system in a business that includes planning, pricing, promotion, and distribution of goods and services to meet the

needs and desires of consumers, both existing and potential. From the definitions above, researchers conclude that management is a broad and complex process, which includes the art and science of planning, organizing, implementing, and controlling the use of human resources and other resources efficiently to achieve certain goals and meet consumer needs.

Tourism activities are an inseparable part of development activities both on a national and regional scale, which are carried out in an integrated and sustainable manner by utilizing the potential of nature and local culture that grows and develops in the community (Yusuf & Wunarlan, 2019). Tourism is an activity supported by various tourism facilities and activities, which provide benefits to various parties, including tourists, visitors, the community, and the local private sector (Runtunuwu & Kotib, 2022). Muljadi (2009) explains that tourism is a phenomenon that arises due to the presence of foreigners or the entire interaction of travel that is not intended to settle and is not related to livelihood activities. Therefore, on the trip, individuals only look for things that suit their desires and needs. Revida et al. (2022) define tourism as an activity or activity carried out by a person or group of people by moving from one place to another repeatedly, which is carried out temporarily with the intention of enjoying the beauty and not increasing income or earning a living. It can be concluded that tourism is a temporary travel activity carried out by individuals or groups to enjoy beauty and experience, which provides benefits to various parties, including tourists, communities, and the private sector, without the aim of settling or earning income.

Tourism management as a specific instrument is used so that an agency can achieve results in order to obtain destination service facilities that refer to tourism (Gabur & Sukana, 2020). Tourism management must prioritize strengthening organizational management, service skills training, promotion efforts, and external relations to increase the number of visitors (Kennedy, 2024). Tourism management or management must pay attention to the following principles: (a) Tourism development must be based on local wisdom and unique culture and environment; (b) Improving the quality of resources is the basis for developing tourism areas; (c) Development of tourist attractions based on local culture; (d) Tourism services based on unique culture and environment; and (e) Supporting beneficial tourism but controlling or stopping it if it goes beyond the limit (Dowling & Fennel, 2003). In conclusion, tourism management is an important instrument that aims to achieve optimal results in destination services by prioritizing organizational strengthening, skills training, promotion, and implementing principles that respect local wisdom and sustainability in tourism development.

### **Organizational Citizenship Behavior (OCB)**

OCB is a concept that originates from organizational behavior and management. This concept was first proposed by Dennis Organ in 1988. According to Organ (1988), OCB is an individual behavior that is free, which is not directly or explicitly related to the formal reward system, and can increase the effectiveness of organizational functions. OCB is an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and overall supports the organization's function effectively (Bateman & Organ, 1983). A similar opinion was also expressed by Arokiasamy (2021) that OCB refers to professional behavior that exceeds the standards set in the workplace, where workers have the freedom to determine how much OCB they want to show in the work environment. According to Shweta and Srirang (2009), OCB is characterized by any effort made voluntarily by employees for the benefit of the organization without expecting a reward.

OCB, as defined by Robbins et al. (2016), encompasses discretionary actions by employees that are not formally required by their job descriptions but contribute significantly to the workplace's psychological and social environment. These behaviors are often manifested in employees who readily assist colleagues, volunteer for additional tasks, and adhere to organizational rules. Thiruvankadam and Durairaj (2017) further emphasize the voluntary nature of OCB, describing it as the wisdom an employee demonstrates within the organization through self-initiated actions. This discretionary behavior, according to Banahene et al. (2018), involves proactive and deliberate actions taken outside the confines of a job description, employment contract, or primary responsibilities. Saleem and Amin (2013) reinforce this point, highlighting that OCB is freely chosen and voluntary, not mandated by role requirements or contractual obligations, but rather stemming from personal choice.

Organ (1988) continued that OCB contributes to the dimensions of organizational well-being, changes in organizational resources, innovation, and accelerating employee adaptation (Naway & Haris, 2017). Organ clarified that OCB focuses on voluntary behavior adopted by individuals in an organization outside of their primary job requirements (Tambe, 2014). These behaviors illustrate "employee added value" and are a form of prosocial behavior, namely positive, constructive, and meaningful social behavior that helps (Sarmawa et al., 2015). This behavior can bring significant benefits to the organization by creating a more harmonious, efficient, and productive environment.

Internally, within the organization, OCB emerges based on an individual's intrinsic need for achievement, competence, and affiliation (Jahangir et al., 2004). The dimensions of OCB include altruism, conscientiousness, sportsmanship (not complaining about trivial matters), politeness, and civic virtue (maintaining awareness of matters that affect the organization).

