

# THE INFLUENCE OF EMPLOYEE ENGAGEMENT, SPIRITUAL LEADERSHIP AND ISLAMIC WORK ETHIC ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN THE POLICE FORCE PAMONG PRAJA AND WILAYATUL HISBAH BIREUEN DISTRICT

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## Abstract

*This research was conducted to examine the influence of employee engagement, spiritual leadership and Islamic work ethic on organizational citizenship behavior (OCB) in the Bireuen Regency Civil Service and Wilayatul Hisbah Police Unit. The population in this study were employees in the civil service and wilayatul hisbah police units in Bireuen Regency, totaling 204 employees. Meanwhile, the number of samples in this study was 67 employees. The data collection technique used was a survey technique through distributing questionnaires. The data analysis method used is multiple regression analysis technique using SPSS 25. Data analysis uses the classic assumption test, partial test (t) and coefficient of determination test. The research results show that employee engagement, spiritual leadership and Islamic work ethic have a positive and significant effect on Organizational Citizenship Behavior (OCB) in the Bireuen Regency Civil Service and Wilayatul Hisbah Police Unit.*

**Keywords :** *Employee engagement, spiritual leadership, Islamic work ethic and Organizational Citizenship Behavior (OCB)*

## 1. INTRODUCTION

Human resources are the capital that determines the competitive advantage and success to achieve an organization's goals. To achieve these goals, it is necessary to have good willingness, ability and attitude of employees in carrying out their duties and responsibilities, so that the work carried out can be in accordance with organizational goals. In government institutions, human resources (employees) are expected to work optimally, especially the Pamong Praja Police Unit and Wilayatul Hisbah of Bireuen Regency, this is because the form of work carried out is public service for the community. The Civil Service Police Unit and Wilayatul Hisbah of Bireuen Regency are local government agencies that aim to maintain public peace and order and enforce local regulations as well as to supervise, foster and investigate the implementation of Islamic law. In the face of this competition, agencies need to maintain the sustainability of quality human resources to maintain their competitive advantage. One of the problems faced by agencies is still low organizational citizenship behavior (OCB), this low organizational citizenship behavior (OCB) behavior can hinder work efficiency and effectiveness.

Organizational citizenship behavior (OCB) is the behavior of individuals who contribute to the workplace beyond the demands and tasks assigned to them. This individual behavior is positive and voluntary outside the job description, not regulated in agency regulations, but it is very beneficial for the agency, because this behavior can increase organizational effectiveness and efficiency. According to Husniati et al., (2018) that organizational citizenship behavior (OCB) is voluntary employee behavior, which is not directly related to rewards, but contributes to organizational effectiveness. According to Yusniar et al., (2022) Organizational Citizenship Behavior (OCB) is a behavior in which a person is willing to do something beyond what has been described by his job, and does not have a reward for that organizational citizenship behavior (OCB) can also be interpreted as behaviors and attitudes that benefit the organization that cannot be grown

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on the basis of formal role obligations or with a form of contract or recompensation. Employees with Organizational Citizenship Behavior (OCB) will show fond behavior of helping colleagues who look unproductive so that the performance of employees who are helped can increase (Satria et al., 2021). To make an effective agency, organizational citizenship behavior (OCB) is very important to implement because it includes behaviors that are not directly related to their performance duties but are very important for the overall performance of the agency.

One of the factors that can affect organizational citizenship behavior (OCB) in an agency is employee engagement, employee engagement is a positive attitude held by employees towards the agency and its values. Claresta, A.D, (2019) defines that employee engagement is a strong emotional and intellectual relationship that employees have with their work, organization, manager or coworkers, which in turn will influence them to give more effort to work. Employee engagement is characterized by vigor, dedication, and absorption in employees. Employee engagement is when employees look serious and enthusiastic at work with the aim of providing the best for the agency. Employees who have a strong commitment to their work and have a positive atmosphere both in the organizational environment and among other employees will be passionate about their work and create a positive work environment or condition. In addition to the agency environment, employee engagement increases employee responsibility for their work in the agency.

