# Employee Commitment and Organizational Policies at PT PLN (Persero) UP3 Surakarta

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**Abstract.** PT. PLN represents one of BUMN's moving in the field of ready electric power which its existence is very required by society. Thereby PT. PLN claimedto provide electric power which with quality is good the than facet sum up and also the quality. Others PT. PLN is also claimed to give professional serviceto customers or society. Along with that's writer has an eye to perform research with the title "Employee Commitment and Organizational Policies PT PLN (Persero) UP3 Surakarta". State-owned enterprises need to be more community-friendly as a form of public organization. The orientation of state-owned enterprises so far has tended to be towards national interests (bureaucracy), which has led to an unhealthy condition of state-owned enterprises in Indonesia, giving rise to widespread social debate. Purpose and objectives to analyze employee attitudes, roles, and commitment to the work team. This type of research uses quantitative methods. The population in this study were employees of PT PLN (Persero) UP3 Surakarta. There are three variables in this study, namely the dependent, independent, and mediating variables. The results of this study, the commitment variable has a significant effect on organizational behavior.

**Keywords**: employee commitment, organizational policies, human resource management

## INTRODUCTION

In the modern era of globalization, the development of science and technology. The technology is currently growing very rapidly, so companies are being sued to be able to adapt and be able to survive in any conditions. One of the strengths that can support and help the company to survive namely Human Resources Management (HRM). Resource management Humans are a very important factor in obtaining the best performance because apart from understanding expertise and skills, Human resource management must also be required to develop good personality and behavior to get the best performance. With various competitive pressures that exist in today's business world, companies are required to be able to think about how companies can adapt to the environment around them which is always changing. Problems related to human resources at a time. Companies are required to pay attention because no matter how advanced the technology is used in a company and whatever costs are incurred by the company, the employee or employee will ultimately be the one running it. This shows that if it is supported by good quality the best of the employee in carrying out the tasks assigned to him level success will not be achieved. This employee's contribution will determine the progress withdrawal of a company.

Human resources are the most important asset in a company; therefore, HR is managed well so that it makes an optimal contribution to a company. Companies are required to manage human resources well in order to achieve success in a company. One of the successes in a company lies in the results of good employee performance, and good employee performance by managing human resources well and professionally. The performance of the elements needs to be improved in the organization. In order to provide optimal organizational assets, employees must be managed well because employees are a very valuable asset for the organization.

Performance can be defined as achieving the goals of an organization in a sustainable manner. The goals of the organization concerned, whether an organization or the private sector, must be achieved through means in the form of a driven organization a group of people who play an active role as actors in achieving goals. The performance itself cannot be separated from a company. Every company has support in the form of direction from a leader and commitment that will be given as encouragement, a comfortable working atmosphere, providing facilities and equipment to support and make it easier to achieve the goals required for employee performance (Tjandra, 2005).

Employee performance is influenced by several factors, factors that can influence employee performance include work rotation. Kaymaz (2010) defines work rotation as being able to increase employee work productivity because it affects the employee's own performance. Job rotation can also be used as a way that companies can use for employees to reduce the level of employee boredom because the activities, they do are usually repetitive. Job rotation itself also has disadvantages, namely that employees need to readjust to a new work environment and new responsibilities. Apart from that, with job rotation employees can gain experience and develop their skills.

As an instrument in development, the existence of BUMN in Indonesia is felt to be very important, not only by the government but also by the wider community. From the government's side, BUMN is often used as an important instrument in economic development, especially development in the manufacturing industries, etc., while from the community's side, BUMN is an important instrument as a provider of fast, cheap, and efficient services. As a form of public organization, BUMN should be more pro-community. The alignment of BUMN which has so far been more in favor of the interests of the government (bureaucracy) which has resulted in the unhealthy condition of BUMN in Indonesia has given rise to various debates in society. In general, the debate that occurs around BUMN revolves around how BUMN should

be managed so that its essence as an effective and efficient service provider can be truly optimized. In this case, services are provided with as little cost and time as possible, resulting in quality services.