### **Tourism and OCB**

Within the tourism sector, OCB plays a crucial role, given that human resources are both the actors and managers of tourism experiences (Darsana & Koerniawaty, 2021). Research indicates that OCB is influenced by a variety of factors, including perceived organizational support and transformational leadership style (Sulistyawati et al., 2023). Internal factors, such as organizational commitment, leadership, and individual personality traits, also positively and significantly affect OCB (Sulistyawati et al., 2023). Furthermore, a positive relationship exists between employees' subjective well-being and their OCB, demonstrating that employee well-being contributes to positive workplace behavior. Therefore, effective tourism management requires careful attention to the factors that influence OCB to enhance both service quality and organizational performance. Human resource training and development programs also play a vital role in fostering OCB and improving employee performance within the tourism sector (Sulistyawati et al., 2023).

Several factors can influence OCB, including organizational culture and climate, personality and mood, perceptions of organizational support, perceived quality of superior-subordinate interactions, length of service, and gender. As Podsakoff et al. (2000) explain, OCB can support improved organizational performance in numerous ways. These benefits include increasing coworker and managerial productivity, streamlining resource allocation for more productive purposes, reducing the need for scarce resources for maintenance functions, facilitating effective coordination between team members and groups, enhancing the organization's ability to retain reliable human resources and project a more attractive work environment, stabilizing organizational



performance, and increasing the organization's capacity to adapt to environmental changes.

Based on the theoretical concepts above, OCBs are related to each other and support each other in managing tourism organizations. OCB has a significant relationship with tourism management because this industry is highly dependent on the quality of human resources (Darsana & Koerniawaty, 2021). OCB is reflected in the behavior of employees who like to help, volunteer for additional tasks, and obey organizational rules.

## **RESEARCH METHOD**

### **Research Approach**

This study uses a qualitative method with a descriptive approach. This approach was chosen because it aims to deeply understand the phenomenon of OCB in the context of managing the Situ Leutik tourist attraction. Qualitative methods allow researchers to explore rich and in-depth information through direct interaction with actors involved in tourism management so that a comprehensive understanding of the factors that influence OCB and its impact on the effectiveness of tourism management is obtained.

### **Research Object**

The object of research in this study is the management of Situ Leutik Tourism Object located in Cibeureum Village, Banjar District, Banjar City. The focus of this study is on the behavior of OCB shown by the managers and related parties in the management of the tourist attraction. This study aims to identify how OCB is implemented, the factors that influence it, and its impact on the quality of service and development of Situ Leutik tourism objects.

### **Research Informants**

The informants in this study were 10 people who were selected based on the criteria of their involvement and knowledge in the management of the Situ Leutik Tourism Object. The informants consisted of representatives of the Youth, Sports, and Tourism Office of Banjar City, daily managers of Situ Leutik, community leaders of Cibeureum Village, and local traders or business actors who were active around the tourist attraction. The selection of informants was carried out purposively by considering their experience and knowledge regarding the management of tourist attractions and the OCB behavior studied. The selection of informants aims to obtain diverse and comprehensive perspectives on OCB practices in the management of Situ Leutik.

### **Data Collection Technique**

Data collection was conducted through three main techniques. First, observation was conducted to directly observe the interactions and behavior of managers and related parties in daily activities at the Situ Leutik Tourism Object. Second, in-depth interviews were conducted with informants to explore information about their experiences, perceptions, and understanding of OCB, as well as the factors that influence it. Interviews were conducted in a semi-structured manner with open-ended questions as a guide. Third, literature studies were conducted by collecting and analyzing related documents, such as management reports, local regulations, and scientific literature on OCB and tourism management.

### **Data Analysis**

Data analysis in this study was carried out through several stages. First, data verification techniques were carried out by comparing and confirming information obtained from various sources (observations, interviews, and documents) to ensure data consistency

and accuracy. Second, data validity was tested through triangulation, which is comparing data from various sources and data collection techniques to identify consistent patterns and themes. The data that had been verified and validated were then analyzed descriptively qualitatively by identifying categories, themes, and patterns that were relevant to the focus of the study, namely OCB behavior in the management of Situ Leutik Tourism Object.

## RESULTS

### Altruism

The results of the first dimension of altruism research in OCB reflect the voluntary behavior of individuals who aim to help others without expecting anything in return. In Situ Leutik, altruism is one of the important pillars in creating an environment that supports the management of tourism objects. Local communities show high concern for visitors and the surrounding environment, which contributes to a positive tourism experience.

