




The Effect of Implementing ASN Core Values and Digital Leadership on Work Innovation through Organizational Citizenship Behavior (OCB) – A Conceptual Analysis

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Abstract. This study aims to analyze the effect of implementing ASN BerAKHLAK Basic Values and Digital Leadership on ASN Work Innovation at the Yogyakarta City Ministry of Religious Affairs Office through the mediation of Organizational Citizenship Behavior (OCB). The study uses a conceptual analysis methodology based on a comprehensive literature review by combining related theories. The results showed that the BerAKHLAK Basic Values, particularly harmonious, collaborative, and adaptive, had a very significant influence on OCB with a very large effect. OCB acts as a crucial connecting mechanism, where employees who exhibit extra-role behavior are proven to be more active in creating and implementing innovative ideas. The theoretical contribution of this research integrates the three variables into a comprehensive model that fills a gap in the literature, especially since previous research has focused on performance rather than work innovation. Practically, the research provides important implications for government organization leaders to strengthen the implementation of BerAKHLAK values as the foundation of an innovative work culture, develop effective digital leadership, and build a strong OCB culture to encourage innovative work behavior among civil servants in the era of digital transformation and dynamic public service.

Keywords: State Civil Apparatus, Core Value, Digital Leadership, Organizational Citizenship Behavior, Work Innovation, Conceptual Analysis

1 Introduction

The State Civil Apparatus (ASN) in Indonesia plays a crucial role in providing public services and ensuring effective governance[1]. In order to strengthen work culture as one of the strategies for transforming ASN management towards a world-class government, on July 27, 2021, the President of the Republic of Indonesia launched the core values of ASN BerAKHLAK and the ASN employer branding "Proud to Serve the Nation"[2]. The Circular Letter also explains that the core values of ASN launched by the government consist of 7 values summarized in

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S. Hadi et al. (eds.), *Proceedings of the 1st International Conference on Business, Economic, and Social Sustainability (ICOBES 2025)*, Advances in Economics, Business and Management Research 384,

https://doi.org/10.2991/978-94-6239-626-5_63

BerAKHLAK. First, Service Oriented, which is a commitment to providing excellent service for the satisfaction of the community. Second, Accountable, which is responsible for the trust given. Third, Competent, which is to continue learning and developing capabilities. Fourth, Harmony, which means caring for one another and respecting differences. Fifth, Loyalty, which means being dedicated and prioritizing the interests of the nation and state. Sixth, Adaptability, which means continuously innovating and being enthusiastic in driving and facing change. Seventh, Collaboration, which means building synergistic cooperation.

One of the basic values of ASN, namely adaptability, implies that every organization must be able to keep up with changes in every aspect. The era of digital transformation and increasingly dynamic public service demands encourage the State Civil Apparatus (ASN) to be able to work adaptively, innovatively, and performance-oriented. In this ever-evolving digital era, leaders who are able to adopt and utilize information and communication technology effectively have the potential to achieve significant progress in public service[3]. Various studies show that digital leadership plays a role in increasing openness in communication, accelerating work, and forming an innovative culture in the public sector.

An organization with a good work culture can encourage all members of the organization to have a high level of involvement and commitment. Organizational Citizenship Behavior (OCB) is extra individual behavior that is not directly or explicitly recognizable in a formal work system, and which in aggregate can improve the effectiveness of organizational functions. Organizations generally believe that to achieve excellence, they must strive for the highest possible individual performance, because individual performance ultimately affects team or work group performance, which in turn affects the overall performance of the organization [4].

In order to improve governance, the government launched a grand design for bureaucratic reform. The implementation of bureaucratic reform faces challenges in the form of Indonesia's vast territory, the large number of government work units, and the diverse types of services available. These challenges require a strategy to accelerate the implementation of comprehensive bureaucratic reform that has a direct impact on organizations and society.