In previous research conducted by Ompusunggu & Rifani, (2023) showed that employee engagement has a significant positive effect on organizational citizenship behavior (OCB), where the better the level of employee engagement, the better the organizational citizenship behavior. This is because employees or workers who are involved will not only improve their performance, but employees will try to improve the performance of their organization. However, in contrast to Dalimunthe & Zuanda's research, (2020) which shows that there is no positive and significant influence between employee engagement and organizational citizenship behavior (OCB). Therefore, research on the effect of employee engagement on organizational citizenship behavior (OCB) still needs to be done.

In addition, in addition to employee engagement, another factor that can influence employees' organizational citizenship behavior (OCB) is the presence of spiritual leadership. Leadership is basically a process to influence, mobilize and direct an action in a person or group of people to achieve certain goals (Adamy, 2016). Likewise, spiritual leadership can have an influence on employees. According to Nurcholiq, (2019) states that spiritual leadership is leadership that brings the dimension of worldliness to the dimension of divinity, meaning that God is a true leader who influences, serves, and moves the conscience of every human being through ethical approaches and exemplary.

Spiritual leadership is leadership that is able to inspire, motivate, and move others through example, service, compassion, and the application of divine values in the goals, processes, culture, and behavior of its leadership. In other words, spiritual leadership makes spiritual values the main beliefs, core values, and philosophies in its leadership style. In simple terms, spiritual leadership is a leadership style that integrates spiritual values into the leader's vision, mission and actions. Previous research conducted by Pandia et al., (2023) on the effect of spiritual leadership on organizational citizenship behavior (OCB), where in his research concluded that spiritual leadership has a positive and significant effect on organizational citizenship behavior (OCB) of employees. While in Syah's research, (2020) shows shows that spiritual leadership has a negative effect on organizational citizenship behavior (OCB). Therefore, research on the effect of spiritual leadership on organizational citizenship behavior (OCB) still needs to be done.

Furthermore, Islamic work ethic is also an important factor that can influence employee organizational citizenship behavior (OCB). The Islamic work ethic itself can be seen through the way employees work in accordance with using the values in Islamic law so that in doing work there are no longer many calculations and thinking repeatedly because they believe that what is being done is a good thing. Islamic work ethic is an emanation of aqidah that comes from the Islamic faith system so that individuals can work with an Islamic work ethic (Javed et al., 2020). The basic

elements in the Islamic work ethic will provide a sense of worth in work so as to strengthen employee commitment to work (Purnomo et al., 2023). Employees who have an Islamic work ethic in their workplace will also improve their performance. Because the Islamic work ethic emphasizes that creative work is a source of happiness and achievement. Hard work is considered a virtue so that an employee who does his job with hard work and high enthusiasm is likely to progress in life, otherwise if an employee does not work hard in completing his work, it is likely that his life will fail. Previous research conducted by Sinaga & Widiasih, (2023) showed that Islamic work ethic has a positive and significant effect on organizational citizenship behavior (OCB). Thus, the higher the Islamic work ethic in individuals, the more it will affect organizational citizenship behavior. While Khadijah's research, (2017) shows that Islamic work ethic has no significant effect on organizational citizenship behavior (OCB). So there are still gaps in this research, therefore, research on the effect of Islamic work ethic on organizational citizenship behavior (OCB) still needs to be done.

Based on preliminary observations made by the author at the Bireuen Regency Pamong Praja and Wilayatul Hisbah Police Unit, where organizational citizenship behavior (OCB) has problem phenomena such as the lack of a sense of help between coworkers and the desire to help each other between coworkers when carrying out their duties, There are still employees who do not carry out their duties according to regulations and procedures wisely and feel that they do not complete their tasks and work on time because they are not satisfied with their current job and there is a lack of encouragement or motivation within these employees to carry out their work, there are still employees who like to complain when they get additional work, and employees also often do not attend social activities that have been held by the agency and this also shows a lack of employee concern for the agency.

Other problems related to employee engagement show that the level of employee engagement in the Bireuen Regency Pamong Praja and Wilayatul Hisbah Police units is still in the medium category, where some employees seem less enthusiastic about working. For example, when they arrive at the workspace, they do not immediately prepare a schedule or agenda that must be completed that day, often procrastinate work, chat about various things outside of work, lack enthusiasm in completing work, and some have finished work and rushed to go home even though the time has not exactly shown the time to go home. However, there are some employees who are eager to prepare themselves for the day, enthusiastic in completing work, and during breaks there are employees who are still struggling with work or in other words, employees find it difficult to escape from the work they are facing.