The results of the interview with the informant obtained a statement from the informant who was a Youth, Sports, and Tourism Employee who said as follows:

"We do not only carry out administrative tasks but also often help visitors who need additional guidance. The office, management, and cooperation with residents can help visitors if they get lost by providing directions, for example, providing information about the best routes around Situ Leutik. The information about activities that can be done here." (LM, Male, 48 years old)

The informant from the tourism management stated as follows:

"We are the managers and are assisted by residents who voluntarily clean the area around the lake, even though there is no reward. Our goal and the residents' goal is to clean this area for the comfort of visitors." (AM, Male, 45 years old)

The interview results show that the community in Situ Leutik has a high sense of concern for visitors. This altruistic behavior not only enhances the tourist experience but also creates a sense of belonging among the community. By helping visitors and maintaining cleanliness, the community contributes to the positive image of the tourist attraction, which in turn can attract more visitors and increase local economic income.

**Figure 1.** Cleanliness of the Situ Leutik Tourist Attraction



Figure 1 shows the cleanliness of the Situ Leutik Tourist Attraction, reflecting effective maintenance and environmental management. The well-kept surroundings contribute to a pleasant visitor experience and support sustainable tourism.

### **Caution**

The results of the second dimension of the study are caution, which refers to behavior that shows concern for the environment and actions that can affect the sustainability of tourist attractions. In Situ Leutik, this dimension is to maintain the beauty of nature and ensure that the management of tourist attractions is carried out in a responsible manner. There is voluntary behavior from tourism managers, the community, and civil servants who are willing to help tourists selflessly. This behavior strengthens positive relationships between local communities and visitors, which contributes to improving the image of tourist destinations.

The results of the interview with the tourism management informant are as follows:

"We always try to remind visitors not to damage the environment, such as not littering and maintaining the beauty of nature so that it remains intact. We also check the route to the place before tourists come to make sure there is no danger." (AM, Male, 38 years old)

Informants from residents who are also part of the security section of the tourist attraction said as follows:

"We remind tourists not to get too close to the edge of the lake to avoid accidents. And sometimes we reprimand tourists who litter so as not to damage the environment." (JJ, Female, 48 years old)

Based on the results of the informant's answers, the careful behavior shown by the community in Situ Leutik reflects an awareness of the importance of protecting the environment. By avoiding actions that can damage nature, the community contributes to the sustainability of tourist attractions. This shows that they not only care about visitors but also about future generations, who will enjoy the same natural beauty. Having a careful attitude in the management of Situ Leutik is implemented through preventive actions such as inspection of tourist routes and tourist education. Although this step is effective, improvements are still needed in the aspect of risk-based planning to ensure more optimal safety and comfort.

### **Sportsmanship**

Next, the third dimension is sportsmanship. Sportsmanship in OCB describes a positive attitude and support between individuals in facing challenges. The dimension is seen from the way people support each other and collaborate to create a better tourism experience.

Interview results regarding the dimensions of sportsmanship attitudes obtained answers from informants from the Tourism Office, who said as follows:

"We are open to receiving suggestions and criticism from visitors to improve services. If there is a problem, such as damaged facilities, we report it in a good way so that it can be repaired immediately. And we support each other in facing the existing challenges." (LM, Male, 48 years old)

Furthermore, the tourism manager informant's answer was as follows:

"Sometimes there are operational constraints, but we still try to provide the best service without having to complain. We try to quickly find solutions to



the constraints to provide services so visitors will still feel comfortable when traveling here." (AM, Male, 45 years old)

The informant's answer above can be interpreted as the attitude of sportsmanship shown by the community in Situ Leutik is very important to create a harmonious working atmosphere. By not complaining and continuing to provide the best service, the community shows a commitment to the success of the management of the tourist attraction. Support between community members also creates a strong sense of solidarity, which can improve collective performance in facing challenges. Sportsmanship in the management of Situ Leutik is reflected in openness to criticism and resilience in facing challenges without losing motivation. This attitude supports the creation of a harmonious and innovative working environment.

**Figure 2.** Road Conditions to Situ Leutik



Figure 2 shows the road conditions leading to the Situ Leutik Tourist Attraction, highlighting the accessibility of the site. Well-maintained roads can enhance visitor convenience, while any challenges in infrastructure may impact travel experience and tourism development.