Communities that are well served will provide opinions on a form of public organization service. This will have a positive influence on the efforts of public organizations regarding profit generation and market expansion. Of the many public organizations operating in strategic fields, PT. PLN is a public organization whose existence is really needed by the community. As a public organization operating in the field of electricity services, the existence of PT. PLN is really needed by all parties. As an electricity service provider officially appointed by the government, PT. PLN is really required to show its professionalism, namely in the form of improving and improving organizational performance. In this case, it is not an easy thing for PT. PLN, not only because the homeland area is so large and in the form of islands, but also due to limited funds and human resources in accordance with PT's wishes. PLN. Apart from that, PT. PLN is also required to be able to master currently developing technology that emphasizes practical and economical production processes.

To address this, one of the efforts of PT. PLN is changing its status from a State Electricity Public Company (Perum) to a Limited Liability Company based on PP No. 23 of 1994 and Notarial Deed No. 169 dated July 30 1994. As a state-owned company in the form of a Persero, the company must be managed in accordance with the principles of a healthy company and foster profits so that this change is one step to enable PT. PLN sold shares to the capital market, as is often done by private companies.

PT. PLN is national in nature, but of course, it is also adjusted to the capabilities of each State Electric Company at the center and in the regions. PT. PLN has the main task of generating, distributing and distributing electric power to the community. Seeing this, PT. PLN must make every effort to improve the quality of its performance so that it is able to compete and become a business entity in the electricity sector that is in line with its vision and mission. Another factor that can influence employee performance is organizational commitment. Commitment is basically an indicator that influences employee performance. A person's commitment to the organization is often a very important issue.

PT. PLN (Persero), as an energy company with significant responsibilities in providing electricity supply for the entire Indonesian population, faces various challenges and dynamic changes in the energy industry (PLN, 2022). In facing these changes and challenges, well-crafted policies are essential to maintain the company's performance and sustainability. However, sound policies must also be supported by a strong commitment from all members of the organization, from managerial levels to field employees.

Attitude or individual attitudes toward policies have a significant impact on the level of policy commitment. If members of the organization have a positive attitude towards policies, they are more likely to be motivated to implement policies with dedication. On the other hand, negative attitudes can lead to resistance or even rejection in their implementation (Arifin, 2020). Furthermore, role clarity is also a critical aspect in enhancing policy commitment in PT. PLN. Role clarity involves a clear understanding of the tasks, responsibilities, and authority of each individual within the organization. If the roles and responsibilities of each member are not well-defined, it can lead to uncertainty in their contribution to the policies and hinder the level of commitment towards them (Kundu et al., 2020).

However, PT. PLN also faces challenges regarding role conflict among its members. Role conflict may arise when there are conflicting demands or expectations from various roles that individuals must fulfill. This imbalance can cause stress and uncertainty, ultimately lowering their commitment to the policies (Hardiani et al., 2018).

In order to face the complexity and challenges, PT. PLN needs to identify and address factors that may influence policy commitment. Management of individual attitudes towards policies, better clarification of roles, and handling of role conflicts are an important part of efforts to increase the success of corporate policies(Wartini, 2016). Furthermore, organizational culture also plays a significant role in influencing attitudes, role clarity, and the level of role conflict. A culture that supports policies and fosters solid cooperation will increase commitment to policies in PT. PLN. Human resource management also plays a vital role in enhancing policy commitment. Training and development of employees to improve their understanding of policies, their roles, and ways to address role conflicts can be strategic steps in optimizing commitment to policies (Zeuch, 2016).