One of the strategies to accelerate bureaucratic reform is through the declaration of Integrity Zones. Integrity Zones (ZI) are titles given to government agencies whose leaders and staff are committed to realize WBK/WBBM through bureaucratic reform, particularly in terms of preventing corruption and improving the quality of public services[5]. The Corruption-Free Zone (WBK) is a title given to state administrative units that meet most of the requirements for change management, administrative restructuring, human resource management system restructuring, supervision strengthening, and performance accountability strengthening. The Clean and Service-Oriented Bureaucracy Zone (WBBM) is a designation awarded to government units that meet most of the criteria for management change, administrative restructuring, human resource management system restructuring, strengthening oversight, strengthening performance accountability, and strengthening public service quality.

The development of the Integrity Zone at the Yogyakarta City Ministry of Religious Affairs Office began in 2016. After going through various stages of evaluation, in 2018 the Ministry of Administrative and Bureaucratic Reform awarded

the Yogyakarta City Ministry of Religious Affairs Office with the title of Corruption-Free Zone (WBK), followed by the title of Clean and Serving Bureaucracy Zone (WBBM). As a work unit with the WBBM title, the Yogyakarta City Ministry of Religious Affairs Office is required to continuously improve innovation in order to strengthen the quality of public services.

Civil service innovation is a key factor in improving the quality of public services, especially in government agencies that deal directly with the public, such as the Yogyakarta City Ministry of Religious Affairs Office. Challenges in the form of the need for fast, accurate, and technology-based services require civil servants to generate new ideas, simplify processes, and improve the quality of religious and administrative services. However, various internal reports from the Indonesian bureaucracy show that civil service innovation is still often hampered by a work culture that is not very adaptive, a lack of collaboration, and leadership that is not yet fully digital. Currently, environmental changes are occurring more quickly and are more demanding, so the innovation process is also changing to adapt to developments [6].

Research on the influence of the implementation of ASN core values, digital leadership, and work innovation still shows a significant research gap. Most previous studies on ASN core values—particularly BerAKHLAK values—have focused more on their influence on employee performance, loyalty, and organizational commitment, but few have examined how these values can encourage innovative behavior at work. In fact, BerAKHLAK values contain adaptive and collaborative elements that theoretically can be the basis for innovative behavior among ASN. On the other hand, research on digital leadership in the public sector is also still relatively limited. Most studies focus on the technological capabilities of leaders or the effectiveness of digital transformation implementation, rather than on how digital leadership can foster a culture of innovation among ASN.

In addition, the Organizational Citizenship Behavior (OCB) variable is often used as a mediator in the relationship between leadership and employee performance, but it is still rarely studied as a connecting mechanism between the implementation of ASN core values and digital leadership on work innovation. In fact, OCB behaviors such as altruism, conscientiousness, and civic virtue have the potential to strengthen the influence of organizational values and leadership styles on employees' ability to generate new ideas. Furthermore, research in the context of local government agencies, particularly the Yogyakarta City Ministry of Religious Affairs Office, is still very limited. In fact, the Yogyakarta City Ministry of Religious Affairs is known to be active in digital-based public service innovation, making it a relevant context for testing the relationship between these variables.

Thus, this study attempts to fill the gap in the literature by integrating the variables of ASN core values implementation and digital leadership into a single model that explains their influence on ASN work innovation through the mediation of Organizational Citizenship Behavior (OCB). This study is expected to contribute theoretically by expanding the understanding of factors that drive ASN innovation, as well as providing practical implications for strengthening an innovative culture within the Ministry of Religious Affairs. This study use a conceptual method by comparing several relevant literature.

2 Literature Review

2.1 Core Values

In the Grand Design of Bureaucratic Reform, work culture is defined as the attitudes and behaviors of individuals and groups based on values that are believed to be true and have become characteristics and habits in carrying out daily tasks and work [7]. In 2021, through BKN Head Decree No. 87 of 2021 and PANRB Minister Circular Letter No. 20 of 2021, the government established "BerAKHLAK" as the core values of ASN. "BerAKHLAK" is an acronym for Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative, which also indicates variable indicators. In this study, the core values variable reflects the extent to which ASN at the Ministry of Religious Affairs in Yogyakarta City internalize and apply BerAKHLAK values in their daily work.

