

Building Member Loyalty in Community-Based Tourism: The Roles of Individual Competence, Interpersonal Communication, Teamwork, and Member Satisfaction

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Abstract

This study aims to examine the effects of personal ability, personal communication, and teamwork on personal loyalty through the mediating role of personal satisfaction in the management of Wethan Wonderland Thematic Tourism Village, Surabaya, Indonesia. A quantitative explanatory research design was employed using a saturated sampling technique involving all 35 community members as respondents. Data were collected through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The findings indicate that personal ability has a positive and significant effect on both personal satisfaction and personal loyalty, while personal communication significantly influences personal satisfaction but does not directly affect personal loyalty. Conversely, teamwork has no significant effect on either personal satisfaction or personal loyalty. Furthermore, personal satisfaction positively influences personal loyalty and mediates the relationship between personal ability and personal loyalty, whereas it does not mediate the relationships between personal communication, teamwork, and personal loyalty. These findings imply that managers of community-based tourism destinations should prioritize competency development and strategies to enhance members' satisfaction in order to strengthen long-term loyalty. The novelty of this study lies in developing an integrated mediation model that explains the relationships among personal ability, personal communication, teamwork, personal satisfaction, and personal loyalty within the context of community-based tourism management, which has received limited attention in previous studies.

Keywords: personal ability; personal communication; teamwork; personal satisfaction; personal loyalty; community-based tourism; PLS-SEM.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh kemampuan personal, komunikasi personal, dan teamwork terhadap loyalitas personal dengan mempertimbangkan peran mediasi kepuasan personal pada pengelolaan Kampung Wisata Tematik Wethan Wonderland di Surabaya. Penelitian menggunakan pendekatan kuantitatif dengan desain penelitian eksplanatori. Teknik pengambilan sampel dilakukan menggunakan sampling jenuh yang melibatkan seluruh anggota populasi sebanyak 35 responden. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) dengan bantuan perangkat lunak SmartPLS 4. Hasil penelitian menunjukkan bahwa kemampuan personal berpengaruh positif dan signifikan terhadap kepuasan personal serta loyalitas personal, sedangkan komunikasi personal hanya berpengaruh signifikan terhadap kepuasan personal. Sebaliknya, teamwork tidak berpengaruh signifikan terhadap kepuasan maupun loyalitas personal. Penelitian ini juga membuktikan bahwa kepuasan personal berpengaruh positif terhadap loyalitas personal serta memediasi hubungan antara kemampuan

personal dan loyalitas personal, tetapi tidak memediasi hubungan komunikasi personal maupun teamwork terhadap loyalitas personal. Temuan penelitian memberikan implikasi bahwa pengelola destinasi wisata berbasis masyarakat perlu memprioritaskan pengembangan kompetensi individu dan peningkatan kepuasan anggota sebagai strategi untuk membangun loyalitas yang berkelanjutan. Kebaruan penelitian ini terletak pada pengembangan model mediasi yang mengintegrasikan kemampuan personal, komunikasi personal, teamwork, kepuasan personal, dan loyalitas personal dalam konteks pengelolaan pariwisata berbasis masyarakat yang masih relatif terbatas dikaji dalam literatur.

Kata kunci: kemampuan personal; komunikasi personal; teamwork; kepuasan personal; loyalitas personal; pariwisata berbasis masyarakat; PLS-SEM.

1. Introduction

The success of an organization in an era of increasingly dynamic competition is no longer only determined by the availability of financial and technological resources, but also by the quality of human resources who are able to maintain a long-term commitment to the organization. Personal loyalty is one of the strategic assets because it is related to organizational sustainability, performance stability, low turnover rate, and organizational ability to achieve long-term goals. Various cutting-edge studies show that individual loyalty is a consequence of positive work experiences, healthy interpersonal relationships, and the individual's ability to make optimal contributions to the organization. Therefore, organizations that are able to build member loyalty will have a more sustainable competitive advantage than organizations that are only oriented towards short-term performance achievements (Al Halbusi et al., 2022; Karatepe et al., 2022).