In the context of companies like PT. PLN, involving employees in the policy formulation process can enhance their sense of ownership towards the policies. Active employee participation in policy-making can help ensure that the policies reflect the needs and realities on the ground. PT. PLN can enhance policy commitment and achieve success in the implementation of its policies. Integrated and sustainable efforts to increase policy commitment will have a positive impact on the company's performance and provide broader benefits to the communities served by PT. PLN

## LITERATURE REVIEW
### Policy Commitment

The term "policy commitment" refers to a high-level and public statement made by an enterprise to express its dedication to upholding human rights responsibilities. This commitment serves as a clear, overarching policy that guides the enterprise's actions. According to this Principle, the policy commitment should extend to the enterprise's business partners and other entities directly linked to its operations, products, or services (UNHR, 2012).

Internally, the implications of the overarching policy commitment must be understood and reflected in relevant internal policies and procedures. These policies serve as the means to put the commitment into practice and integrate it into the enterprise's values. In small enterprises with limited human rights risks, a policy note to staff may suffice,

emphasizing the responsibility to respect human rights and key issues, such as non-discrimination, along with the consequences for breaches. However, larger enterprises often require additional internal human rights policies tailored to different departments, such as procurement, human resources, production, sales, etc. Alignment with other policy areas and procedures is essential to ensure that the enterprise can meet its human rights responsibilities effectively. Failure to do so could result in contributing to adverse human rights impacts, such as making decisions without considering their impact on labor rights or rewarding staff without regard to harmful consequences to communities (UNHR, 2012).

Organizational policy is a general formulation that includes ideas, standards and patterns, is a system thinking of people or organizations in an effort to achieve goals based on knowledge management. Systems thinking is the idea that organizational activities do not stand alone, but exist in an environment whose elements are interconnected and form a system (Poerwanto, 2008).

Organizational policies which in business activities are referred to as business policies, or strategic management are often understood overlappingly because both are assumed to have the same framework, namely about how organizations are managed properly, can survive, develop and gain profits in the long term. Strategy is a pattern or plan that is integrated with the main objectives, policies and actions that should be carried out in their entirety. Good strategy formulation will help organize and allocate organizational resources into a force that is able to anticipate environmental changes.

Organizational policy is the direction of future activities based on analysis, assessment and business ideas regarding the organization's environment. There are three fundamental factors to consider in building a strong business idea (Van der Heijden & Valiente, 2002):

1. The business idea must be able to explain how value will be created for interested parties and the organization.

2. Organizations that want to meet society's needs must have something unique to offer.

3. Once an organization is able to create uniqueness and create value for society, this is an investment.

These three fundamentals are operated within a framework as the basis for policy making. Regarding the environment in strategic policy, the business environment component consists of market and non-market. Included in the market environment are interactions between organizations, suppliers and customers that are managed by markets or individual agreements as contracts. The interactions in question typically include economic transactions and exchange of property rights. To be successful, an organization must be effective in its market environment. Organizations must be efficient in producing and responsive to customer requests. Organizations must anticipate and adapt to change, innovate through research and development, and develop new products and services.

Effective management in a market environment is an important condition for success, but it is not enough. Baron added that organizational and management performance also depends on activities in the non-market environment. The nonmarket environment includes social, political, and legal arrangements outside the interaction structure but in connection with markets and individual agreements. The nonmarket environment includes interactions between organizations and individuals, interest groups, government, and politics that are mediated not by markets but by public institutions and individuals. Effective management in a nonmarket environment is an essential condition for success.

The structure of a commitment constructs varies somewhat within the literature. Angle and Perry (1981) found support for a two-dimensional model of commitment that included affective (commitment based on desire) and continuance (commitment based on lack of acceptable alternatives) components. Meyer et al. (1993) asserted a three-component conceptualization of commitment for both organizational commitment and their proposed occupational commitment construct. The three dimensions were affective commitment, continuance commitment, and normative commitment (commitment based on obligations). Blau (2003) extended Meyer et al.'s conceptualization of commitment to four dimensions by separating the continuance dimension into two components: accumulated costs and limited alternatives. The notion that individuals tend to translate the forces acting upon them at any given time into affective terms is an important element of field theory (Diamond, 1992). Because congruence between employees' personal value sets and the values embedded in organizational policies is central to our definition of policy commitment, and because individuals' values determine which forces have a positive or negative affectivity (Lewin, 1951), we expect policy commitment to be unidimensional and affective in nature.

