



Resilient And Sustainable HR Systems: The Work-From-Anywhere (WFA)–Organizational Citizenship Behavior (OCB) Nexus In Indonesia’s Public Sector.

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Abstract: The adoption of Work-From-Anywhere (WFA) arrangements in Indonesia’s public sector has generated important questions regarding their implications for Organizational Citizenship Behavior (OCB), which remains essential for public service effectiveness. This qualitative single-case study examines the relationship between WFA and OCB within a provincial development planning agency in South Sulawesi. Using the Framework Method, data were triangulated from role-segmented semi-structured interviews, non-participant observations of hybrid and online coordination meetings, and analysis of internal organizational documents. The findings indicate that WFA does not inherently diminish OCB. Instead, citizenship behaviors—particularly helping, courtesy, and conscientiousness—were sustained and, in some organizational units, strengthened when supported by three interrelated enablers: transparent visibility mechanisms, structured communication cadence, and fair allocation of WFA eligibility. Increased autonomy under WFA was frequently associated with enhanced self-discipline and discretionary effort, while trust-based leadership and perceptions of procedural justice reinforced employees’ willingness to contribute beyond formal role requirements. Conversely, unclear eligibility criteria, weak coordination routines, excessive administrative procedures, and uneven digital infrastructure were associated with reduced OCB signals and coordination challenges. The study concludes that the impact of WFA on OCB in the public sector is contingent upon organizational design and leadership practices rather than the flexibility policy itself. These findings offer practical guidance for human resource policy design in public administration and contribute to broader discussions on resilient and sustainable public-sector workforce systems.

Keywords: Work-From-Anywhere (WFA), Organizational Citizenship Behavior (OCB), Public Sector Organizations, Flexible Work Arrangements, Leadership.

INTRODUCTION

The transformation of public-sector human resource management has accelerated globally in response to technological change, evolving workforce expectations, and systemic shocks such as the COVID-19 pandemic. Flexible work arrangements, including telework, hybrid work, and more recently Work-From-Anywhere (WFA), are increasingly recognized as strategic instruments for building resilient and sustainable human resource (HR) systems. Within the United Nations policy discourse, workforce flexibility is frequently linked to organizational resilience, continuity



of public services, employee well-being, and progress toward Sustainable Development Goal (SDG) 8 on decent work and SDG 16 on effective, accountable, and inclusive institutions (United Nations, 2020; UN DESA, 2021).

In Indonesia, these global trends have been institutionalized through a regulatory shift that formally allows civil servants to perform official duties flexibly across locations. Presidential Regulation No. 21/2023 and the subsequent Regulation of the Ministry of Administrative Reform and Bureaucratic Reform No. 4/2025 introduced WFA as part of a broader agenda to modernize public administration, enhance efficiency, and improve work-life balance while maintaining accountability through output-based performance evaluation and routine reporting mechanisms (Government of Indonesia, 2023; KemenPANRB, 2025). While these reforms signal a significant departure from traditional presence-based bureaucratic control, their behavioral implications for public employees remain insufficiently understood.

A central concern in this context is Organizational Citizenship Behavior (OCB), defined as discretionary, extra-role behaviors that are not formally rewarded but contribute to organizational effectiveness (Organ, 1988). In public-sector organizations—where formal incentives are often limited and service outcomes depend heavily on cooperation, coordination, and professional commitment—OCB plays a critical role in sustaining performance and public value (Podsakoff et al., 2000). Classic dimensions of OCB include helping (altruism), courtesy, conscientiousness, sportsmanship, and civic virtue, all of which facilitate collaboration, reduce coordination costs, and strengthen institutional capacity (Organ, 1988).

The expansion of WFA potentially reshapes the antecedents of OCB in both enabling and constraining ways. On the one hand, remote and flexible work arrangements tend to increase autonomy, perceived control, and opportunities for focused work, which have been positively associated with job satisfaction, organizational commitment, and extra-role behavior (Gajendran & Harrison, 2007). On the other hand, reduced physical co-presence may weaken social cues, spontaneous interaction, and informal learning—factors that traditionally support helping and courtesy behaviors in bureaucratic settings (Allen et al., 2015; Hinds & Bailey, 2003). These tensions raise important questions about how OCB is sustained under distributed work conditions.