In the *community-based tourism* sector, personal loyalty has different characteristics compared to business organizations in general. Community-based tourism destination management relies heavily on the active participation of local communities, most of whom are involved voluntarily or semi-formally. The success of tourist destination development is not only influenced by the quality of tourist attractions, but also by the sustainability of community involvement in maintaining, managing, and developing tourism potential collectively. Recent studies explain that the success of *community-based tourism* is largely determined by individual capacity, the quality of communication between community members, and the effectiveness of collaboration in teams as social capital that is able to create the sustainability of tourist destinations (Dangi & Jamal, 2022; Su et al., 2023).

One of the implementations of community-based tourism in Indonesia is the Wethan Wonderland Thematic Tourism Village in the city of Surabaya. This destination develops the concept of thematic tourism through community involvement in various environmental areas with different characteristics, such as Kampung Djoker, Kampung Jelita, Kampung Adinda, and several other thematic areas. The management model reflects the practice of *community empowerment* that relies on the active contribution of the community in developing tourist attractions. However, empirical conditions show that the level of community participation has not been completely stable. There are still fluctuations in member involvement, low long-

term commitment of some managers, change of responsibilities between members, and inconsistency in contributions in operational activities. This phenomenon indicates that the success of tourism village management is not enough to rely only on community participation, but also requires strong personal loyalty as the foundation of organizational sustainability.

Various previous studies have identified that individual abilities, interpersonal communication, and *teamwork* are important determinants in increasing individual satisfaction and loyalty. Individuals who have high competence tend to be more confident, able to complete work effectively, and have a higher level of satisfaction. On the other hand, effective interpersonal communication is able to create harmonious working relationships, reduce conflicts, and improve coordination between team members. Meanwhile, teamwork plays a role in building trust, collaboration, and a sense of belonging to the organization. However, the results of previous research still show inconsistencies regarding the direct influence of these three variables on personal loyalty. Some studies have found that individual satisfaction serves as a psychological mechanism that bridges the relationship between organizational factors and member loyalty, while other studies show that the relationship is direct without mediation (Karatepe et al., 2022; Nguyen et al., 2023). These inconsistencies show that there are still research *gaps* that require further testing, especially in community-based organizations that have different characteristics from formal business organizations.

Based on the empirical phenomenon and research gaps, this study aims to analyze the influence of personal skills, personal communication, and teamwork on personal loyalty by placing personal satisfaction as a mediating variable in the management of the Wethan Wonderland Thematic Tourism Village. This research is expected to make a theoretical contribution by expanding the development of literature on organizational behavior in the context of *community-based tourism*, as well as making a practical contribution to community-based tourism destination managers in formulating strategies to increase member loyalty through strengthening individual competencies, interpersonal communication, and team collaboration. Thus, this research not only enriches the study of community-based human resource management, but also supports the achievement of sustainable tourism development.

2. Literature Review and Hypothesis Development

2.1 Grand Theory: Social Exchange Theory

Social Exchange Theory (SET) which was first introduced by Blau (1964) explains that the relationship between individuals and organizations is built through a process of social exchange based on the principle of *reciprocity*. In the context of the organization, individuals will evaluate the benefits received from the organization, whether in the form of support, opportunities to develop skills, positive interpersonal relationships, or a satisfying work experience. When individuals feel that the organization provides greater benefits than the costs they incur, they will be encouraged to reciprocate in the form of greater commitment, involvement, and loyalty. Thus, loyalty not only arises as a consequence of formal

employment relationships, but also as a result of the social exchange that takes place on an ongoing basis between individuals and organizations (Cropanzano et al., 2017; Kurtessis et al., 2017).

In the context of *community-based tourism*, Social Exchange Theory is a very relevant theoretical foundation because community involvement is not only driven by economic incentives, but also by psychological satisfaction, social relationships, a sense of belonging to the community, and opportunities to contribute to the development of its region. Individuals who have adequate skills, are able to communicate effectively, and work together in a team will gain a more positive work experience that increases personal satisfaction. Based on the principle of social exchange, this satisfaction further encourages individuals to maintain engagement and increase loyalty to community organizations. Therefore, Social Exchange Theory is able to explain the direct and indirect relationship between personal abilities, personal communication, teamwork, personal satisfaction, and personal loyalty in the management of the Wethan Wonderland Thematic Tourism Village.

