

The Influence of Work Ethic on Service Performance with OCB as a Mediating Variable

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Abstract. *If someone has a strong work ethic, they are more likely to exhibit extra-role behavior (Asroti et al., 2022). Individuals with a strong work ethic may be more motivated to help coworkers, take initiative, or engage in activities that improve organizational performance and well-being. Conversely, if someone has a weak work ethic, they may be less motivated to engage in extra-role behavior. A low work ethic can result in a lack of initiative, lack of involvement in additional tasks, and a lack of positive contributions that can improve the effectiveness and sustainability of the organization. Work Ethic has been shown to have a positive and significant effect on Police Service Performance. This shows that a good Work Ethic and improvements in organizational structure, division of tasks, and more efficient job arrangement can improve the ability of personnel to face challenges and carry out tasks better. A developing Work Ethic can improve the skills and knowledge of personnel, which ultimately contributes to improving the quality of service to the community, Work Ethic has been shown to have a positive and significant effect on Organizational Citizenship Behavior (OCB). This indicates that personnel with a strong Work Ethic tend to demonstrate better organizational citizenship behavior, such as helping coworkers, participating in activities outside of primary obligations, and showing greater commitment to the organization. The type of research used in this study is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2018). This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence of work ethic, extra-role behavior and public service performance of Cirebon Resort Police personnel. Population is a generalization area consisting of subjects or subjects who have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2018).*

Keywords: *Citizenship; Explanatory; Initiative; Research.*

1. Introduction

One of the vital institutions in Indonesia, namely the Police, has a main objective according to Article 4 of Law No. 2 of 2002 concerning the Indonesian National Police. These objectives

include realizing domestic security, maintaining public security and order, enforcing the law, providing protection, protection, and services to the community, and respecting human rights. The role and function of the police are directed at enforcing the law and providing services to the community by respecting civil rights and upholding Human Rights (HAM). The term "Civilian Police" emphasizes the value of police behavior that respects civil rights, is humanitarian, non-military, and serves the interests of the community. Understanding "civilian police" begins with the awareness that the police are dealing with humans in their work, so the police must treat humans in accordance with human rights (Destiani et al., 2023).

The principles of "civilian police" involve a flexible attitude, good interaction with the community, and being a role model for the community (Wulan et al., 2022). This means that the police must have an attitude that can adapt, interact positively with the community, and be a good example for them. The paradigm shift requires the Police to provide services to the community with a focus on the principles of "civilian police." This principle emphasizes police services that place civilians at the center of attention, similar to the relationship between servants and the community in need. The "civilian police" paradigm shows that the legal and administrative accountability of the police is directed to the community being served (public accountability), not to the authorities.

Organizational Citizenship Behavior contribute to the organization in the form of increasing the productivity of coworkers (Widarko & Anwarodin, 2022); increasing productivity (de Geus et al., 2020b), saving resources owned by management and the organization as a whole (Jiang et al., 2019); increasing the organization's ability to adapt to environmental changes (Meynhardt et al., 2020).

The relationship between work ethic and extra-role behavior suggests that the views and values underlying a person's work ethic can influence the extent to which the individual is willing to contribute beyond their routine duties at work (Putra et al., 2022). Work ethic encompasses attitudes, dedication, and values related to work, while extra-role behavior involves voluntary actions that are not included in the formal job description but add value to the organization (Arifin, 2023).

If someone has a strong work ethic, they are more likely to exhibit extra-role behaviors (Asroti et al., 2022). Individuals with a strong work ethic may be more motivated to help coworkers, take initiative, or engage in activities that enhance organizational performance and well-being. Conversely, if someone has a weak work ethic, they may be less motivated to engage in extra-role behaviors. A low work ethic can result in a lack of initiative, lack of involvement in additional tasks, and a lack of positive contributions that can enhance organizational effectiveness and sustainability.

It is therefore important for police organizations to understand and develop a positive work ethic among their members, which can be done through building an organizational culture that supports values such as responsibility, dedication, and initiative. By strengthening the work ethic, organizations can create an environment where extra-role behavior becomes

more common, contributes to the common good, and improves overall performance. From a functional perspective, the Indonesian National Police are expected to carry out their duties with an ethical, fair, and friendly attitude, as well as provide services and maintain order. However, in recent times, the public has begun to lose confidence in the performance of the Indonesian National Police. This is related to the existence of actions that do not meet ethical, fair, and friendly standards, even involving abuse of organizational authority, values, and standards of polite behavior. These deviations include various behaviors that can be carried out by officers.