**Attitude**

An individual is closely related to his attitude each as a personal trait. Attitude in general often defined as an action taken by an individual to respond to something. The definition of attitude is explained by (Azwar, 2016) attitude is defined as a reaction or the response that arises from an individual to that object then raises individual behavior towards the object in certain ways. According (Azwar, 2016) describes the factors forming attitudes, namely: strong experience, the influence of other people who are considered important, the influence of culture, mass media, educational institutions and religious institutions, the influence of emotional factors.

Attitude formation is influenced by various factors, namely internal and external factors. Internal factors in the form of personal experience and emotional state. Experience of an object that gives a pleasant or good impression will form a positive attitude, an unpleasant experience will form a negative attitude. While emotional factors, more on the psychological condition of an individual, feelings of interest, pleasure, and feelings of need will form a positive attitude, while feelings of hatred, indifference, and distrust will form a negative attitude. While external factors forming attitudes, include the influence of communication, group interaction, and cultural

influences (Azwar, 2016).

## Role Clarity

Role clarity has become a very important variable. Clarity of roles as antecedents of OCB. Role clarity is the degree to which an employee is confident about how the job should be done. A lack of role clarity can have an impact on the psychological and behavioral outcomes of an employee. When an employee is confident about his role, he will be more focused on achieving it, ultimately resulting in increased competency.(Sundaram et al., 2018).

Numerous studies indicate role states as antecedents to organizational commitment (Mathieu and Zajac, 1990). Role clarity refers to the extent to which employees possess a precise understanding of their fit and function within a given context. Employees who clearly understand their organizational roles have been found to experience less anxiety and higher levels of commitment (Allen et al., 2001). Similarly, employees who clearly understand their roles, or functions, with respect to organizational policies, should exhibit higher levels of commitment toward those policies. This is consistent with field theory as well, in that the clarity of expectations employees hold concerning a specific policy affects the level of uncertainty with which they view that policy, and ultimately, their behavior with respect to that policy (Lewin, 1951). Specifically, we expect that employees who clearly understand their roles to be more supportive of and committed to the implementation of a team concept.

## Role Conflict

Hanna and Firnanti(Hanna & Firnanti, 2013) argue that role conflict is a form of individual discomfort in the organization in carrying out its work which stems from the appearance of two orders received simultaneously which results in a decrease in work motivation. Role conflict arises when a person gets a role that makes it difficult for him to adapt to other roles (Robbins & Judge, 2018) . Indicators of role conflict according to Hanna and Firnanti (2013) are as follows; Different Jobs Human Resources, Setting aside the rules, Unnecessary Activities, Conflicting Roles, Jobs That Others Can't Accept.

Role conflict is a negative role state in which two or more expectations are placed on an employee such that meeting one expectation necessarily prevents the employee from meeting the other (Rizzo et al., 1970). Role conflict has previously been shown to be positively related to job dissatisfaction and psychological strain (Schaubroeck et al., 1989), and less satisfying work experiences suggest lower levels of commitment (Allen and Meyer, 1990). Further, role conflict increases the degree of uncertainty with which employees view a given policy, negatively affecting their behavior relative to that policy, again consistent with field theory (Lewin, 1951). Thus, employees who experience role conflict should exhibit lower levels of commitment. In this study, we expect employees who experience conflicting requirements associated with their roles to be less committed to the implementation of a team concept.