2.2 Personal Ability and Personal Satisfaction

Personal ability describes an individual's capacity to complete work through a combination of knowledge, skills, experience, and problem-solving skills. From a human resource management perspective, individuals who have high competence tend to be able to carry out tasks effectively resulting in better performance and recognition from the organization. This condition creates a positive work experience because individuals feel able to meet the demands of the job while achieving their personal expectations. Recent research shows that individual competence is one of the main determinants of job satisfaction because it increases confidence, self-efficacy, and perception of job success (Pham et al., 2022; Karatepe et al., 2022).

Based on Social Exchange Theory, organizations that provide opportunities for individuals to develop their competencies will receive a return in the form of a positive attitude from the individual. When individuals feel that they have adequate abilities and are able to contribute optimally, they will feel higher satisfaction with the organization. In the context of community-based tourism villages, personal skills allow community members to participate effectively in destination management thereby enhancing a positive experience while contributing. Therefore, the higher the personal ability of an individual, the higher the level of personal satisfaction felt.

H1: *Personal ability positively affects personal satisfaction.*

2.3 Personal Communication and Personal Satisfaction

Interpersonal communication is the main mechanism in building effective working relationships within the organization. Open communication allows for information exchange, work coordination, conflict resolution, and trust building between organizational members. In community-based organizations, communication is an important instrument to maintain community involvement because organizational activities rely heavily on voluntary coordination between members. Recent research shows that the quality of interpersonal

communication has a significant effect on job satisfaction because it creates a harmonious work environment and supports collaboration (Meng & Berger, 2019; Nguyen et al., 2023).

According to Social Exchange Theory, good communication is a form of social support that individuals receive from the organization. Individuals who feel valued through open communication will develop a positive perception of their work environment thereby increasing personal satisfaction. In the management of the Wethan Wonderland Thematic Tourism Village, effective communication between members allows for better coordination of tourism activities while strengthening social relationships within the community. Therefore, personal communication is estimated to have a positive influence on personal satisfaction.

H2: *Personal communication positively affects personal satisfaction.*

2.4 Teamwork and Personal Satisfaction

Teamwork reflects the ability of individuals to work collaboratively to achieve common goals through coordination, mutual trust, and mutual support between team members. Organizations that have a good culture of cooperation tend to create a conducive work environment so as to increase the comfort of individuals in carrying out their work. In community-based organizations, teamwork is very important social capital because the success of tourist destination management depends on the collaboration of all community members (Su et al., 2023).

Based on Social Exchange Theory, collaborative working relationships result in positive social exchange experiences that increase individual satisfaction with the organization. Individuals who gain support from team members will find their work lighter, gain social rewards, and have a sense of belonging to the organization. Thus, teamwork is expected to increase the personal satisfaction of members of the tourism village management community.

H3: *Teamwork positively affects personal satisfaction.*

2.5 Personal Ability and Personal Loyalty

Personal abilities not only increase work effectiveness, but also strengthen an individual's attachment to the organization. Individuals who feel competent will be more confident in carrying out their duties and better able to adapt to organizational changes. This condition encourages the emergence of long-term commitments because individuals feel able to make valuable contributions to the organization (Karatepe et al., 2022).

In the perspective of Social Exchange Theory, the ability that is valued by the organization will result in a reciprocal relationship in the form of individual loyalty. Organizations that provide space for individuals to utilize their competencies will receive a reward in the form of commitment and the willingness of individuals to continue to contribute. Therefore, personal abilities are estimated to have a positive effect on personal loyalty.

H4: *Personal ability positively affects personal loyalty.*

2.6 Personal Communication and Personal Loyalty

Effective interpersonal communication creates an emotional connection between individuals and organizations. These relationships increase mutual trust, strengthen the organization's identity, and reduce conflicts that have the potential to decrease member loyalty. Previous research has shown that organizational communication is one of the important predictors of member loyalty because it increases individual involvement in organizational activities (Men & Yue, 2019).

Based on Social Exchange Theory, good communication is perceived as a form of organizational attention to individuals. When individuals feel valued through open and transparent communication, they will reciprocate through greater commitment and loyalty. Therefore, personal communication is estimated to have a positive effect on personal loyalty.