In addition to organizational citizenship behavior (OCB) and employee engagement, the issue of spiritual leadership is, where the head has given attention and care to employees, such as reprimanding employees who make mistakes in work then defending and providing solutions to the impact of mistakes made by employees. In addition, the leader also emphasizes aspects of honesty related to their work and urges them to work wholeheartedly. However, the application of spirituality in leading employees is still lacking, this is evidenced by the fact that there are still employees who work not wholeheartedly so that the resulting performance is not optimal, there is still an attitude of dishonest employees regarding time, namely arriving late and leaving early so that it slows down the completion of work.

In addition to the low level of organizational citizenship behavior (OCB), employee engagement and spiritual leadership, it can be seen that the problem of Islamic work ethic that occurs in the Pamong Praja Police unit and Wilayatul Hisbah Bireuen Regency is also still lacking, namely there are still employees who do not take their job responsibilities seriously and the lack of honesty of employees of the Pamong Praja Wilayatul Hisbah Police unit of Bireuen Regency, there are still employees who do not take advantage of existing working hours and tend to reduce their working hours. Based on some of the above phenomena that employee engagement, spiritual leadership and a qualified Islamic work ethic, will be able to create a work atmosphere that can make employees work harder and can automatically increase employee work motivation which has a direct impact on employee work productivity so that organizational citizenship behavior (OCB) is achieved properly.

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**2. IMPLEMENTATION METHOD**

The object of research used is the workforce at the Civil Service Police Unit and Wilayatul Hisbah of Bireuen Regency. This research was conducted at the Pamong Praja Police Unit and Wilayatul Hisbah Bireuen Regency. The population in this study were employees in the Pamong Praja Police Unit and Wilayatul Hisbah of Bireuen Regency, totaling 204 employees. The sample size is calculated using the Slovin formula. The Slovin formula is used to determine the sample size of a known population of 204 employees. The results of the sample calculation using the Slovin formula obtained a sample size of 67.10 employees rounded up to 67 employees. The technique used in this research is multiple linear regression analysis with the aim of knowing how the independent variable affects the dependent variable. This analysis is processed using the SPSS program. The multiple linear regression equation in this study is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

**3. RESULTS AND DISCUSSION**

The results of the coefficient of determination test in this study are as follows:

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the estimate</i>
1	0.879 <sup>a</sup>	0.773	0.763	0.64011

Source: Data Processed (2024)

Based on the table, it can be seen that the coefficient of determination (adjusted r-square) obtained is 0.763. This shows that organizational citizenship behavior (OCB) (Y) in the Bireuen Regency Civil Service Police Unit and Wilayatul Hisbah has a relationship with employee engagement (X1), spiritual leadership (X2), and Islamic work ethic (X3) by 76.3%. While the remaining 23.77% of organizational citizenship behavior (OCB) (Y) in the Civil Service Police Unit and Wilayatul Hisbah of Bireuen Regency has a relationship with other variables not used in this study. Therefore, it can be concluded that organizational citizenship behavior (OCB) (Y) in the Civil Service Police Unit and Wilayatul Hisbah of Bireuen Regency has a strong correlation or relationship with employee engagement variables (X1), spiritual leadership (X2), and Islamic work ethic (X3). Multiple linear regression analysis is used to determine the direction and how much influence the independent variable has on the dependent variable (Ghozali, 2018). Multiple linear regression analysis in this study aims to determine how employee engagement, spiritual leadership and Islamic work ethic affect organizational citizenship behavior (OCB) in the Bireuen Regency Pamong Praja and Wilayatul Hisbah Police Units, the results of the analysis can be seen in the table below:

Model	<i>Unstandarlized Coefficients</i>		<i>Standarlized Coefficients</i>	<i>T</i>	<i>Sig.</i>
	<i>B</i>	<i>Std.Error</i>	<i>Beta</i>		
(Constant)	3.010	2.866		1.050	.298
Employee Engagement	.278	.092	.325	3.032	.004
Spiritual Leadership	.228	.099	.240	2.302	.025
Islamic Work Ethic	.303	.089	.361	3.417	.001