The literature suggests that the impact of WFA on OCB is contingent upon organizational and managerial mechanisms. Trust and perceptions of organizational justice are particularly salient



in remote contexts, where direct supervision is limited and employees rely more heavily on shared norms and reciprocal expectations (Colquitt et al., 2001). Leadership style also matters: trust-based and coaching-oriented leadership has been shown to encourage discretionary effort, whereas micromanagement and excessive monitoring can undermine intrinsic motivation and OCB (Podsakoff et al., 2000). In public organizations, these dynamics interact with administrative burden and red tape, which may either stimulate extra-role coordination to overcome procedural constraints or suppress initiative when approval chains become excessive (Bozeman, 2000; Pandey & Scott, 2002).

Recent empirical studies further indicate that organizational culture and work design moderate the relationship between remote work and OCB. Evidence from hybrid and remote settings suggests that structured communication routines, task visibility mechanisms, and shared temporal rhythms help maintain cooperation and accountability in distributed teams (Maznevski & Chudoba, 2000; Allen et al., 2015). Krajcsák and Kozák (2022) demonstrate that remote work does not uniformly reduce OCB; rather, its effects depend on cultural norms, leadership practices, and perceptions of fairness. However, much of this evidence is drawn from private-sector or Western contexts, with limited attention to public bureaucracies in the Global South.

In Indonesia, empirical research on WFA remains at an early stage, particularly with respect to behavioral outcomes such as OCB. Existing discussions have largely focused on regulatory compliance, technological readiness, and performance measurement, leaving a gap in understanding how flexible work arrangements interact with discretionary behaviors that underpin effective public service delivery. Given Indonesia's large and diverse civil service, examining these dynamics is essential for informing evidence-based HR policy and ensuring that flexibility reforms strengthen rather than weaken institutional effectiveness.

Against this backdrop, the present study examines the relationship between WFA and OCB in a provincial development planning agency, Bappelitbangda Sulawesi Selatan. As a coordinating body responsible for cross-sectoral planning and inter-organizational collaboration, the agency provides a theoretically relevant and policy-salient setting in which OCB is integral to organizational functioning. The study asks: under WFA conditions, when do organizational citizenship behaviors persist or strengthen, and what organizational mechanisms enable or constrain them in a public-sector bureaucracy?



By adopting a qualitative single-case study design and applying the Framework Method, this research triangulates interviews, observations, and organizational documents to map how autonomy, visibility, communication cadence, justice perceptions, leadership practices, and red tape shape OCB manifestations under WFA. In doing so, the study contributes to the literature on resilient and sustainable HR systems by providing context-specific evidence from Indonesia's public sector and by clarifying the conditions under which WFA can support, rather than erode, discretionary behaviors essential for effective governance.

METHOD

Research Design

This study adopts a qualitative single-case study design to examine the nexus between Work-From-Anywhere (WFA) and Organizational Citizenship Behavior (OCB) within Indonesia's public sector. A qualitative approach is appropriate given the exploratory nature of the research and its focus on understanding processes, meanings, and contextual mechanisms rather than measuring causal relationships (Yin, 2018). The single-case design enables an in-depth examination of how a nationally mandated WFA policy is interpreted, enacted, and experienced within a specific organizational setting, where institutional context and policy implementation are closely intertwined.

The case selected for this study is Bappelitbangda Sulawesi Selatan, a provincial development planning agency with cross-sectoral coordination functions. The organization represents a critical site for examining OCB, as its effectiveness depends heavily on inter-unit cooperation, discretionary effort, and informal coordination beyond formal job descriptions.

Data Sources and Collection

Data were collected from three primary sources to enable methodological triangulation: semi-structured interviews, non-participant observations, and document analysis. First, role-segmented semi-structured interviews were conducted with three organizational strata: division heads (Kepala Bidang/Kabid), functional planning officers (Jabatan Fungsional Perencana/JFP), and administrative staff. Role segmentation was employed to capture differentiated perspectives on WFA implementation, leadership practices, and citizenship behaviors across hierarchical levels.



Interview protocols were informed by prior literature on WFA, OCB, and public-sector governance, while allowing flexibility to explore emergent themes.

Second, non-participant observations were conducted during hybrid and fully online coordination meetings, including routine planning sessions and peak-cycle discussions. These observations focused on interaction patterns, responsiveness, helping behaviors, and the enactment of communication routines under WFA conditions. Observational notes were recorded systematically to complement interview data and reduce reliance on self-reported accounts.

Third, internal organizational documents were reviewed, including the WFA standard operating procedure (SOP), meeting minutes, daily work-report templates, and shared digital action trackers. These documents provided institutional evidence of formal rules, reporting expectations, and visibility mechanisms supporting WFA implementation.