H5: *Personal communication positively affects personal loyalty.*

2.7 Teamwork and Personal Loyalty

Collaboration in a team creates a *sense of belonging* that strengthens the individual's relationship with the organization. A collaborative work environment allows individuals to gain social support thereby increasing commitment to a common goal. In a community-based organization, the success of tourist destination management is greatly influenced by the ability of members to work together effectively (Su et al., 2023).

According to Social Exchange Theory, individuals who receive support from team members will be encouraged to maintain those relationships through higher loyalty to the organization. Therefore, teamwork is estimated to have a positive effect on personal loyalty.

H6: *Teamwork positively affects personal loyalty.*

2.8 Personal Satisfaction and Personal Loyalty

Personal satisfaction is a positive evaluation of the work experience he or she has gained while being part of an organization. Individuals who feel satisfied will show higher motivation, engagement, and commitment so they are more likely to maintain their membership in the organization. Various studies have confirmed that satisfaction is one of the main determinants of individual loyalty (Karatepe et al., 2022).

In Social Exchange Theory, satisfaction is the result of social exchanges that benefit individuals. When an organization is able to meet individual expectations, then individuals will reciprocate through higher loyalty. Thus, personal satisfaction is estimated to have a positive effect on personal loyalty.

H7: *Personal satisfaction positively affects personal loyalty.*

2.9 Mediating Role of Personal Satisfaction

Social Exchange Theory explains that positive work experiences do not always affect loyalty directly, but often through an individual's affective evaluation of the organization. Personal skills, interpersonal communication, and teamwork form a positive work experience that increases personal satisfaction. Furthermore, this satisfaction becomes a psychological mechanism that encourages the emergence of individual loyalty.

In the context of the management of the Wethan Wonderland Thematic Tourism Village, personal satisfaction is estimated to be an intervening variable that explains how personal skills, interpersonal communication, and teamwork can increase the loyalty of community members. Therefore, this study proposes three mediation hypotheses.

H8: *Personal satisfaction mediates the relationship between personal ability and personal loyalty.*

H9: *Personal satisfaction mediates the relationship between personal communication and personal loyalty.*

H10: *Personal satisfaction mediates the relationship between teamwork and personal loyalty.*

3. Research Method

This study uses a quantitative approach with *an explanatory research design* to test the causal relationship between personal ability, personal communication, teamwork, personal satisfaction, and personal loyalty in the management of the Wethan Wonderland Thematic Tourism Village in the city of Surabaya. The quantitative approach was chosen because it was able to provide empirical evidence regarding the relationship between latent variables through statistical hypothesis testing. The research population includes all community members who are actively involved in the management of the Wethan Wonderland Thematic Tourism Village. Given the relatively limited population, this study uses a saturated sampling technique (total sampling), where all members of the population are made as research respondents so that as many as 35 respondents are obtained. The use of saturated sampling techniques is considered appropriate because it allows researchers to obtain a comprehensive picture of population characteristics without causing errors due to sample selection (Hair et al., 2022).

The research data is primary data obtained through the distribution of questionnaires directly to all respondents. The research instruments are compiled based on indicators that have been widely used in previous research on organizational behavior and human resource management. All indicators were measured using a five-point Likert scale, ranging from a score of 1 (*strongly disagree*) to a score of 5 (*strongly agree*). Before hypothesis testing, the quality of the instrument is evaluated through validity and reliability testing on the *measurement model*. Convergent validity was evaluated using *loading factor* values and *Average Variance Extracted* (AVE), while construct reliability was measured using Cronbach's Alpha and Composite Reliability (CR). In addition, discriminant validity is tested using the Heterotrait-Monotrait Ratio (HTMT) approach to ensure that each construct has adequate ability to distinguish the concepts being measured (Hair et al., 2022; Henseler, 2021).

Data analysis was carried out using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software version 4. The PLS-SEM method was chosen because it has a good ability to analyze complex research models, involving latent variables, mediating relationships, and relatively small sample sizes. In addition, PLS-SEM does not require strict multivariate normality assumptions, making it suitable for use in exploratory and predictive research (Hair et al., 2022). The analysis process is carried out through two main stages, namely the evaluation of the measurement model

(*outer model*) which includes testing the validity and reliability of the construct, and the evaluation of the structural model (*inner model*) which includes testing the determination coefficient (R^2), effect measure (f^2), *predictive relevance* (Q^2), and *path coefficient* (*path coefficient*)). Furthermore, hypothesis testing was carried out using a bootstrapping procedure with 5,000 resampling to obtain *more stable t-statistics*, *p-values*, and confidence intervals resulting in more accurate and reliable estimates of relationships between variables (Sarstedt et al., 2022).