Deviations committed by some police officers indicate a gap between the police code of ethics or expectations about how the police should act and the reality in the field. This gap certainly does not occur without a cause. According to researchers, there are two factors that cause deviations, namely internal and external factors. Internal factors include the inability of individuals to adjust to the duties carried out as police, the desire to gain recognition, and unhealthy mental conditions. While external factors include economic needs, an unsupportive environment, and a lack of understanding of religion.

This study is a follow-up to the research suggestions in the article (de Geus et al., 2020a) which recommends three areas of future research, namely: (1) in relation to theory: linking OCB to public sector concepts such as bureaucracy, public leadership, and public service motivation; (2) in relation to research design: using stronger survey, experimental, and case study designs, and paying more attention to cross-sector and cross-country differences; and (3) in relation to the consequences of OCB: addressing gaps in our knowledge of how OCB impacts public organizations, including negative impacts. Then, the difference in research related to the role of work ethic on service performance still leaves controversial results. The results of the study show that variations in work ethic practices are unable to improve employee performance (Sapada et al., 2017). These results differ from research that shows the effect of work ethic on the quality of ASN services (Mangkat et al., 2019).

2. Research Methods

The type of research used in this study is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2018). This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence of work ethic, extra-role behavior and public service performance of Cirebon Resort Police personnel. Population is a generalization area consisting of subjects or subjects who have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2018). The population in this study was all human resources at the Cirebon Police, totaling 201 personnel. The sample is a portion of the population that represents the entire object being studied. This sampling is based on the fact that in scientific research there is no requirement or absolute that all populations must be studied as a whole but only part of the population can be done. The

census sampling technique is a sampling method in which the entire population or all elements in a population are included in the research or survey.

3. Results and Discussion

The population in this study is all personnel members.Cirebon Police Station. The questionnaire distribution process was carried out directly, namely by visiting customers and indirect distribution, namely by using internet media via Google Form so that a sample size of 201 respondents was obtained. To find out the description of the respondents, it can be explained as follows

Respondent Characteristics Table

Characteristics	Information	Frequency	Percentage
Gender	Man	172	85.57%
	Woman	29	14.43%
Age	19 – 24 years	24	11.94%
	25 – 30 years	58	28.86%
	31 – 35 years	72	35.82%
Respondent	> 36 years	47	23.38%
	SENIOR HIGH SCHOOL	43	21.39%
	Diploma (D3)	59	29.35%
Level education	Bachelor degree)	85	42.29%
	Master (S2)	14	6.97%

Source: Processed primary data, 2025

Based on the data from the survey results table on police personnel at the Cirebon Police, it is known that the majority of respondents are male, namely 172 people or 85.57% of the total respondents. Meanwhile, female respondents numbered 29 people or 14.43%. This shows that the composition of Cirebon Police personnel is still dominated by men, which is a common phenomenon in the membership structure of the police institution.

In terms of age, most respondents are in the 31-35 age group, which is 72 people or 35.82% of the total respondents. This age group is followed by respondents aged 25-30 years as many as 58 people (28.86%) and the age group >36 years as many as 47 people (23.38%). Meanwhile, respondents aged 19-24 years numbered 24 people or 11.94%. Thus, it can be concluded that the majority of Cirebon Police personnel are in the productive age group, namely 25 to 35 years, who generally have an optimal level of physical and mental readiness to carry out police duties.

Regarding education level, the majority of respondents have a Bachelor's degree (S1) as many as 85 people or 42.29%, followed by Diploma (D3) graduates as many as 59 people (29.35%), and high school graduates as many as 43 people (21.39%). Meanwhile, only 14 people (6.97%) have a Master's degree (S2). These data show that most personnel have a secondary to higher

education level, which reflects intellectual readiness in supporting the implementation of complex and dynamic tasks in the police environment.

Based on these characteristics, it can be concluded that the majority of police personnel who participated in the survey at the Cirebon Police were men aged 31–35 years with a Bachelor's degree (S1). This composition reflects the profile of personnel who are in their productive age and have sufficient educational qualifications to support improving work quality, including in terms of Work Ethic, Organizational Citizenship Behaviors, and Service Performance.