### **Politeness**

The fourth dimension is the politeness dimension. Politeness related to OCB includes being friendly and respectful to others, especially in interactions with visitors. In Situ Leutik, politeness is one of the key factors in creating a pleasant and positive tourist experience.

The results of the interview on the politeness dimension of the tourism management informant provided a response as follow:

"We always welcome tourists in a friendly manner and explain the tourism rules politely. If tourists break the rules, we inform them in a polite way so that they remain comfortable. Polite interaction with visitors creates a good atmosphere in tourist attractions." (AM, Male, 45 years old)

Furthermore, the informant from the residents added his answer as follows:

"We always try to be friendly to visitors, even though sometimes there is inappropriate behavior. And assisted by the management and our awareness to deal with behavioral situations that can disturb the comfort of visitors with a polite and firm attitude." (JJ, Male, 51 years old)

The informant's answer above can be interpreted as the polite behavior shown by the community in Situ Leutik is very important to create a pleasant tourism experience. By being friendly and respectful to visitors, the community not only increases visitor satisfaction but also builds a positive reputation for the tourist attraction. The training given to the community to deal with difficult situations with a polite attitude shows their

commitment to good service. In addition, politeness in tourism services supports a positive relationship between visitors and the local community. Good communication and a friendly approach help improve the tourist experience and strengthen the positive image of the destination.

### **Civic Virtue**

Finally, the interview results on the dimension of civic virtue refer to the active participation of individuals in the management and decision-making related to the community. In Situ Leutik, this dimension is to ensure that the community is involved in the management of the tourist attraction.

The results of the interview on the dimensions of civic virtue were shown by the informant from the Tourism Office, who said as follows:

"We are involved in the discussion and planning of Situ Leutik management. We work together with the community to maintain cleanliness and promote tourism. We try to hold activities that involve residents to increase awareness of tourism." (LM, Male, 48 years old)

The last informant's answer regarding the dimension of civic virtue, the informant from the community provided the answer as follows:

"We actually want to be more involved in managing tourist attractions, but we are not involved in decision making. We can only participate in maintaining cleanliness and becoming local tour guides." (R, Male, 38 years old)

Based on the answers above, it shows that the civic virtue behavior demonstrated by the community in Situ Leutik shows a desire to be involved in the management of tourist attractions. Although they feel they are not always involved in decision-making, their participation in maintaining cleanliness and becoming local tour guides reflects a sense of responsibility for the sustainability of tourist attractions. This involvement is important to create a sense of ownership and improve the quality of tourist attraction management.

**Figure 3.** Tourism Office Meeting Activities with Tourism Managers



Figure 3 shows a meeting between the Tourism Office and tourism managers discussing the management and development of the Situ Leutik Tourist Attraction. Such meetings play a crucial role in coordinating efforts to enhance tourism experiences and sustainability.

Based on the overall research results, the researchers summarized the results in Table 1, which can be seen below.

**Table 1.** Summary of Research Results

Dimensions	Research Results
Altruism	The community shows deep concern for visitors and the environment through voluntary behavior.
Caution	Awareness to protect the environment and avoid actions that damage nature.
Sportsmanship	Positive attitudes and support among community members in providing the best service.
Courtesy	Friendly and respectful behavior towards visitors, creating a pleasant tourism experience.
Civil Virtue	Active participation in the management of tourist attractions, even though they do not always feel involved.

## DISCUSSION

OCB plays an important role in tourism management, especially in creating a harmonious and sustainable environment. This study highlights how five dimensions of OCB, namely altruism, conscientiousness, sportsmanship, politeness, and civic virtue, influence the management of the Situ Leutik tourist attraction in Banjar City.

The first dimension in this study is altruism, which reflects the voluntary behavior of individuals in helping others without expecting anything in return. Based on the results of the study, altruistic behavior is very visible in the management of the Situ Leutik tourist attraction. Employees of the Banjar City Youth, Sports, and Tourism Office, tourism managers, and the surrounding community show high concern for visitors. For example, they not only provide information about tourist locations but also help visitors who get lost and voluntarily clean the environment around the lake. This shows that altruistic behavior in Situ Leutik is not just an individual act but part of a collective culture formed in society.

Based on interviews with officials and tourism managers, it was found that there is synergy between stakeholders in helping tourists and preserving the environment. Community participation in maintaining cleanliness and comfort for tourists has a significant impact on improving the image of tourist attractions. From the perspective of OCB theory, the altruism shown by the Situ Leutik community not only improves the tourist experience but also contributes to the sustainability of the local economy. With increasing tourist satisfaction, there is the potential for an increase in the number of visitors, which can have a positive impact on the economy of the surrounding community. To optimize this altruistic potential, it is important for tourism managers to strengthen communication and collaboration between institutions and create clear channels for community participation in decision-making so that their support can have a positive impact on the tourist experience and the sustainability of the tourist destination.

