

## Research Article

# Conscientiousness and Civic Virtue in Organizational Citizenship Behavior Toward Organizational Commitment at the Regional Secretariat of the West Papua Provincial Government

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## Abstract.

Organizational citizenship behavior, is one of the driving factors for State Civil Apparatus in showing better organizational commitment. This study aims to explain conscientiousness and civic virtue in organizational citizenship behavior toward organizational commitment at the Regional Secretariat of the West Papua Provincial Government. This study uses a descriptive qualitative approach. Data collection methods include observation, in-depth interviews, and documentation. Research informants consist of State Civil Apparatus working in the Regional Secretariat of the West Papua Provincial Government and several Bureau Chiefs in the agency. This study shows that there are still State Civil Apparatus who tend to find it difficult to work and experience stress at work, but they still try to show commitment to achieving organizational goals. State Civil Apparatus who demonstrate civic virtue in the Regional Secretariat show a desire to contribute more than just carrying out their daily duties because they feel they have a responsibility toward the organization's future. This shows a sense of loyalty and dedication to the vision and mission of the organization.

**Keywords:** sportsmanship, civic virtue, organizational citizenship behavior, organizational commitment

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**Published:** 2 September 2025

Publishing services provided by Knowledge E

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

## 1. Introduction

In modern organizations, success is not only determined by the formal performance of employees as stated in job descriptions, but also by extra-role behaviors that support the overall effectiveness of the organization. This behavior is known as Organizational Citizenship Behavior (OCB), which is voluntary behavior that is not directly rewarded by the formal reward system but collectively improves organizational performance [1]. The concept of OCB was first developed by Organ who defined it as individual behavior



that is voluntary, not explicitly recognized by the formal reward system, but in aggregate contributes to the functioning of the organization [2].

OCB consists of several dimensions, the two most important of which are Conscientiousness and Civic Virtue. Conscientiousness refers to behavior that reflects discipline, responsibility, and thoroughness in carrying out organizational tasks that exceed the minimum standards expected [2]. Employees who demonstrate this dimension will still complete tasks even without direct supervision, be on time, and maintain consistent work quality. On the other hand, Civic Virtue describes the active involvement of employees in organizational life, such as attending meetings voluntarily, following organizational developments, and expressing constructive ideas or opinions for organizational improvement [2].

Organ explains that OCB includes voluntary behaviors that are not directly rewarded by the formal system but contribute to the overall effectiveness of the organization [1,2]. Two important dimensions of OCB that are of concern in this study are Conscientiousness and Civic Virtue. Conscientiousness is related to disciplined behavior, compliance with rules, and perseverance beyond minimum job expectations. Meanwhile, Civic Virtue shows the extent to which individuals show concern for organizational life through active and constructive involvement in organizational processes. Furthermore, Podsakoff et al. stated that Conscientiousness in OCB reflects employee behavior that is highly reliable, able to work independently without supervision, and demonstrates a high work ethic [3]. This contributes directly to the efficiency and resilience of the organization in facing various challenges. Meanwhile, Civic Virtue is seen as a dimension that shows loyalty and moral responsibility to the organization, which is manifested through the willingness to follow organizational developments, participate in strategic discussions, and pay attention to internal issues that affect organizational performance [3]. According to Robbins and Judge, employees who demonstrate Civic Virtue tend to have the perception that the organization is an important part of their identity, so they feel an interest in maintaining its sustainability. Participation in meetings, decision-making, and sensitivity to organizational dynamics are real indicators of this dimension [4]. Meanwhile, Conscientiousness is considered a form of voluntary contribution that reflects personal integrity and commitment to job responsibilities [4].

Along with the increasing complexity of bureaucratic tasks and demands for quality public services, government organizations require employee contributions who not only carry out their duties formally, but also have the will to behave proactively, responsibly,

and participatively. Such behaviors are included in the concept of Organizational Citizenship Behavior (OCB), which continues to develop in modern organizational behavior studies. In the context of government organizations, these two dimensions are very important because public bureaucracies are often faced with structural constraints, limited supervision, and service complexity. Therefore, personal initiatives that arise from moral awareness, as reflected in Conscientiousness and Civic Virtue, become social capital to strengthen organizational commitment.

Active involvement in organizational activities and willingness to comply with rules consistently without strict supervision will strengthen organizational culture and improve the integrity of public service. Thus, the focus on the dimensions of Conscientiousness and Civic Virtue in OCB is about how individual behavior contributes to the achievement of organizational goals collectively. This is in line with bureaucratic reform efforts that prioritize the performance of state civil servants that are not only measured quantitatively, but also based on the values of integrity, participation, and loyalty to the organization.