4. Results

4.1 Structural Model Assessment

Structural model analysis was carried out to test the causal relationship between personal ability, personal communication, teamwork, personal satisfaction, and personal loyalty in the management of the Wethan Wonderland Thematic Tourism Village. The test was carried out using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach through the SmartPLS 4 software. Once the measurement model meets the criteria for validity and reliability, the next stage is to evaluate the structural model to determine the ability of independent variables to explain endogenous variables as well as test the entire research hypothesis.

Structural model evaluation shows that personal ability is the most dominant factor in explaining variations in personal satisfaction and personal loyalty. In contrast, personal communication and teamwork showed a relatively lower influence on these two variables. These findings indicate that the success of community-based tourism village management is more influenced by individual competence than by social relationships alone. These results show that the capacity of individuals in carrying out their duties is the main capital in building the sustainability of community-based organizations.

4.2 Hypothesis Testing

Hypothesis testing was carried out using a bootstrapping procedure to determine the significance of the relationship between variables in the research model. Based on the results of the analysis, personal skills are proven to have a positive and significant influence on personal satisfaction. These findings show that individuals who have technical abilities, problem-solving skills, adaptability, and good decision-making tend to experience higher levels of satisfaction while involved in the management of the Wethan Wonderland Thematic Tourism Village. Thus, the first hypothesis is accepted.

In addition to personal skills, personal communication has also been shown to have a positive and significant effect on personal satisfaction. These results show that communication that is open, clear, responsive, and able to build good interpersonal relationships provides a more positive work experience for community members. In contrast, teamwork did not show a significant effect on personal satisfaction. The findings indicate that although teamwork is important in operational activities, existing collaboration conditions have not been able to significantly increase member satisfaction.

Testing of the direct relationship to personal loyalty shows that only personal abilities have a positive and significant influence on personal loyalty. Individuals with high competence tend to show a greater commitment to remain involved in the management of tourism villages. In contrast, neither personal communication nor teamwork had a significant direct effect on personal loyalty. These findings suggest that community members' loyalty is more influenced by belief in their own abilities than by the quality of social interaction they feel.

Furthermore, personal satisfaction has been shown to have a positive and significant influence on personal loyalty. Individuals who feel satisfied with their role in the organization show a higher tendency to maintain engagement, contribute sustainably, and support the achievement of organizational goals. These results confirm that personal satisfaction is one of the main determinants of loyalty in community-based organizations.

4.3 Mediating Effect of Personal Satisfaction

Mediation effect analysis showed that personal satisfaction was able to mediate the relationship between personal ability and personal loyalty. These findings indicate that individual abilities not only increase loyalty directly, but also through increased perceived satisfaction while performing roles in organizations. In other words, highly competent individuals will be better able to carry out tasks effectively resulting in positive work experience, which ultimately increases loyalty to the organization.

In contrast, personal satisfaction has not been shown to mediate the relationship between personal communication and teamwork to personal loyalty. These findings suggest that while interpersonal communication and teamwork can provide a positive work experience, both variables have not been able to generate satisfaction strong enough to increase community member loyalty. Therefore, the mechanism of loyalty formation in the context of the Wethan Wonderland Thematic Tourism Village is more influenced by individual abilities than social relationship factors.

TABEL 1. Hypothesis Test Results Summary Table

Hypothesis	Intervariable Relationships	Results
H1	Personal Ability → Personal Satisfaction	Accepted
H2	Personal Communication → Personal Satisfaction	Accepted
H3	Teamwork → Personal Satisfaction	Rejected
H4	Personal Abilities → Personal Loyalty	Accepted
H5	Personal Communication → Personal Loyalty	Rejected
H6	Teamwork → Personal Loyalty	Rejected
H7	Personal Satisfaction → Personal Loyalty	Accepted
H8	Personal Ability → Satisfaction → Loyalty	Accepted
H9	Personal Communication → Satisfaction → Loyalty	Rejected
H10	Teamwork → Satisfaction → Loyalty	Rejected

5. Discussion

5.1 The Effect of Personal Ability on Personal Satisfaction

The results of the study show that personal abilities have a positive and significant effect on personal satisfaction. These findings indicate that individuals who have technical skills, problem-solving skills, adaptability to change, and good decision-making skills will find it easier to carry out their duties and responsibilities in the management of the Wethan Wonderland Thematic Tourism Village. This condition encourages the emergence of *self-confidence*, *self-efficacy*, and the perception that the contribution made is able to provide benefits to the organization. The higher the competence that an individual has, the greater the likelihood that individuals will gain positive work experience, thereby increasing the level of personal satisfaction.