The second dimension is caution, which refers to individual awareness of maintaining the environment and ensuring that their actions do not harm the sustainability of the tourist attraction. The research findings show that government officials and the community actively remind tourists not to litter and to be careful in their activities around the lake. Several preventive measures, such as inspecting tourist routes before tourists arrive, are also carried out as part of the risk mitigation strategy. This shows that the precautionary aspect has become part of the tourism management system in Situ Leutik. However, despite the good precautionary efforts, there are challenges in increasing tourist awareness of the importance of maintaining cleanliness and safety. More effective communication strategies are needed, such as installing warning signs or more intensive

tourism education campaigns, so that tourists better understand the importance of protecting the environment. The management of Situ Leutik needs to integrate the precautionary dimension into every aspect of operations and decision-making. Steps such as the preparation of operational guidelines based on risk analysis, increasing the capacity of human resources in sustainable tourism management, and involving environmental and cultural experts in tourism planning can be long-term solutions. Thus, the management of Situ Leutik can not only increase tourist attractions but also maintain its ecological and social sustainability in accordance with the principles of effective OCB. From an OCB perspective, this precaution is not only an individual responsibility but must also be part of a larger system, namely sustainable tourism management.

The third dimension, namely sportsmanship, describes a positive attitude in facing challenges and the ability to maintain harmonious relationships in the work environment. In the context of managing Situ Leutik, sportsmanship is seen in the way civil servants, tourism managers, and the community support each other in resolving operational constraints. The findings show that despite constraints in management, they still try to provide the best service and find solutions in a positive way. This attitude contributes to creating a more conducive work environment and supports the sustainability of tourism operations.

Sportsmanship is also seen in the openness of tourism managers to criticism and suggestions from visitors. This is important in improving the quality of tourism services because it provides an opportunity for managers to continue to innovate and increase tourist satisfaction. The attitude of not complaining and staying focused on solutions is one of the main factors that support the sustainability of tourism management in Situ Leutik.

The fourth dimension is politeness, which refers to friendly behavior and respect for others in social interactions. In this study, it was found that tourism managers and the surrounding community always try to welcome tourists in a friendly manner and explain tourism rules in a polite manner. This politeness plays an important role in creating a pleasant tourism experience and increasing tourist satisfaction.

However, the challenge that arises is how to maintain politeness when dealing with tourists who do not comply with the rules. Several interviewed communities admitted that in some situations, they have to deal with tourists who do not care about cleanliness or existing rules. In cases like this, a more strategic communication approach is needed so that tourists still feel comfortable but also understand the importance of obeying the rules that have been set.

Local communities, on the other hand, also have high expectations for visitors to understand and respect their culture, although, in reality, not all visitors have adequate information before coming. Therefore, cultural education is needed as an integral part of tourism management. For example, the management of Situ Leutik can provide information materials such as leaflets, signs, or short videos explaining the expected customs and norms. Thus, visitors can better understand how to behave politely and respect local cultural values.

The last dimension is civic virtue, which reflects the active participation of individuals in the community. The results of the study showed that tourism officials and managers have tried to involve the community in various tourism management activities. However, some residents feel that their involvement is still limited, especially in the decision-making process. They can only participate in activities such as maintaining cleanliness and

becoming tour guides but are not involved in more strategic policies.

This limited participation is one of the issues that need to be considered in community-based tourism management. In order for civil virtue to be more optimal, more inclusive policies are needed that allow communities to have a say in tourism planning and management. More active participation from the community in decision-making will increase the sense of ownership and responsibility for the sustainability of tourist attractions.

In maintaining government communication, managers and the government in managing tourist attractions, it is important for managers and the government to adopt an inclusive approach in every stage of Situ Leutik management. Involving the community through discussion forums, village deliberations, or participatory surveys can provide them with space to express their opinions and contribute to decision-making. This step not only increases the sense of ownership but also strengthens the community's commitment to support programs that have been mutually agreed upon.

In addition, community capacity building needs to be a priority, such as through entrepreneurship training, tourism management, or mastery of digital technology. By empowering the people of Cibeureum Village, they will not only feel appreciated but also have a greater ability to contribute actively. This will strengthen the relationship between the community, managers, and government and create better synergy in the management of Situ Leutik.

