

## ABSTRAKSI

Masih rendahnya tingkat capaian realisasi RPJMD dari target yang telah ditetapkan tersebut memberikan indikasi jika kinerja organisasi secara berkelanjutan masih kurang maksimal, sehingga hal itu tentu akan mempengaruhi kinerja organisasi.

Tujuan dalam penelitian ini adalah untuk mengetahui dan secara empiris pengaruh *Islamic work ethics* dan *spiritual leadership* dalam meningkatkan kinerja SDM dengan *organizational citizenship behavior* sebagai variabel intervening. Populasinya adalah seluruh pegawai Dinas Pemberdayaan Masyarakat, Desa, Kependudukan dan Pencatatan Sipil Provinsi Jawa Tengah dengan jumlah sampel sebesar 77. Alat analisisnya adalah path analysis, dimana sebelumnya dilakukan uji validitas dan reliabilitas serta uji asumsi klasik.

Hasil pengujian menunjukkan bahwa *Islamic work ethics* dan *spiritual leadership* terbukti berperan besar dalam membentuk perilaku pegawai untuk bekerja secara ekstra. *Islamic work ethics*, *spiritual leadership* dan *organizational citizenship behavior* berperan dalam membentuk pencapaian kinerja pegawai secara maksimal. *Organizational citizenship behavior* mampu menjadi variabel intervening antara *Islamic work ethics* terhadap kinerja SDM. *Organizational citizenship behavior* mampu menjadi variabel intervening antara *Islamic work ethics* terhadap kinerja SDM.

**Kata Kunci :** *Islamic work ethics*, *spiritual leadership*, *organizational citizenship behavior* dan kinerja SDM

## **ABSTRACT**

*The low level of achievement of the RPJMD realization from the predetermined targets provides an indication if the organization's performance is still not maximally sustainable, so that it will certainly affect organizational performance.*

*The purpose of this study is to find out and empirically the influence of Islamic work ethics and spiritual leadership in improving HR performance with organizational citizenship behavior as an intervening variable. The population is all employees of the Office of Community Empowerment, Village, Population and Civil Registration of Central Java Province, with a total sample of 77 The analysis tool is path analysis, where previously tested the validity and reliability and classic assumption test.*

*The test results showed that the Islamic work ethics and spiritual leadership proved to play a major role in shaping the behavior of employees to work extra. Islamic work ethics, spiritual leadership and organizational citizenship behavior play a role in maximizing employee performance achievement. Organizational citizenship behavior is able to become an intervening variable between Islamic work ethics and the performance of Organizational Citizenship Behavior capable of being an intervening variable between Islamic work ethics and HR performance*

*Keywords: Islamic work ethics, spiritual leadership, organizational citizenship behavior and HR performance*