

## Research Article

# Promoting Organizational Citizenship Behavior in Public Sector Human Resource Management: A Study of the Asmat Regency Government

Absalom Amiyaram

Department of Public Administration, Hasanuddin University, Indonesia

## Abstract.

Organizational citizenship behavior (OCB) plays a significant role in enhancing the performance and responsiveness of public institutions. In the context of regional government, especially in remote areas like Asmat Regency, the cultivation of OCB among civil servants is crucial for delivering effective public services. This study explores the promotion of OCB within the framework of human resource management (HRM) in the public sector, focusing on how the Government of Asmat Regency develops, encourages, and sustains OCB among its personnel. Using a qualitative approach, this research analyzes managerial strategies, institutional culture, leadership influence, and employee motivation as key factors influencing OCB. The findings are expected to contribute to the formulation of HR policies that align with local needs while fostering voluntary, collaborative, and civic-minded behaviors in government employees.

**Keywords:** organizational citizenship behavior, human resource management, public sector, civil servants, Asmat Regency

Corresponding Author: Absalom Amiyaram; email: absalomamiyaram1969@gmail.com

**Published:** 2 September 2025

Publishing services provided by Knowledge E

© Absalom Amiyaram. This article is distributed under the terms of the [Creative Commons Attribution License](#), which permits unrestricted use and redistribution provided that the original author and source are credited.

Selection and Peer-review under the responsibility of the 2nd Doctoral International Conference Committee.

## 1. Introduction

Organizational Citizenship Behavior (OCB) is a key concept in organizational behavior studies, referring to discretionary work behaviors that go beyond formal job descriptions and contribute to overall organizational effectiveness (Organ, 1988) [1]. In the public sector—particularly within local governments that operate under conditions of limited resources and complex service demands—OCB becomes a crucial element in strengthening bureaucratic performance and improving service delivery to citizens.

Asmat Regency, located in Papua Province, represents a unique and challenging context for studying OCB. Characterized by remote geography, limited infrastructure, and rich cultural diversity, civil servants (ASN) in this region are expected not only to fulfill their formal duties but also to demonstrate extra-role behaviors such as proactiveness,

## OPEN ACCESS

cooperation, and community-oriented actions. In this setting, OCB emerges through two main pathways: spontaneously, rooted in local cultural values such as communal solidarity and mutual assistance, and structurally, shaped by formal Human Resource Management (HRM) interventions, including training programs, reward systems, and performance evaluations.

However, in practice, efforts to foster OCB in the Asmat bureaucracy face several obstacles. Institutional incentive systems remain underdeveloped, leadership is often inconsistent, and HRM strategies tend to lack contextual sensitivity. These factors frequently clash with intrinsic motivations that originate from local norms and values. The tension between these two sources of motivation—intrinsic cultural drivers and formal institutional mechanisms—can undermine both the sustainability of OCB and the effectiveness of public administration.

Based on this background, the research problem is formulated as follows:

1. How does the Asmat Regency Government promote OCB among civil servants through formal HRM approaches?
2. To what extent do local cultural values influence the spontaneous emergence of OCB?
3. How do intrinsic motivation and institutional incentives interact to shape the consistency and sustainability of OCB within the Asmat civil service?

By exploring the dynamics and potential synergies between structured and spontaneous forms of OCB, this study aims to propose adaptive and context-sensitive strategies for civil service development—particularly within the unique bureaucratic ecosystem of remote regions such as Asmat.

## 2. Literature Review

### 1. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior refers to discretionary and voluntary behaviors exhibited by employees that are not formally rewarded but enhance organizational effectiveness (Organ, 1988) [1]. OCB is commonly categorized into five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Podsakoff et al., 2000) [2].

In the public sector, where formal structures often face rigidity and limited resources, OCB becomes critical to maintaining service delivery and organizational adaptability.

Research by Supriyanto and Ekowati (2020) highlights that OCB significantly contributes to job satisfaction and organizational commitment in civil service contexts [3].

## 2. Human Resource Management in the Public Sector

Human Resource Management (HRM) in the public sector differs from that in private organizations due to its emphasis on public accountability, service orientation, and equity (Perry & Hondeghem, 2008) [4]. Thus, HRM strategies must focus not only on performance but also on intrinsic motivation, ethical standards, and public values.

Dwiyanto (2015) argues that effective HRM in local governments must account for contextual factors, including local culture, community values, and logistical constraints—especially in regions like Asmat where infrastructural challenges are prominent [5].

## 3. Determinants of OCB

Several determinants influence the development of OCB, including leadership style, organizational climate, job satisfaction, and perceptions of fairness. Podsakoff et al. (2000) demonstrated that transformational leadership strongly encourages OCB by providing vision, motivation, and emotional support.

Organizational culture and reward systems also play a vital role in shaping employees' willingness to go beyond their formal duties. When institutional values align with individual beliefs, employees are more likely to engage in citizenship behaviors without expecting direct rewards.