Ethical Considerations

Ethical principles of voluntary participation, informed consent, and confidentiality were strictly observed. Participants were informed about the purpose of the study, the use of data for academic publication, and their right to withdraw at any stage. To protect anonymity, all identifiers were removed and replaced with role-based codes (e.g., Kabid-#, JFP-#, Staff-#). Data were stored securely and used solely for research purposes.

Data Analysis

Data analysis followed the Framework Method, which is well suited for applied qualitative research involving multidisciplinary teams and policy-oriented questions (Gale et al., 2013). The analytic process proceeded through five stages: (1) familiarization with the data through repeated reading of transcripts, field notes, and documents; (2) line-by-line coding to capture salient concepts; (3) development of an analytical framework combining a priori codes derived from WFA and OCB theory with inductively generated subthemes; (4) indexing and charting data into a case-by-theme matrix; and (5) mapping and interpretation to identify patterns, mechanisms, and relationships across data sources and organizational roles.

Attention was given to negative cases and rival explanations to strengthen analytical rigor. Interpretations were iteratively refined through comparison across interviews, observations, and documents, ensuring that findings were grounded in convergent evidence.



Trustworthiness

The trustworthiness of the study was enhanced through triangulation of data sources, maintenance of an audit trail documenting analytic decisions, and systematic linkage between themes and verbatim evidence. Member checking was conducted with selected participants to validate interpretations and ensure that findings accurately reflected organizational realities. These strategies support credibility, dependability, and transparency in line with established qualitative research standards (Yin, 2018).

RESULT AND DISCUSSION

WFA Implementation and Organizational Conditions Enabling OCB

The implementation of Work-From-Anywhere (WFA) in Bappelitbangda Sulawesi Selatan followed a controlled hybrid model designed to balance flexibility with public-sector accountability. Eligible employees were permitted to work remotely for up to two days per week, while core working hours, mandatory online attendance, and output-based reporting remained strictly enforced. This approach reflects broader public management reforms that emphasize performance outcomes rather than physical presence, particularly in flexible work arrangements (Allen et al., 2015; Gajendran & Harrison, 2007). By prioritizing measurable outputs, the organization sought to maintain service reliability, institutional legitimacy, and public trust while accommodating new work patterns.

A critical organizational condition enabling the effectiveness of WFA was the preservation of work visibility and coordination. Distributed work arrangements are frequently associated with risks of reduced oversight, role ambiguity, and coordination breakdowns (Hinds & Bailey, 2003). To mitigate these risks, the agency institutionalized lightweight visibility mechanisms, including shared digital task boards, standardized document versioning systems, and routine end-of-day progress updates. These tools enhanced transparency by clarifying task ownership, timelines, and inter-unit dependencies. As suggested by Maznevski and Chudoba (2000), maintaining shared awareness across time and space is essential for sustaining coordination in geographically dispersed teams.

Communication cadence also emerged as a foundational enabling condition for WFA implementation. The agency formalized structured interaction through daily stand-up meetings,



twice-weekly cross-unit coordination forums, and weekly planning and evaluation sessions. Such recurring communication routines helped maintain shared temporal rhythms and reduced the coordination costs often associated with remote work (Hinds & Bailey, 2003). Regular interaction not only facilitated task alignment but also created informal opportunities for employees to exchange assistance and information. These interaction patterns indirectly supported Organizational Citizenship Behavior (OCB), particularly helping and courtesy behaviors, which rely on frequent social exchange and mutual responsiveness (Organ, 1988; Podsakoff et al., 2000).

Perceived organizational justice proved to be another decisive factor shaping employee responses to WFA. During the early phase of implementation, ambiguity regarding eligibility criteria generated concerns about favoritism and unequal treatment. Such perceptions are known to undermine trust and cooperation in public organizations (Pandey & Scott, 2002). However, once transparent eligibility rules, rotation mechanisms, and formal communication channels were established, perceptions of procedural and distributive justice improved. According to justice theory, employees are more likely to engage in discretionary and cooperative behaviors when organizational decisions are perceived as fair, consistent, and transparent (Colquitt et al., 2001). In this context, clarity in WFA governance strengthened trust and reinforced employees' willingness to contribute beyond formal role requirements.

Despite these enabling conditions, infrastructural limitations remained a persistent constraint. Uneven internet connectivity, limited access to adequate home-working equipment, and disparities in digital literacy reduced the uniformity of WFA experiences across employees. Prior studies emphasize that telework effectiveness is contingent upon adequate technological and infrastructural support (Allen et al., 2015; Gajendran & Harrison, 2007). Inadequate infrastructure not only affected task efficiency but also introduced equity concerns, as employees with weaker support faced greater difficulty meeting performance expectations. Such disparities risk undermining perceptions of fairness, which are central to sustaining OCB (Colquitt et al., 2001).