In public sector organizations, organizational commitment is an important factor in creating an effective, accountable, and service-oriented bureaucracy. Organizational commitment refers to the emotional attachment, identification, and involvement of employees in the goals and values of the organization [5]. To build this commitment sustainably, work behavior that goes beyond formal obligations is essential. This is where the role of Organizational Citizenship Behavior (OCB), especially the dimensions of Conscientiousness and Civic Virtue, becomes important. Conscientiousness, in practice, is seen through the behavior of apparatus that demonstrates perseverance, high discipline, and willingness to carry out tasks consistently even without direct supervision. In the public sector, this includes being on time, completing work beyond what is requested, maintaining the quality of service to the community, and voluntarily complying with organizational rules. Employees who demonstrate conscientiousness will maintain work integrity even under bureaucratic pressure or a lack of material reward systems [3]. When employees consistently behave responsibly and demonstrate commitment to the quality of their tasks, their sense of belonging to the organization will increase, and ultimately strengthen affective commitment.

Meanwhile, Civic Virtue in the public sector is reflected in the active participation of employees in organizational life, such as attending meetings voluntarily, following organizational issues, providing input in internal policy making, and maintaining the image and interests of the organization in the community. Civic virtue shows individual awareness of the importance of their role in maintaining the sustainability of public

organizations as public servants. When employees are involved in the organization's strategic discourse and show interest in the progress of the institution, they not only show loyalty, but also strengthen their sense of moral responsibility towards the organization [2].

In the framework of public sector organizations that are full of procedures and hierarchies, conscientiousness and civic virtue are forms of individual contributions that bridge structural rigidity with the need for flexibility and performance innovation. Employees with these behaviors can become agents of internal change that encourage collective spirit, strengthen positive work culture, and foster loyalty to the organization's public mission. Furthermore, they also play a role in creating a collaborative and mutually supportive work environment, because their orientation is not only on personal interests, but on the success of the organization as a whole.

Research shows that public sector employees who have high OCB tendencies, especially in the dimensions of conscientiousness and civic virtue, tend to have a stronger level of organizational commitment [6]. They are not only bound by formal contracts, but also by a sense of identity, recognition of shared values, and intrinsic satisfaction. This is important in public bureaucracy because strong commitment will have an impact on organizational stability, quality of public services, and employee resilience in facing external pressures and internal dynamics. Therefore, encouraging OCB practices through fostering conscientiousness and civic virtue values should be part of the human resource management strategy in the public sector. Organizations need to create a space for participation, a work culture that values initiative, and a performance appraisal system that measures not only formal output, but also constructive voluntary behavior. This will not only increase organizational commitment, but also strengthen the legitimacy and public trust in government institutions.

## 2. Materials and Methods

This study uses a qualitative approach with the aim of exploring in depth how the dimensions of Conscientiousness and Civic Virtue in Organizational Citizenship Behavior (OCB) are practiced by state civil apparatus (ASN) in the Regional Secretariat of West Papua Province. This type of research is descriptive qualitative, which aims to systematically describe the phenomenon of ASN work behavior in the Regional Secretariat of West Papua Province. This study emphasizes the social meaning of work behavior that goes beyond formal duties, especially in the aspects of responsibility

(conscientiousness) and organizational participation (civic virtue), as well as its relationship with employee engagement to the organization. The data collection strategy was carried out through case studies, which allowed researchers to examine phenomena in real-life settings in depth and holistically. The Regional Secretariat of the West Papua Provincial Government was chosen as the location for the case study because it is a new institution in the provincial government structure that requires internal solidity and strong organizational commitment during the transition and institutional development.

The data sources in this study consisted of structural officials, implementing staff, and functional employees at the Regional Secretariat of Papua Barat Daya Province as key informants and primary data sources. Furthermore, observations were also made on the work activities of the organizational environment. Data collection techniques were carried out through semi-structured in-depth interviews to capture informants' narratives and perceptions regarding OCB practices and organizational commitment. Furthermore, non-participatory observation, to examine employee behavior patterns in carrying out tasks and organizational participation, then finally, documentation studies, to strengthen data validity and compare primary data with written sources that are in accordance with the objectives of this study.

### 3. Results and Discussion

In the Regional Secretariat of the Papua Barat Daya Provincial Government, the practice of Organizational Citizenship Behavior (OCB), especially the dimensions of Conscientiousness and Civic Virtue, plays an important role in supporting the sustainability of the function of the government organization and strengthening employee commitment to the institution. In the aspect of Conscientiousness, some apparatuses demonstrate work behavior that reflects high responsibility for the tasks they are entrusted with. This is reflected in their efforts to complete work before the deadline, maintain discipline in attendance, and comply with work regulations even though they are not directly supervised by their superiors. Employees who demonstrate this character tend to have a sense of ownership of their work, understand their responsibilities as part of public service, and try to maintain the performance of the work unit on their own initiative. For example, some staff consistently arrive early to prepare documents for leadership meetings without formal orders, and prepare internal reports as part of routine documentation and evaluation. This behavior not only has an impact on productivity, but also strengthens the psychological bond between employees and the organization.