Descriptive analysis aims to determine the respondents' responses to each question asked. In this case, descriptive analysis explains the customers' responses to the questions asked for each variable of Personnel Performance, Professional Competence and Service Performance. To determine the respondents' responses to each variable, in this study they are grouped into one score category using a scale range with the following formula (Umar, 2012).

If viewed in more detail, the indicator with the highest mean value is responsibility (Ek 4) with a score of 3,473, followed by the openness indicator (Ek 3) of 3,453. These two indicators show that most of the Cirebon Police personnel have good awareness in carrying out their responsibilities and are open to change and information. This is a positive capital in efforts to improve the overall quality of work.

However, the other two indicators, namely the effort made (Ek 1) and healthy competition (Ek 2), have lower mean values, 3,413 and 3,323 respectively. This shows that although some personnel have shown effort in working, it is not yet fully optimal. Likewise in the aspect of healthy competition, which reflects the need for coaching and the formation of a competitive but positive work culture. By increasing supervisory support and strengthening psychological capital, it is hoped that these aspects of work ethic can be improved so as to be able to encourage personnel work motivation more significantly.

The results of respondents' responses regarding Organizational Citizenship Behavior were obtained from distributing questionnaires to the public totaling 201 people. The questionnaire regarding Organizational Citizenship Behavior consists of 5 statement items that have been responded to by respondents. The following are the results of respondents' answers which can be seen in table 4.3.

Respondent Response Table Organizational Citizenship Behavior

Descriptive Variables								
Code	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Ocb 1	Altruism	23	22	62	54	40	3.328	Currently
Ocb 2	Conscientiousness	19	21	59	52	50	3.463	Currently

Ocb 3	<i>Sportsmanship</i>	25	19	55	42	60	3.463	Currently
Ocb 4	<i>Courtesy</i>	26	16	54	46	59	3.478	Currently
Ocb 5	<i>Civic Virtue</i>	23	22	56	58	42	3.368	Currently
Average							3.420	Currently

Source: Processed primary data, 2025

Based on the survey results table of Cirebon Police personnel, respondents' responses to the Organizational Citizenship Behavior (OCB) dimension are generally in the Moderate category, with an average value (mean) of 3,420. This finding indicates that voluntary work behavior outside of formal duties carried out by personnel is not yet fully optimal, although it has begun to form. This reflects that personnel show a fairly good level of concern and contribution to the organization, but a strengthening strategy is still needed so that OCB can develop more optimally in supporting organizational performance.

If viewed in more detail, the Courtesy indicator obtained the highest mean value of 3.478, indicating that personnel are relatively good at maintaining good relationships and are able to anticipate conflicts with fellow co-workers. Followed by the Conscientiousness and Sportsmanship indicators which both have a mean value of 3.463, indicating that personnel demonstrate responsibility and work enthusiasm even when faced with various challenges or less than ideal conditions. The Civic Virtue indicator obtained a mean value of 3.368, illustrating that personnel participation in organizational activities is going quite well, although not yet fully active. Meanwhile, the Altruism indicator recorded the lowest mean value of 3.328, meaning that the level of willingness to help co-workers voluntarily is still moderate and needs to be further encouraged.

Overall, the "Medium" category for all OCB indicators indicates that although organizational citizenship behavior has been seen in the Cirebon Police work environment, strengthening organizational culture and interventions based on supervisory support and psychological capital are still very much needed. Efforts to increase work motivation through such support are expected to encourage personnel to be more active and take the initiative in making positive contributions outside of their main duties.

This shows that although personnel have paid attention to the needs of the community and provided fairly good service, there is still a need for strengthening in terms of understanding and attention to deeper details. Overall, these results indicate that although Cirebon Police personnel have provided fairly good service performance, efforts are needed to improve various aspects of service in order to better meet community expectations and encourage higher work motivation in the Cirebon Police environment.

1) Research Results

According to Abdillah and Hartono, (2014) the convergent validity of the outer model can be

seen if the loading factor figure is > 0.70 , meaning that the indicator is declared valid in measuring the magnitude of the correlation between the construct and the latent variable. In Hair et al (2021), the evaluation of the reflective measurement model consists of a loading factor > 0.70 , composite reliability > 0.70 , and Cronbach's alpha > 0.70 .