## Previous Research and Hypotheses Development

Campbell (1963) and Fishbein (1967) emphasized that attitudes are learned through experiences with specific targets and are influenced by individuals' beliefs about those targets. According to script theory (Abelson, 1976, 1981), people's experiences with attitude objects create reactive scripts or schemas, shaping their generalized tendencies toward future encounters with the same objects. Attitude, as defined by Eagly and Chaiken (1993), is a psychological tendency to evaluate a particular target in either a favorable or unfavorable manner. These evaluations become part of an individual's "psychological past," exerting a significant influence on their present thoughts and behaviors (Lewin, 1951). Hence, an employee's prior experiences with a given policy significantly impact their present beliefs regarding the policy's value and effectiveness. If those past experiences were positive, it is reasonable to expect that the employee's attitude toward that policy will remain positive in the future. For instance, employees who hold a positive attitude toward self-directed teams are likely to display higher levels of commitment when the concept of self-directed teams is introduced in their organization(Foote et al., 2005).

H1 : Attitude significant positive to policy commitment.

Clarification related to the role of employees in the company through the use of performance measures can lead to increased managerial performance. Conversely, role ambiguity can lead to decreased job satisfaction and performance. Role ambiguity can occur when the expectations of a role cannot be understood clearly and then it is accompanied by uncertainty from the individual about what he or she should do. Cäker and Severbo (2018) found a positive effect of role clarity on job satisfaction and performance. Individuals understand their roles clearly, so they tend to be satisfied in the work they do, so they can improve their performance.

H2 : Role clarity significant positive to policy commitment.

Role conflict refers to a situation in which an employee faces conflicting expectations, making it impossible to meet one expectation without sacrificing the other (Rizzo et al., 1970). Previous research has demonstrated that role conflict is positively associated with job dissatisfaction and psychological strain (Schaubroeck et al., 1989). Less satisfying work experiences are indicative of lower levels of commitment (Allen and Meyer, 1990). Moreover, role conflict increases uncertainty among employees regarding a specific policy, leading to negative effects on their behavior towards that policy, which aligns with field theory (Lewin, 1951). Consequently, employees experiencing role conflict are likely to demonstrate lower levels of commitment. In this study, it is expected that employees facing conflicting role requirements will show less commitment to the implementation of a team concept.

H3: Role conflict significant negative to policy commitment.

## Conceptual Framework

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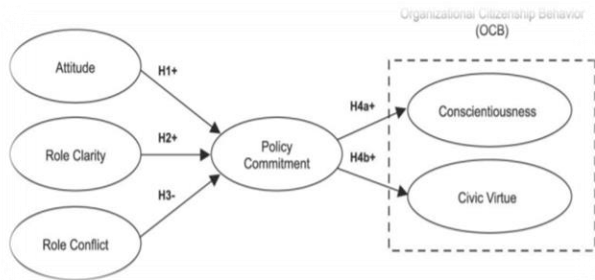
## METHODOLOGY

### Data

The research used is a quantitative research method. The population in this study were employees of PT PLN (Persero) UP3 Surakarta. The samples taken were 100 respondents, or the same as the number of employees of PT PLN UP3 Surakarta.

### Model Development

Attitude was measured with two items ("How do you feel about your prior work experience with self-directed work teams?" and "How did you feel about self-directed work teams before you became involved with them at your current employer?"). Role clarity and role conflict were measured using items adapted from (Foote et al., 2005). Role clarity included six items, and role conflict included four items. Policy commitment was measured using four items from the OCQ (Porter et al in (Foote et al., 2005) and three items from Meyer et al. (1993). All of the items were modified to reflect commitment to the organization's transition to a team-based structure as a proxy for policy commitment. Finally, the conscientiousness (three items) and civic virtue (three items) dimensions of organizational citizenship behavior were measured using OCB subscales found in Niehoff and Moorman (1993) on (Foote et al., 2005).
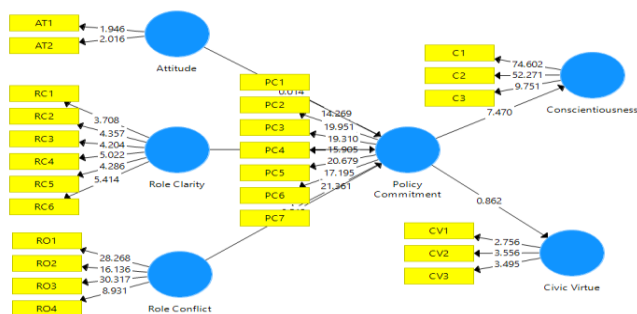
### Method

The data analysis technique of this research uses the Partial Least Square (PLS) method with SMARTPLS software.