However, the practice of conscientiousness is not evenly distributed across work units. There are still employees who are minimalist in their duties, only completing work according to the lowest limits required. This is often caused by a weak recognition system for positive behavior, the absence of a reward mechanism for initiative, and a work environment that does not always provide examples of discipline. Thus, the existence of employees who demonstrate conscientiousness is an important asset that needs to be supported in order to influence the organizational culture broadly.

Meanwhile, in terms of Civic Virtue, there are participatory practices in internal forums such as office meetings, work plan preparation, and policy evaluation activities. Employees who have civic virtue actively provide constructive suggestions and criticisms, and are willing to involve themselves in cross-sector discussions. They follow the development of provincial policies and understand the strategic direction of regional development, especially those related to the role of the secretariat in supporting the coordination function between regional apparatus organizations (OPD). In addition, several employees are also involved in social activities or work environment initiatives such as the formation of ad hoc work teams or regional activity committees, which show concern for organizational dynamics. Despite such findings, not all employees demonstrate civic virtue optimally. Participation in the decision-making process is often limited to structural officials, while implementing employees are rarely directly involved. This hinders the development of a sense of belonging to the organization among lower-level employees, which ultimately has an impact on the weak commitment of the organization as a whole.

Employees who demonstrate high OCB, especially in the form of conscientiousness and civic virtue, have a stronger level of organizational commitment. They demonstrate loyalty to the institution, understand the values and goals of the organization, and have a desire to remain in the organization and contribute more. This commitment is not only normative, but also affective and rooted in moral awareness of the importance of the role of public institutions in regional development. Therefore, to strengthen OCB practices in the Regional Secretariat environment, an institutional strategy is needed that is able to encourage employee participation through involvement in policy making, strengthening a collective work culture, and a recognition system for non-formal contributions. In addition, the organization also needs to build an open and supportive work climate, so that the spirit of OCB that emerges individually can develop into an organizational norm.

The results of the study indicate that the practice of Conscientiousness and Civic Virtue dimensions in Organizational Citizenship Behavior (OCB) significantly contributes to the formation of organizational commitment in the Regional Secretariat of the Papua Barat Daya Provincial Government. In the context of public sector organizations that are often characterized by a rigid, hierarchical work culture, and high regulatory pressure, extra-role behaviors such as conscientiousness and civic virtue are important elements in strengthening bureaucratic integrity and efficiency. Theoretically, conscientiousness is an OCB dimension that describes the level of individual discipline and responsibility for their work, including the willingness to go beyond formal demands [1]. In the Papua Barat Daya Regional Secretariat, many employees are still found to exhibit behaviors such as arriving on time without having to be supervised, completing work beyond the minimum workload, and maintaining output quality consistently. This behavior, according to Robbins and Judge, is a real indicator of affective commitment, namely the emotional attachment of employees to the organization which is characterized by dedication and loyalty [4].

Strong conscientiousness in some employees reflects an internalized attitude towards organizational values. When individuals feel their work is meaningful, they will tend to develop a high commitment to the organization—not just because of obligation, but because of moral and professional motivation. However, not all employees show a similar pattern. This is in line with the findings of Podsakoff et al, that OCB, especially conscientiousness, is greatly influenced by organizational climate, reward systems, and leadership [3]. Meanwhile, civic virtue describes the extent to which employees are willing to be involved in organizational dynamics and decision-making. In this study, it was found that some employees actively follow organizational developments, convey ideas in internal forums, and are involved in non-structural activities such as committees. This is in line with Organ's opinion, that civic virtue reflects loyalty to the organization and concern for the survival and reputation of the institution [2]. However, this active participation is still dominated by the structural level, while implementing employees are often not systematically involved. This lack of involvement indicates the weak implementation of the principle of inclusivity in public organizations, which has the potential to weaken employees' sense of belonging to the organization and hinder the strengthening of normative commitment. In the context of Allen and Meyer's organizational commitment theory, if employees do not feel heard or involved in decision making, then the tendency to show loyalty and compliance with organizational values will also decrease [5].