Ultimately, civic virtue reflects not only active participation but also a sense of collective responsibility to maintain harmony and sustainability. By involving the community as a whole, Situ Leutik can develop into a tourist destination that is not only physically beautiful but also a symbol of successful cooperation between various parties in creating mutual benefits.

OCB plays a role in the management of the Situ Leutik tourist attraction under the Youth, Sports, and Tourism Office of the Banjar City Government. OCB, as a voluntary behavior that goes beyond formal job descriptions, is expected to improve management effectiveness, collaboration between stakeholders, and, ultimately, overall organizational performance. The background of the study highlights the tourism potential of Banjar City, especially Situ Leutik, as well as the challenges faced in its management.

OCB has a positive impact on organizational performance. In the context of Situ Leutik, behaviors such as helping coworkers, maintaining the reputation of tourist attractions, and providing additional services to visitors can create a more harmonious and productive work environment. This is in line with the concept of OCB from Borman and Motowidlo as a "lubricant" of the social machine in the organization (Hanafi et al., 2018), which facilitates smooth social interactions, reduces conflict, and increases efficiency.

Although Situ Leutik has significant potential, suboptimal management is a major obstacle. Challenges such as unclear management, limited human resources, inadequate facilities and infrastructure, and land ownership issues hinder the development of this tourist attraction. In overcoming these challenges, OCB can play a key role. Employees who show initiative to go beyond their formal duties, such as finding innovative solutions to management problems, participating in volunteer promotional activities, or helping to maintain facilities, can make significant contributions.

Factors such as organizational culture, work climate, employee personality, perception



of organizational support, quality of superior-subordinate interactions, tenure, and gender can influence the level of OCB demonstrated by employees. Creating an organizational culture that supports OCB through employee rewards, recognition, and development can encourage these positive behaviors. In addition, building a positive work climate, with open communication, trust, and support, is also important to increasing OCB.

Overall, this study shows that the OCB dimension in Situ Leutik tourism management plays an important role in creating a positive tourism experience and maintaining the sustainability of the tourism object. The behavior of altruism, caution, sportsmanship, politeness, and civic virtue demonstrated by the community and tourism managers have supported better management. However, there are still some challenges, such as community involvement in decision-making and more effective communication strategies in increasing tourist awareness.

By increasing community participation in tourism management and strengthening communication strategies in terms of caution and politeness, Situ Leutik tourism management can be a model for community-based tourism development in other areas. In addition, this study also opens up opportunities for further studies on how community involvement can be further optimized in sustainable tourism management policies.

## **CONCLUSION**

This study found that OCB has a significant role in supporting the management of the Situ Leutik tourist attraction in Banjar City. OCB dimensions such as altruism, prudence, sportsmanship, politeness, and civic virtue are clearly visible in the behavior of tourism managers and local communities. The community shows concern for visitors by providing selfless assistance, maintaining cleanliness, and implementing precautionary measures to ensure tourist safety. In addition, sportsmanship and politeness in social interactions strengthen good relations between managers, the community, and tourists. However, community involvement in decision-making is still limited, which has the potential to hinder the effectiveness of community-based tourism management. Therefore, more inclusive policies and capacity-building programs are needed for the community to increase their sense of ownership of tourist attractions. By strengthening OCB behavior among stakeholders, Situ Leutik can develop as a more sustainable and competitive tourist destination.

The results of this study offer practical implications for the Youth, Sports, and Tourism Office of the Banjar City Government, particularly in enhancing OCB among employees involved in the management of Situ Leutik. By understanding the roles and factors that influence OCB, the office can implement targeted strategies to foster such behaviors. One recommendation is the development of OCB training programs aimed at increasing employee awareness and understanding of OCB, as well as equipping them with the necessary skills to demonstrate these behaviors. Additionally, creating an organizational culture that supports OCB through rewards, recognition, and promotions can encourage employees to engage in voluntary, beneficial actions. Improving the quality of superior-subordinate interactions is also crucial; this can be achieved by fostering positive relationships through effective communication, constructive feedback, and support for employee development. Furthermore, increasing community involvement in the management of Situ Leutik can instill a sense of ownership and responsibility among local residents, contributing to the sustainability of this tourist attraction. These measures collectively aim to strengthen OCB and enhance the overall effectiveness of Situ Leutik's management.

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## DECLARATION OF CONFLICTING INTERESTS

No potential conflict of interest was reported by the authors.

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