## RESULT AND DISCUSSION

### Results

#### Outer Model

The result know that participants were dominated by male sex and dominated by the age of 20-35 years.



**Source: SmartPLS 2023**

**Figure 1**. Outer Model

**Tabel 1.** Outer Loading Value

|  | Latent Variable 1 | Latent Variable 2 | Latent Variable 3 | Latent Variable 4 | Latent Variable 5 | Latent Variable 6 |
|---|---|---|---|---|---|---|
| AT1 | 0,790 | | | | | |
| AT2 | 0,847 | | | | | |
| C1 | | | | | 0,933 | |
| C2 | | | | | 0,915 | |
| C3 | | | | | 0,783 | |
| CV1 | | | | | | 0,799 |
| CV2 | | | | | | 0,978 |
| CV3 | | | | | | 0,931 |
| PC1 | | | | 0,723 | | |
| PC2 | | | | 0,781 | | |
| PC3 | | | | 0,793 | | |
| PC4 | | | | 0,710 | | |
| PC5 | | | | 0,775 | | |
| PC6 | | | | 0,779 | | |
| PC7 | | | | 0,827 | | |
| RC1 | | 0,729 | | | | |
| RC2 | | 0,777 | | | | |
| RC3 | | 0,712 | | | | |
| RC4 | | 0,867 | | | | |
| RC5 | | 0,777 | | | | |
| RC6 | | 0,823 | | | | |
| RO1 | | | 0,835 | | | |
| RO2 | | | 0,789 | | | |
| RO3 | | | 0,831 | | | |
| RO4 | | | 0,707 | | | |

**Source: SmartPLS 2023**

The data above shows that there are no variable indicators whose outer loading value is less than 0.5, so that all indicators are considered suitable or valid for research purposes and can be used for further analysis.

**Tabel 2.** Average Variance Extracted (A)

| Variable | AVE | Conclusion |
|---|---|---|
| Attitude | 0,671 | **Valid** |
| Role Clarity | 0,613 | **Valid** |
| Role Conflict | 0,627 | **Valid** |
| Policy Commitment | 0,594 | **Valid** |
| Conscientiousness | 0,773 | **Valid** |
| Civic Virtue | 0,821 | **Valid** |

**Source: SmartPLS 2023**

Average Variance Extracted (AVE) value > 0.5 with Attitude of 0.671, Role Clarity variable value of 0.613, Role Conflict variable value of 0.627, Policy Commitment variable value of 0.594, Conscientiousness variable value of 0.773, and Civic Virtue variable of 0.821. This shows that each variable in this study can be said to be valid with Discriminant Validity.

**Tabel 3.** Composite Reliability

| Variable | Composite Reliability Value | Conclusion |
|---|---|---|
| Attitude | 0,803 | **Reliable** |
| Role Clarity | 0,904 | **Reliable** |
| Role Conflict | 0,870 | **Reliable** |
| Policy Commitment | 0,911 | **Reliable** |
| Conscientiousness | 0,910 | **Reliable** |
| Civic Virtue | 0,932 | **Reliable** |

**Source: SmartPLS 2023**

Attitude variable value is 0.803, the Role Clarity variable

value is 0.904, the Role Conflict variable value is 0.870, the Policy Commitment variable value is 0.911, the Conscientiousness variable value is 0.910, and the Civic Virtue variable is 0.932. This shows that each variable used in this study can be said to be reliable.