2.2 Digital Leadership

Digital leadership is the ability of leaders to utilize digital technology to guide, inspire, and empower members of an organization to adapt to changes in a technology-based environment. In this study, digital leadership is operationally defined as the ability of a leader to utilize digital technology in managerial processes, communication, and decision-making, as well as to build an innovative and collaborative work culture in the civil service environment. Yulia Barnakova (2022) in *Developing Digital Leadership Triathletes Digital Leadership* explains that a leader must be able to act as a Digital Strategist, Digital Driver, and Digital Innovator to be able to build organizational transformation. The indicators in the digital leadership variable consist of Digital Vision (The ability of leaders to formulate the direction and vision of a technology-based organization) [8], Digital Communication (Utilization of digital technology to improve effective communication among employees) [9], Digital Competence (Leaders' knowledge and skills in using technology to support work) [10], Digital Empowerment (Leaders' efforts to encourage employee participation and innovation through technology) [8] and Digital Culture (The ability of leaders to create a work culture that is adaptive to technology and digital change) [10].

2.3. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior, hereafter referred to as OCB, is a term used to identify the behavior of individuals within an organization that makes them good members. This behavior goes beyond their job responsibilities.

OCB can take various forms. There are five types of OCB [11]. First, Altruism (helping others), Altruism in the workplace basically consists of individual behavior in helping or assisting coworkers with tasks or problems that are relevant to the organization. This behavior can be directed within or outside the organization. Second, Conscientiousness (punctuality and reliability), this behavior shows that individuals in the organization can accept and comply with rules, regulations, and

procedures. Third, Civic Virtue (involvement), this behavior can be seen in organizational activities such as attending meetings and following the general developments of the organization. Fourth, Sportsmanship (refraining from complaining), is the willingness of individuals and is a form of tolerance towards less than ideal organizational conditions without complaining and exaggerating problems. Fifth, Courtesy (understanding and empathy), this is a form of helpful behavior that also serves to prevent problems from arising. All types of OCB are very valuable to organizations, even though this behavior is often not detected by organizational reward systems. Individuals who exhibit OCB will work better and receive higher performance evaluations. Individuals who do things outside their main duties or roles and contribute to the effectiveness of the organization are assets to the organization. Although not considered a measure of performance, OCB impacts organizational performance by supporting ongoing task activities and influencing performance evaluations.

From the above description, it can be concluded that OCB is discretionary individual behavior that is not directly or explicitly recognized by the formal reward system, supports the effective functioning of the organization, and is considered behavior that goes beyond the call of duty. The indicators used are Altruism (helping others), Conscientiousness (being punctual and reliable), civic virtue (getting involved), sportsmanship (refraining from complaining), and courtesy (understanding and empathy).

2.4 Work Innovation

The Innovative Work Behavior Theory developed by De Jong & Den Hartog explains that work innovation is the result of individual innovative behavior consisting of four stages [12]. First idea exploration, the initial stage in which individuals seek and identify opportunities for improvement or change in their work. The focus is on detecting problems, needs, or opportunities that can be addressed in new ways. Individuals at this stage actively observe their work environment, listen to feedback from colleagues, or compare existing work practices with other more effective methods.

The second stage is generating new ideas or creative solutions for the opportunities that have been identified. Individuals begin to imagine new alternatives, create concepts, or combine old ideas into something innovative. Creativity plays a major role at this stage, as ideas can arise from a combination of experience, knowledge, and inspiration.

Third idea championing (Idea Promotion). In this stage, individuals will introduce new ideas and seek support from colleagues, superiors, or other parties to realize those ideas. In this stage, individuals will seek support from colleagues, superiors, or other parties to realize those ideas. The next stage is idea implementation, so that it is actually used within the organization.