The findings can be explained using the Social Exchange Theory (SET) proposed by Blau (1964). In this theory, it is explained that the relationship between individuals and organizations is built through a mutually beneficial exchange mechanism (*reciprocal exchange*). Individuals who get the opportunity to make optimal use of their competencies will experience psychological benefits in the form of awards, recognition, and achievements. As a form of reciprocity, individuals will develop a positive attitude towards the organization, one of which is through increased personal satisfaction. Therefore, personal abilities are not only capital in completing work, but also a factor that strengthens the psychological relationship between individuals and organizations.

The results of this study are in line with the research of Karatepe et al. (2022) which found that individual competencies contribute significantly to job satisfaction because they increase the effectiveness of task completion and strengthen individual confidence in their ability to achieve organizational goals. Similar findings were also reported by Pham et al. (2022), which show that employee competence is one of the main determinants of job satisfaction, especially when organizations provide support for individual skill development. Another study by Aboramadan et al. (2022) also explains that improving competence is able to strengthen an individual's psychological attachment to the organization so that it results in higher job satisfaction.

In the context of the Wethan Wonderland Thematic Tourism Village, personal skills are an important asset because most tourism management activities depend on the competence of community members. Individuals who have the ability to serve tourists, manage activities, communicate with visitors, and solve operational problems will more easily adapt to the dynamics of tourist destination management. These conditions result in a more positive work experience that increases the satisfaction of community members. These findings imply that tourism village managers need to prioritize training programs, *capacity building*, and competency development in a sustainable manner as strategies to increase member satisfaction.

5.2 The Influence of Personal Communication on Personal Satisfaction

This study proves that personal communication has a positive and significant effect on personal satisfaction. These results show that communication that takes place openly, clearly, responsively, and respectfully is able to create a conducive work environment so as to increase the satisfaction of community members. In community-based organizations such as the Wethan Wonderland Thematic Tourism Village, communication has a very important role because tourism management activities are carried out through coordination between communities that have diverse backgrounds, experiences, and levels of participation. Therefore, effective communication is the main means of conveying information, resolving conflicts, building understanding, and strengthening interpersonal relationships between members.

According to Social Exchange Theory, communication is a form of social support that individuals receive from organizations. When individuals feel listened to, appreciated, and have the opportunity to express their opinions, then individuals will develop a positive perception of the organization. This positive perception is further manifested in the form of increased personal satisfaction. On the other hand, poor communication has the potential to cause misunderstandings, conflicts, low sense of belonging, and reduce the quality of relationships between members of the organization. Thus, the quality of communication is one of the important mechanisms that strengthen the reciprocal relationship between individuals and organizations.

The results of this study are consistent with the research of Men and Yue (2019) which shows that effective internal communication is able to increase the satisfaction and attachment of organizational members through the creation of positive interpersonal relationships. These findings are also supported by research by Aboramadan et al. (2022) who explain that open communication increases job satisfaction because it strengthens mutual trust and improves the quality of relationships between individuals and organizations. In addition, Kim and Qu's (2023) research on the hospitality sector found that effective communication can improve a positive work experience so that it has a direct impact on employee satisfaction.

The findings of this study show that the success of the management of the Wethan Wonderland Thematic Tourism Village does not only depend on the technical abilities of the members, but also on the effectiveness of communication built within the community. Managers need to develop a more participatory communication culture through regular evaluation forums, group discussions, feedback mechanisms, and information disclosure in the decision-making process. These efforts will strengthen social relationships between members, increase personal satisfaction, and create a more harmonious and sustainable organizational environment.