Based on the table above, the multiple linear regression equation is obtained as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

$$Y = 3.010 + 0,278 X_1 + 0,228 X_2 + 0,303 X_3 + \varepsilon$$

1. The value of the constant is 3,010, the dependent variable organizational citizenship behavior (OCB) in this case means that it will be equal to a constant value of 3,010 if employee engagement (X1), spiritual leadership (X2) and Islamic work ethic (X3), are equal to 0, then organizational citizenship behavior (OCB) (Y) has a positive and significant effect.
2. The coefficient value of employee engagement (X1) is positive 0.278, meaning that increasing employee engagement has a direct or linear relationship with increasing organizational citizenship behavior (OCB) (Y). If employee engagement increases, organizational citizenship behavior (OCB) in the Bireuen Regency Pamong Praja and Wilayatul Hisbah Police Unit will also increase.
3. The coefficient value of spiritual leadership (X2) is positive 0.228, meaning that increasing spiritual leadership has a unidirectional or linear relationship with increasing organizational citizenship behavior (OCB) (Y). If spiritual leadership increases, organizational citizenship behavior (OCB) in the Civil Service Police Unit and Wilayatul Hisbah of Bireuen Regency will also increase.
4. The coefficient value of Islamic work ethic (X3) is positive 0.303, meaning that the increase in spiritual leadership has a direct or linear relationship with the increase in organizational citizenship behavior (OCB) (Y). If the Islamic work ethic increases, organizational citizenship behavior (OCB) in the Civil Service Police Unit and Wilayatul Hisbah of Bireuen Regency will also increase.

The results of the partial test (t test) in this study are as in the table below:

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	3.010	2.866		1.050	.298
<i>Employee Engagement</i>	.278	.092	.325	3.032	.004
<i>Spiritual Leadership</i>	.228	.099	.240	2.302	.025
<i>Islamic Work Ethic</i>	.303	.089	.361	3.417	.001

The test is carried out by comparing the tcount value with the t table can be obtained by the formula  $df = n - k - 1 = 67 - 3 - 1 = 63$ , where n is the number of respondents and k is the number of independent variables (independent) with an error rate ( $\alpha/2 = 0.05/2 = 0.025$ ), then the t table value is 1.998. Therefore, based on the partial test results in table above, the following results are obtained:

1. The test results with SPSS for the employee engagement variable (X1) on organizational citizenship behavior (OCB) (Y) obtained a tcount value of 3.032 > ttable 1.998 with a significant level of 0.004 < 0.05 and a positive regression coefficient of 0.278. So it can be concluded that employee engagement (X1) has a positive and significant effect on organizational citizenship behavior (OCB) (Y). Therefore, the hypothesis stating that employee engagement (X1) affects organizational citizenship behavior (OCB) in the Civil Service Police Unit and Wilayatul Hisbah of Bireuen Regency is accepted (H1 accepted).
2. The test results with SPSS for the spiritual leadership variable (X2) on organizational citizenship behavior (OCB) (Y) obtained a tcount value of 2.302 > ttable 1.998 with a significant level of 0.025 < 0.05 and the regression coefficient is positive by 0.228. So it can be concluded that spiritual leadership (X2) has a positive and significant effect on organizational citizenship behavior (OCB) (Y). Therefore, the hypothesis stating that spiritual leadership (X2) has an effect on organizational citizenship behavior (OCB) in the Civil Service Police Unit and Wilayatul Hisbah of Bireuen Regency is accepted (H2 accepted).



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3. The results of testing with SPSS for the Islamic work ethic variable (X3) on organizational citizenship behavior (OCB) (Y) obtained a tcount value of 3.417 > ttable value of 1.998 with a significant level of 0.001 < 0.05 and a positive regression coefficient of 0.303. So it can be concluded that the Islamic work ethic (X3) has a positive and significant effect on organizational citizenship behavior (OCB) (Y). Therefore, the hypothesis stating that Islamic work ethic (X3) affects organizational citizenship behavior (OCB) in the Civil Service Police Unit and Wilayatul Hisbah of Bireuen Regency is accepted (H3 accepted).