3 Methodology

This study is a conceptual study that aims to clarify theoretical constructs and derive new knowledge from specific sources based on previous research. In this

study, a conceptual approach is used by analyzing the results of previous studies rather than testing empirical data. By summarizing the existing literature, this study aims to provide a comprehensive understanding of the influence of ASN Core Values and Digital Leadership on Work Innovation through the mediation of Organizational Citizenship Behavior (OCB). A conceptual analysis approach was chosen to construct a framework that would serve as a basis for future empirical research. Specifically, this framework aims to answer the following research questions: (1) Do ASN Core Values and Digital Leadership positively influence Organizational Citizenship Behavior (OCB)?, (2) Do ASN Core Values and Digital Leadership increase ASN Work Innovation?, and (3) Does Organizational Citizenship Behavior (OCB) influence ASN Work Innovation? These questions are analyzed through a literature-based conceptual synthesis.

4. Results & Discussion

4.1 The Influence of Core Values of ASN BerAKHLAK on Organizational Citizenship Behavior

Cumulative evidence shows a consistent relationship between organizational values/culture and OCB; however, many studies find indirect effects through mediating variables (organizational commitment, organizational identification, OBSE, employee engagement). Several meta-analyses and reviews also emphasize context heterogeneity (country, sector) and potential moderators (e.g., leadership, HR practices) [14]. The strongest finding from the study on the Influence of ASN BerAKHLAK Core Values on Organizational Citizenship Behavior is that BerAKHLAK Core Values have a very significant influence and a very large effect on OCB. Values such as *harmonious*, *collaborative*, and *adaptive* have been specifically proven to encourage positive behavior beyond formal duties, which is the core of OCB. This indicates that BerAKHLAK is not just a slogan, but is truly capable of shaping ASN behavior to be more proactive, cooperative, and concerned with the overall success of the organization [15].

4.2 The Influence of Digital Leadership on Organizational Citizenship Behavior

A literature review found that digital leadership plays a key role in driving digital transformation and improving the quality of public services in the Indonesian government sector, where digital leaders with vision, technological skills, communication abilities, and an orientation toward innovation are able to create a collaborative and adaptive work environment. The results of the review show that digital leadership has been proven to improve an organization's ability to adapt to change, accelerate bureaucratic processes, facilitate technology adoption, and strengthen a data-driven work culture. Although it does not directly examine OCB, this literature confirms that the behavior of digital leaders who are empowering, communicative, and open to innovation has a positive impact on employee behavior,

including increased participation, proactivity, and commitment, which are the foundations of Organizational Citizenship Behavior (OCB) in the context of government [3]. Research on the influence of digital transformation and workplace effectiveness on Organizational Citizenship Behavior in government agencies shows that digital transformation and workplace effectiveness are in the very high category, and both are proven to have a significant influence on the Organizational Citizenship Behavior (OCB) of employees. Digital transformation has a significant impact on OCB, while workplace effectiveness shows a stronger influence. When tested simultaneously, these two variables produce a very large effect, confirming that effective implementation of digital transformation, combined with a supportive work environment, can together enhance employees' extra-role behaviors such as helping colleagues, taking initiative, maintaining harmonious relationships, and actively participating in organizational activities. [16].

4.3 The Influence of Organizational Citizenship Behavior on Work Innovation

An empirical study conducted by L. Hong and colleagues in the manufacturing sector in Malaysia shows that Organizational Citizenship Behavior (OCB) has a positive and significant effect on Innovative Work Behavior (IWB), where employees who more often show voluntary behavior outside of their formal duties tend to be more active in creating and applying new ideas in their work. The study also found that IWB acts as a mediator in the relationship between OCB and employee performance, such that an increase in OCB encourages innovative behavior, which ultimately strengthens individual performance. Thus, the study's results confirm that companies can indirectly improve employee performance by strengthening an OCB culture, which then triggers innovative work behavior [17].

4.4 The Influence of Core Values of ASN BerAKHLAK on Work Innovation

In a *study*, it was found that participants in the Basic Training for Civil Servant Candidates (Latsar CPNS) who internalized BerAKHLAK values (including service orientation, collaboration, etc.) had a more positive work attitude after becoming ASNs. Service orientation and collaboration values had a partially significant positive effect on work attitude. Although it does not directly discuss "work innovation," a positive work attitude can be the foundation for innovative behavior in the workplace [18]. Almost all studies measure the effect of the core values of civil servants on performance, work attitude, or work culture, not directly on work innovation (IWB).