Overall, the findings demonstrate that WFA should not be understood as a standalone policy intervention. Its effectiveness in enabling OCB is contingent upon complementary organizational conditions, including transparent governance, structured communication, justice-oriented management practices, and sufficient infrastructural readiness. Consistent with OCB theory, discretionary employee behaviors are more likely to emerge when organizational systems support



trust, clarity, and fairness (Organ, 1988; Podsakoff et al., 2000). When these conditions are present, WFA can function as an enabling framework that sustains coordination and reinforces extra-role behaviors essential for public-sector effectiveness.

Organizational Citizenship Behavior under WFA Arrangements

The findings of this study demonstrate that key dimensions of Organizational Citizenship Behavior (OCB) were largely sustained—and in several organizational units even strengthened—under Work-From-Anywhere (WFA) arrangements. Despite reduced physical proximity, employees continued to exhibit helping behavior and courtesy through digital interaction channels. Unsolicited assistance during virtual meetings, proactive sharing of information, and informal coordination to prevent bottlenecks in inter-unit workflows were frequently observed. These findings support social exchange theory, which suggests that cooperative behavior can persist in non-face-to-face contexts when reciprocal expectations and shared norms remain intact (Blau, 1964; Cropanzano & Mitchell, 2005).

Helping and courtesy behaviors were particularly visible in units with well-established norms of digital collaboration. Employees routinely clarified task requirements for colleagues, reminded others of deadlines, and provided technical or procedural support without being formally requested. Such behaviors indicate that physical distance did not erode employees' sense of social responsibility or collective ownership of organizational outcomes. Previous research on virtual teamwork similarly emphasizes that interpersonal citizenship behaviors can be maintained through mediated communication when trust and shared goals are present (Gilson et al., 2015; Hoch & Kozlowski, 2014).

Conscientiousness emerged as the OCB dimension most positively affected by WFA. Many employees demonstrated heightened self-discipline when working remotely, as reflected in punctual task submission, stricter adherence to micro-deadlines, and improved quality of planning documents. This pattern aligns with self-determination theory, which posits that autonomy enhances intrinsic motivation and personal responsibility (Deci & Ryan, 2000). Under WFA conditions, employees reported feeling accountable for outputs rather than merely complying with direct supervision, reinforcing findings that autonomy-supportive work designs foster extra-role behaviors (Meyer et al., 2004).



The increase in conscientiousness also reflects a shift from control-based to trust-based behavioral regulation. In the absence of constant physical monitoring, employees appeared to internalize performance standards and professional norms. This internalization is critical for sustaining OCB in flexible work arrangements, where formal control mechanisms are necessarily reduced (Bakker & Demerouti, 2017). In this sense, WFA acted as a catalyst that revealed latent professional commitment rather than diminishing it.

OCB under WFA was not uniformly distributed across all units. In organizational contexts lacking clear response-time expectations or structured asynchronous communication protocols, helping and courtesy behaviors weakened. Missed messages, delayed feedback, and uncertainty regarding availability occasionally disrupted coordination. These findings resonate with media synchronicity theory, which highlights the importance of aligning communication media and norms with task requirements to support effective collaboration (Dennis et al., 2008). Without such alignment, distributed work can increase cognitive load and reduce responsiveness, thereby constraining OCB.

The absence of predictable interaction patterns reduced opportunities for spontaneous assistance and informal problem-solving. Research on remote work cautions that when communication norms are ambiguous, employees may disengage from discretionary helping to avoid overstepping boundaries or disrupting others (Golden & Gajendran, 2019). This dynamic was evident in units where employees hesitated to initiate contact outside formal meetings, leading to thinner OCB signals despite high individual performance.

The findings indicate that WFA does not inherently produce positive or negative OCB outcomes. Rather, OCB under WFA is contingent upon organizational design features that support clarity, predictability, and mutual responsiveness. When communication expectations, availability norms, and task interdependencies are clearly articulated, employees are more likely to engage in discretionary behaviors that sustain collective effectiveness. Conversely, when these conditions are absent, even highly motivated employees may withdraw from extra-role contributions. This underscores the importance of intentional organizational design in ensuring that WFA supports, rather than undermines, the social foundations of public-sector performance.