# 3. Methodology

## 3.1. Research Approach and Type

This study adopts a **qualitative approach** with an **intrinsic case study design**, aiming to explore the phenomenon of *Organizational Citizenship Behavior* (OCB) in the specific institutional and cultural context of a local government in a remote region, namely Asmat Regency in Papua Province. A case study approach is considered appropriate to capture the complexity of interactions between institutional structures, local cultural values, and human resource management (HRM) practices.

## 3.2. Research Location and Subjects

The study was conducted within the local government environment of **Asmat Regency**, Papua Province, Indonesia. Research subjects include:

1. Civil Servants (Aparatur Sipil Negara/ASN) in functional and administrative roles
2. Structural officials (e.g., heads of departments, secretaries)
3. Human resource personnel (e.g., officials from the Regional Personnel Agency)
4. Relevant stakeholders involved in public service processes

**Purposive sampling** was employed with the following inclusion criteria:

1. A minimum of three years of work experience in the local government
2. Direct involvement in service delivery or administrative decision-making
3. Representation across different organizational units for diversity of perspectives

### 3.3. Data Collection Techniques

Three main data collection methods were used:

1. **In-depth Semi-Structured Interviews** Conducted with ASN and organizational leaders to explore their perceptions and experiences regarding OCB, including both **spontaneous behaviors** influenced by intrinsic cultural or moral values and **structured behaviors** shaped by formal HRM interventions such as training, incentives, or performance evaluations.
2. **Participant Observation** The researcher directly observed day-to-day workplace behavior and social interactions among civil servants. This method helped verify whether stated ideals in interviews were reflected in actual conduct, particularly in public service delivery or coordination meetings.
3. **Document Analysis** Official documents were reviewed, including:
  - (a) Personnel policies and internal regulations
  - (b) Performance evaluation data (e.g., attendance, rewards/sanctions, work targets)
  - (c) Reports from government departments and results from national reform evaluationsThis technique supported cross-validation between formal organizational data and subjective employee narratives.

### 3.4. Data Analysis Techniques

A **thematic analysis** approach was employed to identify patterns and meaning across data sources. The process involved:

1. **Open coding:** Extracting initial codes from interview transcripts and observation notes.
2. **Axial coding:** Organizing codes into broader thematic categories such as: spontaneous OCB, structured OCB, intrinsic motivation, institutional incentives, leadership styles, and organizational culture.
3. **Selective coding:** Developing interpretive narratives that explain the relationships between categories within the Asmat government bureaucracy.

To ensure the **validity** of the findings, the researcher systematically applied **data triangulation** by comparing:

1. Perceptions of frontline civil servants with those of structural leaders
2. Narratives from interviews with behavioral patterns observed in practice
3. Subjective accounts with organizational documents and performance records

### 3.5. Validity Strategies and Ethical Considerations

Given the normative and idealistic nature of OCB, **social desirability bias** was identified as a potential threat to data integrity—where respondents may overstate their positive behaviors or motivations. The following strategies were implemented to mitigate this:

1. **Confidentiality and anonymity** of all informants were strictly maintained
2. Interviews were conducted in a non-judgmental, conversational tone to reduce response pressure
3. Observational data and official documents were used to **triangulate** and validate self-reported claims
4. **Member checking** was conducted selectively to verify key interpretations with respondents

This methodological framework aims to produce **context-sensitive insights** into how local values, leadership dynamics, and formal HR policies interact in shaping OCB within a geographically and culturally unique government setting.

## 4. Findings and Discussion

### 4.1. Key Findings: Manifestations of OCB in the Asmat Government

The study reveals that various forms of **Organizational Citizenship Behavior (OCB)** have emerged organically among civil servants in Asmat Regency, albeit unevenly across organizational units. Three dominant dimensions of OCB were identified:

1. **Altruism:** Civil servants often voluntarily assist colleagues, particularly in remote and underserved areas, without being formally assigned.
2. **Civic Virtue:** Many employees participate in community outreach programs such as health campaigns or social service activities, frequently outside of official working hours.
3. **Conscientiousness:** Despite logistical challenges like transportation issues or extreme weather, a significant number of ASN consistently demonstrate discipline and commitment to duty.

These behaviors, although informal and sometimes undocumented, are considered crucial for maintaining public services in a resource-constrained bureaucratic environment.

### 4.2. Enabling and Inhibiting Factors of OCB

#### a) Enabling Factors

1. **Collectivist Cultural Values:** The Papuan emphasis on **solidarity and mutual assistance** reinforces prosocial workplace behaviors. This cultural trait acts as a natural incubator for spontaneous OCB.
2. **Transformational Leadership:** In certain departments, charismatic and emotionally intelligent leaders have successfully inspired their teams, providing both moral support and informal recognition.