6. Implications

6.1 Theoretical Implications

This research makes several important contributions to the development of the literature on *organizational behavior* and human resource management, especially in the context of *community-based organizations* and *community-based tourism*). The main contribution of this

research is to expand the application of Social Exchange Theory (SET) in explaining the mechanism of forming personal loyalty through personal satisfaction. So far, most of the research on loyalty has been conducted more on business organizations and formal working relationships, while this study shows that social exchange mechanisms also apply to community-based organizations dominated by voluntary community participation. The finding that personal ability increases loyalty both directly and indirectly through personal satisfaction reinforces the argument that individuals will show higher commitment when they are able to make valuable contributions and gain positive experiences while participating in the organization.

In addition, this study enriches the literature on factors that affect loyalty in the community-based tourism sector by showing that not all interpersonal factors have the same influence on loyalty. Although personal communication has been shown to increase personal satisfaction, the variable has no direct effect on personal loyalty. Similarly, teamwork did not show a significant effect on both personal satisfaction and loyalty. These findings indicate that in community-based organizations, loyalty is built more through individual competencies and meaningful work experience than through the quality of social relationships alone. Thus, this study provides a new perspective that the effectiveness of communication and teamwork does not necessarily automatically produce loyalty if it is not followed by increasing individual capacity and forming personal satisfaction. The findings open up opportunities for future research to explore other variables, such as *organizational commitment*, *psychological empowerment*, *organizational identification*, *perceived organizational support*, or *community engagement* as mechanisms that can strengthen the relationship between interpersonal factors and loyalty in community-based organizations.

6.2 Practical Implications

The results of the study provide a number of practical implications for the management of the Wethan Wonderland Thematic Tourism Village and other community-based tourism destination managers. The findings of the study show that personal ability is the most consistent factor in increasing personal satisfaction and loyalty. Therefore, tourism village managers need to prioritize capacity *building* programs through technical training, tourism service skill development, improving communication skills with tourists, community leadership, problem solving, and decision-making. Investment in the development of member competencies is expected to increase confidence, work effectiveness, and individual satisfaction so as to encourage loyalty and sustainability of community participation in the management of tourist destinations.

On the other hand, the results of the study also show that personal communication has an effect on satisfaction, but has not been able to increase loyalty directly, while teamwork does not have a significant influence on these two variables. These findings indicate that managers need to not only build good communication or encourage teamwork, but also need to create a management system that gives each member the opportunity to grow, gain recognition for their contributions, and experience tangible benefits from their involvement

in the organization. Therefore, the manager of the Wethan Wonderland Thematic Tourism Village is advised to implement a participation-based performance evaluation system, giving appreciation to outstanding members, strengthening a more participatory communication forum, and preparing a clearer and proportionate division of tasks. This strategy is expected to increase personal satisfaction while strengthening member loyalty in the long term.

The practical implications of this research are also relevant for local governments, especially agencies in charge of tourism and community empowerment. The findings of the study show that the success of the development of community-based tourist destinations does not only depend on the development of physical infrastructure, but also on the quality of the human resources that manage it. Therefore, local governments need to design mentoring programs that are oriented towards improving community competence, strengthening institutional capacity, and developing collaborative governance that is able to encourage sustainable community participation. This approach is expected to increase the competitiveness of community-based tourist destinations while supporting sustainable and inclusive tourism development.

7. Limitations and Future Research Directions

7.1 Limitations

Although this study makes an empirical contribution in explaining the mechanism of forming personal loyalty in community-based organizations through personal skills, personal communication, teamwork, and personal satisfaction, some limitations need to be considered in interpreting the results of the study. First, this research was only carried out on one research object, namely the Wethan Wonderland Thematic Tourism Village in the city of Surabaya. The social, cultural, community leadership patterns, and management systems typical of the research site allow the results of the study to have limitations in terms of generalization of other community-based tourist destinations that have different organizational, cultural, and community participation characteristics. Therefore, the results of this study should be understood in the context of the organization being studied and not directly generalized to all community-based organizations.

Second, this study used a relatively limited number of respondents, namely 35 people with saturated sampling techniques (total sampling). Although these numbers are representative of the entire population that is the object of the study and are consistent with the analysis characteristics of the Partial Least Squares Structural Equation Modeling (PLS-SEM), the small sample size still has the potential to limit the stability of parameter estimation and the model's ability to represent a wider population. In addition, this study used a cross-sectional design, so that the relationship between variables was only observed in one time period. The design has not been able to capture changes in behavior, satisfaction, and loyalty of community members that are dynamic in nature as the organization develops and changes in the external environment.