**Mechanisms Linking WFA, Leadership, and OCB**

Cross-role analysis revealed consistent mechanisms through which Work-From-Anywhere (WFA) practices shaped Organizational Citizenship Behavior (OCB) across hierarchical levels. Autonomy emerged as a central driver of interpersonal OCB, particularly helping and courtesy behaviors. When employees were granted discretion over how and where work was completed, they demonstrated higher willingness to support colleagues, share knowledge, and respond proactively to emerging coordination needs. This finding is consistent with self-determination theory, which emphasizes that autonomy satisfies basic psychological needs and stimulates voluntary, prosocial behavior at work (Deci & Ryan, 2000).

Communication cadence functioned as a critical structural mechanism linking WFA to both helping behavior and conscientiousness. Regular interaction rhythms—such as scheduled check-ins and synchronized coordination points—created shared temporal expectations that reduced uncertainty and strengthened mutual responsiveness. Media synchronicity theory suggests that appropriately matched communication structures enhance shared understanding and coordination in distributed settings (Dennis et al., 2008). In the absence of such cadence, employees reported fragmented interaction patterns that weakened discretionary collaboration.

Visibility mechanisms—including transparent task tracking and progress signaling—were found to foster trust, which in turn encouraged discretionary effort beyond formal role requirements. From a social exchange perspective, trust operates as a relational resource that motivates employees to reciprocate perceived organizational support with extra-role behaviors (Blau, 1964; Cropanzano & Mitchell, 2005). When employees felt their contributions were visible and fairly evaluated, they were more inclined to engage in civic virtue and constructive participation in organizational processes.

Leadership behavior significantly moderated these relationships. Trust-based and coaching-oriented leadership styles amplified the positive effects of WFA on OCB by prioritizing outcomes, learning, and empowerment rather than physical presence or constant monitoring. Research on virtual leadership highlights that empowering leadership and shared responsibility are especially effective in geographically dispersed teams (Hoch & Kozlowski, 2014). Conversely, micromanagement and dense approval procedures—often associated with bureaucratic red tape—



suppressed initiative and discouraged discretionary contributions, reinforcing a compliance-oriented rather than citizenship-oriented mindset.

Theoretically, these findings extend OCB scholarship by illustrating how classic antecedents—autonomy, trust, justice, and leadership—operate in distributed public-sector contexts. Practically, they underscore that WFA can contribute to resilient and sustainable HR systems when supported by transparent governance, structured communication, and outcome-focused leadership. At the same time, organizations must remain vigilant toward risks of citizenship pressure and burnout, ensuring that flexibility does not evolve into implicit expectations of constant availability.

CONCLUSION

This study examined the nexus between Work-From-Anywhere (WFA) arrangements and Organizational Citizenship Behavior (OCB) within Indonesia's public sector through an in-depth qualitative case study of a provincial development planning agency. The findings demonstrate that WFA does not inherently erode discretionary behaviors that are essential for effective public service delivery. Instead, helping, courtesy, and conscientiousness were largely sustained—and in some organizational units strengthened—when WFA was embedded within supportive organizational conditions. These conditions included transparent visibility mechanisms, structured communication cadence, fair and clearly articulated eligibility criteria, and trust-based leadership practices. Increased autonomy under WFA frequently translated into stronger self-discipline, internalized accountability, and discretionary effort, suggesting that flexible work arrangements can activate professional commitment rather than weaken it. Conversely, where visibility was weak, communication routines were fragmented, or administrative procedures were excessive, OCB signals became thinner, highlighting that flexibility alone is insufficient to generate positive behavioral outcomes.

From a theoretical perspective, this study contributes to the literature on Organizational Citizenship Behavior by extending classic OCB antecedents—autonomy, justice, trust, and leadership—into distributed public-sector settings in the Global South. It shows that these antecedents remain highly relevant under flexible work regimes, but their effects are mediated by organizational design and managerial practices. Practically, the findings underscore that WFA can



function as a cornerstone of resilient and sustainable HR systems in public administration when implemented as part of an integrated governance framework rather than as a standalone policy. Public organizations should therefore codify lightweight visibility rituals, formalize communication cadence, ensure equitable access to WFA, invest in digital infrastructure, and develop outcome-oriented, coaching-style leadership. At the same time, attention must be paid to potential risks such as citizenship pressure and burnout, ensuring that flexibility does not evolve into expectations of constant availability. While limited by its single-case design, this study provides context-sensitive evidence to inform Indonesia's ongoing public-sector reform agenda and offers a foundation for future comparative and longitudinal research on flexible work and public-sector performance.

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