### **3.2 Discussion**

#### **3.2.1 The Effect of Employee Engagement on Organizational Citizenship Behavior (OCB)**

Based on the results of data analysis, it is obtained that the regression coefficient is positive by 0.278 with a tcount value of 3.032 > t table of 1.998 and a significant level of 0.004 < 0.05. This means that the variable employee engagement (X1) has a positive and significant effect partially on organizational citizenship behavior (OCB) in the Civil Service Police Unit and Wilayatul Hisbah Bireuen Regency is accepted (H1 is accepted). This shows that if good employee engagement is applied by employees in the agency, it will affect employee actions that show organizational citizenship behavior (OCB) of employees at work. Vice versa, if employee engagement decreases, it will cause a decrease in organizational citizenship behavior (OCB) in employees.

If employees have high involvement and enthusiasm for work, it will improve good employee performance so that employee organizational citizenship behavior (OCB) will also increase employee engagement directly has a positive and significant relationship with organizational citizenship behavior (OCB). Where the better the employee engagement, the more organizational citizenship behavior (OCB) will increase. This is in line with research conducted by (Ompusunggu & Rifani, 2023) these results show that there is a positive and significant effect of employee engagement on organizational citizenship behavior (OCB), other research conducted by (Harsono & Syahrinullah, 2023) also states that there is a positive and significant effect of employee engagement on organizational citizenship behavior (OCB) then research conducted by (Chasanah et al., 2022) states that there is an effect of employee engagement on organizational citizenship behavior (OCB).

#### **3.2.2 The Effect of Spiritual Leadership on Organizational Citizenship Behavior (OCB)**

Based on the results of data analysis, it is obtained that the regression coefficient is positive by 0.228 with a tcount value of 2.302 > t table of 1.998 and a significant level of 0.025 < 0.05. This means that the spiritual leadership variable (X2) has a positive and significant effect partially on organizational citizenship behavior (OCB) in the Civil Service Police Unit and Wilayatul Hisbah Bireuen Regency is accepted (H2 accepted). The results show that spiritual leadership has a positive and significant effect on organizational citizenship behavior (OCB) in the Civil Service Police Unit and Wilayatul Hisbah of Bireuen Regency. This shows that if spiritual leadership is applied in agencies such as leaders who apply an honest attitude to employees which aims to create harmonious working relationships. This shows that the higher the attitude of spiritual leadership, the more organizational citizenship behavior (OCB) will increase in employees. This is in line with research conducted (Pandia et al., 2023) which results in spiritual leadership having a positive and significant effect on increasing organizational citizenship behavior (OCB), other research conducted by (Arinnandya & Hukama, 2018) also states that there is a positive and significant effect of spiritual leadership on organizational citizenship behavior (OCB), then research conducted by also states that there is a positive and significant effect of spiritual leadership on organizational citizenship behavior (OCB).

### 3.2.3 The influence of Islamic Work Ethic on Organizational Citizenship Behavior (OCB).

Based on the results of data analysis, it is obtained that the regression coefficient is positive by 0.303 with a tcount value of  $3.417 > t$  table of 1.998 and a significant level of  $0.001 < 0.05$ . This means that the Islamic work ethic variable (X3) has a positive and significant partial effect on organizational citizenship behavior (OCB) in the Civil Service Police Unit and Wilayatul Hisbah Bireuen Regency is accepted (H3 accepted). This shows that the Islamic work ethic in employees can create honesty, sincerity and sincerity in carrying out tasks and work. The higher the Islamic work ethic in employees, the higher the organizational citizenship behavior (OCB) behavior in employees. And vice versa, if the Islamic work ethic is low, organizational citizenship behavior (OCB) in employees will decrease. This is in line with research (Sinaga & Widiasih, 2023) which results in Islamic work ethic having a positive and significant effect on increasing organizational citizenship behavior (OCB). Other research conducted by (Nurcholis & Palupi, 2022) also states that there is a positive and significant effect of Islamic work ethic on organizational citizenship behavior (OCB), then research conducted by (Asroti et al., 2022) also states that there is a positive and significant effect of Islamic work ethic on organizational citizenship behavior (OCB).

## 4. CONCLUSION

Based on research conducted on the effect of employee engagement, spiritual leadership and Islamic work ethic have a positive and significant effect on Organizational Citizenship Behavior (OCB) in the Bireuen Regency Civil Service and Wilayatul Hisbah Police Unit.

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