These findings confirm the theory of Organizational Citizenship Behavior as a predictor of organizational commitment, especially in the context of public sector organizations. The dimensions of conscientiousness and civic virtue are not only indicators of individual work behavior, but also function as reinforcements of organizational culture that support bureaucratic reform. In the long term, these behaviors can improve organizational stability, strengthen collaboration between units, and form a more adaptive and innovative work system. Furthermore, this discussion also shows that strengthening OCB must be supported by institutional policies. Without support in the form of a recognition system (reward system), participatory involvement in planning, and leadership that encourages initiative, OCB behavior will only grow sporadically and individually. Therefore, increasing conscientiousness and civic virtue must be accompanied by improvements to the organization's internal system so that these positive behaviors can be replicated and become shared norms. The Regional Secretariat of West Papua as a relatively new provincial government organization, the role of employees with high OCB is very vital. They act as agents of stabilization and acceleration, helping the organization adapt to the workload and ever-growing public expectations.

To achieve success in the practice of Conscientiousness and Civic Virtue in Organizational Citizenship Behavior (OCB) that has an impact on organizational commitment, the Regional Secretariat of the Papua Barat Daya Provincial Government needs to strengthen and develop various policies and systems that support the development of OCB in the ASN environment. The Conscientiousness dimension, which focuses on employee responsibility and discipline, must be an integral part of the organization's work culture. This can be achieved by encouraging employees to not only comply with formal obligations, but also to exceed existing expectations, through a proactive and thorough attitude in carrying out their duties. Therefore, it is important for organizations to build a culture that prioritizes values such as dedication, thoroughness, and integrity, by ensuring that all employees understand the importance of these behaviors in supporting the achievement of organizational goals.

In addition, Civic Virtue, which emphasizes employee concern and involvement in organizational dynamics, also needs to be strengthened. To achieve this, the Regional Secretariat must create various channels of participation that involve employees at all levels to participate in decision-making, policy planning, and other organizational activities. An open and inclusive discussion forum, where all employees can voice their opinions and ideas, will provide a space for them to feel valued and contribute to the



development of the organization. Thus, employees will feel a stronger emotional bond with the organization, which in turn will strengthen their commitment to common goals.

However, to support OCB behavior, especially in the Civic Virtue dimension, there needs to be an effort to increase transparency and accountability in organizational management. Employees must know that their contributions are appreciated and recognized, either through formal awards or recognition of their participation in organizational activities or decisions. In this regard, it is important for the Regional Secretariat to have a reward system that is not only material but also symbolic, such as public recognition, award certificates, or career development opportunities.

Equally important, in order to strengthen Conscientiousness and Civic Virtue in OCB, organizational leaders have a very crucial role. Transformative and exemplary leadership will greatly influence the development of OCB behavior. Leaders who actively demonstrate a commitment to integrity, discipline, and active participation in the organization will inspire employees to follow their example. An inclusive and communicative leadership style allows employees to feel heard and involved in the decision-making process, which will increase their sense of belonging to the organization.

It is also important to create policies that pay attention to employee welfare, because organizational commitment is also influenced by their level of satisfaction and welfare. Holding training and development that can improve employee competence, both in terms of technical and soft skills, will help create more qualified and dedicated ASN. In this case, training that emphasizes the development of professional attitudes, teamwork, and integrity values will optimize employee performance.

As part of the strategy, there also needs to be continuous evaluation and feedback on the effectiveness of the implementation of OCB behavior within the organization. Periodic evaluation of employee performance, not only in terms of formal task achievement, but also related to the extra-role contributions they show, is very important to monitor the development of OCB. A clear and easily accessible feedback system for employees will ensure that every contribution is appreciated and becomes part of the organizational learning process. Success in developing Conscientiousness and Civic Virtue in the Regional Secretariat of the Papua Barat Daya Provincial Government will depend greatly on the commitment of all parties, from the leadership to all employees.

## 4. Conclusion

This study shows that the dimensions of conscientiousness and civic virtue in Organizational Citizenship Behavior (OCB) play an important role in forming and strengthening organizational commitment in the Regional Secretariat of the Papua Barat Daya Provincial Government. Where both dimensions are proven to be the main drivers of voluntary work behavior and employee emotional attachment to the organization.

Conscientiousness is reflected in discipline, compliance with procedures without direct supervision, and high responsibility for work. Employees who demonstrate this character tend to have strong loyalty and ethical awareness in carrying out their duties. This behavior has a direct impact on increasing work effectiveness and strengthening affective commitment to the organization. Meanwhile, civic virtue is demonstrated through active employee involvement in organizational activities, participation in internal forums, and concern for strategic issues that affect the sustainability of the institution. Although not evenly distributed across all levels of employees, this active participation indicates a growing sense of belonging and moral commitment to the institution.

## Acknowledgement

Thank you to the Regional Secretariat of Southwest Papua Province for providing assistance and support in completing this research.

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