3. **Geographic Challenges as a Unifier:** The difficult terrain and infrastructural limitations inadvertently foster a spirit of **interdependence** among civil servants, encouraging discretionary cooperation beyond formal duties.

b) Inhibiting Factors

1. **Ineffective Reward Systems:** The absence of structured incentives or recognition mechanisms often leaves voluntary contributions unacknowledged, resulting in decreased motivation over time.
2. **Lack of Ethical and Service-Oriented Training:** Without formal reinforcement of core public service values, many civil servants lack the institutional framework to sustain consistent OCB practices.
3. **Risk of Role Overload and Fatigue:** Several informants reported **emotional exhaustion** and **role conflict**, especially when discretionary behaviors are taken for granted and eventually become **expected norms**, rather than appreciated exceptions.

#### 4.3. Discussion

The findings reinforce **Organ's (1988)** foundational theory and subsequent expansions by **Podsakoff et al. (2000)**, particularly the role of **contextual factors**—social, cultural, and organizational—in shaping and sustaining OCB [1] [2]. In the case of Asmat, what would typically be perceived as organizational constraints—geographic remoteness, resource scarcity, and infrastructural isolation—serve paradoxically as **catalysts** for cooperative and altruistic behavior.

However, this spontaneous growth of OCB faces significant **risks of unsustainability** if not adequately supported by formal HRM structures. The lack of a reliable **reward system**, combined with a **discrepancy between formal job expectations and informal social demands**, creates a **psychosocial tension** for civil servants. Over time, this can lead to **burnout**, **decreased morale**, and **withdrawal from voluntary efforts**, especially when such contributions are invisible to institutional recognition or career advancement mechanisms.

The research thus suggests the need for an **integrative HRM approach** that not only acknowledges local cultural capital but also establishes formal systems of motivation—both intrinsic and extrinsic. Such systems should include:

1. Institutionalized **non-monetary recognition**
2. Contextualized **training programs** on ethics and public service values
3. Leadership development initiatives that promote **empathy, fairness, and vision**

By aligning **informal prosocial behaviors** with **structured institutional support**, OCB can evolve from a situational coping mechanism into a **sustainable organizational culture** within the local government of Asmat.

## 5. Conclusion and Recommendations

### 5.1. Conclusion

This study demonstrates that Organizational Citizenship Behavior (OCB) has manifested significantly among civil servants (ASN) in Asmat Regency, with dimensions such as altruism, civic virtue, and conscientiousness indicating strong moral and social commitment, although unevenly distributed. Local cultural values, transformational leadership, and unique geographical conditions strongly support the emergence of these prosocial behaviors.

However, the findings also highlight the urgent need to develop contextual and adaptive OCB measurement instruments that reflect the unique socio-cultural characteristics and challenges of 3T (underdeveloped, remote, and frontier) areas like Asmat. Such instruments must accurately capture local values and conditions to ensure valid and meaningful assessments.

Moreover, the monitoring and evaluation mechanisms for OCB development should be systematic and continuous, employing a mixed-methods approach that combines quantitative surveys, field observations, and in-depth interviews. The involvement of multiple stakeholders—including civil servants, department leaders, and local communities—is crucial to ensure accountability and sustainability in fostering OCB.

### 5.2. Recommendations

1. **Development of Contextualized OCB Measurement Instruments** It is recommended to design OCB measurement tools that integrate local cultural values and the unique characteristics of 3T areas. Participatory validation involving civil



servants and community leaders will enhance the accuracy and acceptance of these instruments.

2. **Strengthening Reward and Appreciation Systems** Regional governments should establish inclusive and transparent reward systems to recognize voluntary contributions of civil servants in demonstrating OCB, fostering sustainable intrinsic motivation.
3. **Value-Based OCB Training and Ethical Leadership Development** Training programs should go beyond technical skills to cultivate awareness of togetherness, responsibility, and care. Leaders of government agencies must be equipped with ethical leadership competencies to serve as role models and motivate OCB behaviors.
4. **Implementation of Mixed-Methods Monitoring and Evaluation Mechanisms** Ongoing monitoring and evaluation should employ a structured, periodic approach combining quantitative and qualitative data collection. Engaging diverse stakeholders in the process will provide comprehensive insights and actionable recommendations.
5. **Integration of OCB into HR Management and Performance Appraisal Systems** OCB dimensions need to be formally incorporated into civil servants' performance evaluation systems to embed these behaviors as part of the organizational culture, rather than isolated individual initiatives.

## References

- [1] Organ DW. *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books; 1988.
- [2] Podsakoff PM, MacKenzie SB, Paine JB, Bachrach DG. Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *J Manage*. 2000;26(3):513–63.
- [3] Supriyanto AS, Ekowati VM. Organizational Citizenship Behavior in Public Sector: The Role of Leadership and Organizational Culture. *Jurnal Ilmu Administrasi*. 2020;17(1):45–59.
- [4] Perry JL, Hondeghem A. *Motivation in Public Management: The Call of Public Service*. Oxford University Press; 2008. <https://doi.org/10.1093/oso/9780199234035.001.0001>.

- [5] Dwiyanto A. Mewujudkan Good Governance Melalui Pelayanan Publik. Gadjah Mada University Press; 2015.