**Tabel 4.** Cronbach's Alpha Value

| Variable | Cronbach's Alpha Value | Conclusion |
|---|---|---|
| Attitude | 0,671 | **Valid** |
| Role Clarity | 0,889 | **Valid** |
| Role Conflict | 0,808 | **Valid** |
| Policy Commitment | 0,886 | **Valid** |
| Conscientiousness | 0,863 | **Valid** |
| Civic Virtue | 0,923 | **Valid** |

**Source: SmartPLS 2023**

All results of Cronbach's alpha have a value greater than 0.60 which means that Cronbach's alpha fulfills the requirements of all constructs to be considered reliable.

**Inner Model**

Testing the hypothesis in this study can be seen in the path coefficient values for direct and indirect effects, especially for mediation.

**Tabel 5. Direct Effect**

| Variable | Original Sample | T-Statistics | P-Values |
|---|---|---|---|
| x1 -> Z | -0.001 | 0.013 | **0.989** |
| X2 -> Z | -0.023 | 0.231 | **0.817** |
| X3 -> Z | -0.580 | 6.648 | **0.000** |
| Z -> y1 | 0.501 | 7.054 | **0.000** |
| Z -> y2 | 0.132 | 0.818 | **0.414** |

**Source: SmartPLS 2023**

Table 5 shows that attitude and role clarity have no effect on policy commitment, while role conflict has a significant negative effect on policy commitment. Meanwhile, policy commitment has a significant positive effect on Conscientiousness and policy commitment has no effect on civic virtue.

**Tabel 6. Indirect Effect**

| Variable | Original Sample | T-Statistics | P-Values |
|---|---|---|---|
| x1 -> Z -> y1 | -0.001 | 0.013 | **0.989** |
| X2 -> Z -> y1 | -0.012 | 0.222 | **0.824** |
| X3 -> Z -> y1 | 0.291 | 4.898 | **0.000** |
| x1 -> Z -> y2 | -0.000 | 0.009 | **0.993** |
| X2 -> Z -> y2 | -0.003 | 0.152 | **0.879** |
| X3 -> Z -> y2 | 0.084 | 0.804 | **0.422** |

**Source: SmartPLS 2023**

Table 6. Shows that there is one variable that is mediated by policy commitment, namely role conflict on Conscientiousness, while the other variables are not mediated.

**Discussions**

The purpose of this study was twofold: to introduce the policy commitment construct and investigate its relationship with attitude, role clarity, and role conflict, as well as its influence on citizenship behavior. A research model was developed, wherein attitude, role clarity, and role conflict were identified as predictors of policy commitment. Subsequently, policy commitment was hypothesized to predict conscientiousness and civic virtue citizenship behaviors. The results of the study provided support for the idea that a positive attitude and a clear understanding of one's role can indeed predict policy commitment.

Furthermore, the findings indicated that policy commitment positively predicted conscientiousness. On the other hand, role conflict was found to have a negative impact on commitment to the policy of implementing a team concept. Notably, individuals who exhibited higher levels of commitment to implementing the team concept also demonstrated higher levels of conscientiousness and civic virtue behavior compared to their less committed counterparts. This finding aligns with the concept of internalization of values, and the net utility of prospective behavior in field theory. It is also consistent with previous research that reported correlations between internalization and citizenship behaviors (Foote et al., 2005). Specifically, the study suggests that the extra effort exerted due to higher levels of policy commitment is likely to manifest in conscientiousness, a dimension of citizenship behavior that is policy-directed in nature.

**CONCLUSION AND RECOMMENDATION**
**Conclusion**

Attitude and role clarity have no effect on policy commitment, while role conflict has a significant negative effect on policy commitment. Meanwhile, policy commitment has a significant positive effect on Conscientiousness and policy commitment has no effect on civic virtue. There is one variable that is mediated by policy commitment, namely role conflict on Conscientiousness.

**Recommendation**

as our study indicates, a clearer understanding of one's role contributes on role conflict greatly to the successful implementation of policies by raising employees' level of commitment, which can lead to greater conscientiousness.

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