4.5 The Influence of Digital Leadership on Entrepreneurial Work Innovation

Several studies and reviews in the public sector show that digital leadership has a positive influence on entrepreneurial work innovation in government agencies, usually working through intermediary channels such as increased digital capabilities, digital entrepreneurial orientation, and digital organizational culture: Conceptual studies and practical reviews in Indonesia show that digital leaders encourage technology adoption, cross-functional collaboration, and a culture that supports

experimentation, thereby strengthening the bureaucracy's ability to create new service solutions [3]. Cross-country empirical research and systematic reviews find similar patterns—digital leadership increases organizational readiness for digital innovation and public entrepreneurship, with the influence reinforced by factors such as organizational learning, digital maturity, and technical capacity support [3].

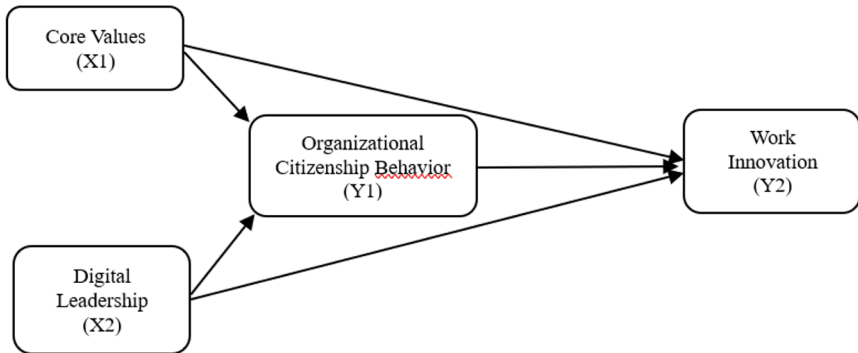


Fig. 1. Conceptual framework

Figure 1. This research framework describes the relationship between ASN Core Values (X1) and Digital Leadership (X2) as independent variables that are assumed to influence Organizational Citizenship Behavior (OCB) (Y1) and Work Innovation (Y2). In this model, ASN Core Values (X1) serve as the foundation for ASN professional behavior that encourages positive work attitudes, thereby not only increasing OCB but also directly influencing the level of work innovation. Furthermore, Digital Leadership (X2) is positioned as an important factor that directs, facilitates, and motivates ASN in a digital work environment, thereby contributing to the increase in OCB and work innovation. Then, OCB (Y1) is placed as a mediating variable that bridges the influence of ASN Core Values and Digital Leadership on work innovation. This means that the effective implementation of core values and digital leadership is expected to increase employees' extra-role behavior, which in turn encourages an increase in ASN work innovation in the environment of the Yogyakarta City Ministry of Religious Affairs Office.

5 Conclusion

This conceptual study reveals that the implementation of ASN BerAKHLAK Core Values and Digital Leadership has a very significant influence on ASN Work Innovation at the Yogyakarta City Ministry of Religious Affairs Office through the mediation of Organizational Citizenship Behavior (OCB). Core values such as harmony, collaboration, and adaptability have been proven to specifically encourage extra-role behavior among employees, which forms the foundation of OCB, indicating that BerAKHLAK is not just a slogan but actually shapes civil servants to

be more proactive and concerned about the success of the organization. Digital Leadership, with its components of digital vision, technology-based communication, digital competence, digital empowerment, and adaptive work culture, has also been proven to create a collaborative work environment and encourage extra-role behavior. OCB acts as a crucial connecting mechanism, where employees who exhibit voluntary behavior beyond their formal duties—such as altruism, awareness, civic virtue, sportsmanship, and politeness—are proven to be more active in creating and implementing innovative ideas in their work. This study fills a significant gap in the literature by integrating these three variables into one comprehensive model, providing a theoretical contribution to understanding the factors that drive ASN innovation and practical implications for strengthening an innovative culture in the Ministry of Religious Affairs and government organizations in general, especially in an era of digital transformation and increasingly dynamic public service demands.

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