Third, this study only tests personal skills, personal communication, teamwork, and personal satisfaction as determinants of personal loyalty. In fact, loyalty in community-based

organizations is influenced by various other factors that have not been accommodated in the research model, such as organizational commitment, psychological empowerment, organizational identification, perceived organizational support, leadership style, community engagement, organizational trust, and organizational culture. The absence of these variables causes the research model to not fully explain the complexity of the factors that affect member loyalty to community-based organizations.

7.2 Future Research Directions

Based on these limitations, further research is suggested to expand the scope of research by involving several community-based tourism villages or community tourism destinations in various regions of Indonesia and other countries. A comparative approach between organizations will provide a more comprehensive understanding of the influence of organizational characteristics, local culture, and management systems on the formation of personal loyalty. In addition, increasing the number of respondents and using probability sampling techniques is also suggested so that the results of the study have a higher level of generalization.

Further research also needs to develop a conceptual model by including other variables that have the potential to affect personal loyalty, such as organizational commitment, psychological empowerment, perceived organizational support, transformational leadership, organizational trust, organizational culture, and community engagement. These variables can be positioned as mediation and moderation variables to gain a deeper understanding of the mechanism of loyalty formation in community-based organizations. The development of the model is expected to be able to make a stronger theoretical contribution to the development of Social Exchange Theory as well as literature on human resource management and *community-based tourism*.

In addition, future research is suggested using longitudinal design so as to be able to observe changes in community members' satisfaction and loyalty over time. The longitudinal approach will provide a more accurate picture of the dynamics of the intervariable relationship than the cross-sectional design used in this study. Further research can also consider the use of mixed methods by combining quantitative and qualitative approaches through in-depth interviews or *focus group discussions* (FGDs). This approach will enrich understanding of the psychological, social, and cultural factors that shape community loyalty in the management of community-based tourist destinations so as to produce more comprehensive and contextual findings.

8. Conclusion

This study aims to analyze the influence of personal skills, personal communication, and teamwork on personal loyalty by considering the mediating role of personal satisfaction in the management of the Wethan Wonderland Thematic Tourism Village in Surabaya. Based on the results of the analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, this study shows that personal ability is the main determinant in shaping

personal satisfaction and personal loyalty. In addition, personal communication has been shown to increase personal satisfaction, but it does not have a direct effect on personal loyalty. Meanwhile, teamwork did not show a significant influence on both satisfaction and personal loyalty. This study also proves that personal satisfaction plays a role as an important determinant of personal loyalty as well as mediating the relationship between personal ability and personal loyalty, but does not mediate the relationship between personal communication and teamwork to personal loyalty.

The findings provide an understanding that in community-based organizations, member loyalty is not only shaped by the quality of interpersonal relationships, but is more influenced by the individual's ability to carry out his or her role as well as the positive experiences gained while participating in the organization. Thus, this study expands the application of Social Exchange Theory by showing that the mechanisms of social exchange in community-based organizations do not only depend on social interaction, but also on the individual's perception of the competencies they possess and the satisfaction gained from their involvement. These findings enrich the literature on organizational behavior and *community-based tourism*, especially in explaining the mechanism of forming community loyalty in the management of community-based tourism destinations.

From a practical perspective, the results of the study show that efforts to increase the loyalty of community members should be focused on developing personal abilities through training, mentoring, and capacity *building*, along with the creation of an environment that is able to increase member satisfaction while participating in the management of tourist destinations. Although personal communication still plays a role in creating satisfaction, the results indicate that communication and teamwork alone are not enough to build loyalty if it is not followed by improving individual competencies and meaningful work experience. Therefore, the managers of the Wethan Wonderland Thematic Tourism Village and stakeholders in the community-based tourism sector need to develop a human resource management strategy that is more oriented towards community empowerment, competency development, and the creation of participatory experiences that provide added value for each community member. This strategy is expected to strengthen the sustainability of community-based tourism destination management while increasing the competitiveness of local tourism in the long term.

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