Variables	Avarange Variance Extracted (AVE)	Sign off
Work ethic	0.705	0.50
Organizational Behavior Citizenship	0.758	0.50
Service performance	0.688	0.50

Source: Processed primary data, 2025

Work Ethic Variable measured using four reflective measurement items, namely the effort made (Ek1), healthy competition (Ek2), openness (Ek3), and responsibility (Ek4). All indicators show high outer loading values, namely 0.840, 0.835, 0.839, and 0.844, which indicate that each indicator has a significant contribution in explaining the Work Ethic construct. The high T-statistic value (more than 39) on all indicators also indicates a strong level of significance in proving the validity of these indicators. From the results of the reliability test, the Composite Reliability for the Work Ethic variable reached 0.905, which exceeded the minimum threshold of 0.70, indicating that this variable is reliable and stable. In addition, the Average Variance Extracted (AVE) value of 0.705 also indicates that the Work Ethic variable meets the convergent validity criteria, because AVE is greater than 0.50. Therefore, it can be concluded that work ethic is a valid and reliable variable in influencing personnel performance, and improving work ethic, especially in terms of responsibility and openness, can increase motivation and service quality.

2) Inner Model Results

Inner model or structural model testing is conducted to see the relationship between variables, significance values and R-square of the research model. In assessing the model with PLS, it begins by looking at the R-Square for each dependent latent variable (Ghozali, 2011). This study uses the Structural Equation Model (SEM) technique using the Partial Least Square method which functions to determine the influence of the variables Work Ethic, Organizational Citizenship Behavior and Service Performance. Based on the test results, the following results were obtained:

Path Coefficients Results Table

Variables	Original Sample	Mean of subsamples	Standard deviation	T-statistic	P-value	Results
H1 Work ethic -> Service performance	0.483	0.480	0.050	9.935	0.000	Significant positive

H2 Work ethic -> Organizational Citizenship Behavior	0.880	0.880	0.017	52,004	0.000	Significant positive
H3 Organizational CitizenshipBehavior -> Service performance	0.483	0.480	0.050	9,588	0.000	Significant positive

Source: Processed primary data, 2025

H1: The relationship between Work Ethic and Service Performance shows an original sample value of 0.483 with a P-value of 0.000. Because the P-value is smaller than 0.05 ($0.000 < 0.05$), it can be concluded that Work Ethic has a positive and significant effect on Service Performance. This indicates that the higher the work ethic of the Cirebon Police personnel, the better the service performance provided to the community. Therefore, improving the work ethic of personnel must be an important concern in efforts to improve the quality of police services at the Cirebon Police.

H2: The relationship between Work Ethic and Organizational Citizenship Behavior (OCB) shows an original sample value of 0.880 with a P-value of 0.000. This very small P-value confirms that Work Ethic has a very strong and significant influence on OCB. This means that with the increase in the work ethic of personnel, their level of OCB, which includes extra behavior that supports the organization, will also increase significantly. Increasing work ethic can be a key factor in encouraging personnel to show more positive behavior and support the realization of organizational goals.

H3: The relationship between Organizational Citizenship Behavior and Service Performance shows an original sample value of 0.483 with a P-value of 0.000. This shows that OCB also has a positive and significant effect on Service Performance. In other words, the higher the level of personnel OCB, the better the service performance that can be provided. Therefore, in addition to focusing on improving work ethic, organizations also need to encourage OCB behavior in order to improve service performance.

These findings indicate that the presence of supportive supervision such as providing clear direction, constructive feedback, and attention to personnel welfare can substantially increase their work motivation. However, this influence becomes stronger when personnel have high Psychological Capital, namely optimism, resilience, self-efficacy, and hope. Psychological Capital allows personnel to respond more positively to supervisory support, by showing high work enthusiasm, persistence in facing challenges, and commitment to achieving the best performance.

In the context of Polres Cirebon, these results emphasize the importance of developing the psychological aspects of personnel simultaneously with improving the quality of supervision.

Supervision that only focuses on instruction and control will not be effective enough without efforts to build the internal psychological strength of personnel. Therefore, training and self-development programs that emphasize the formation of Psychological Capital are highly recommended as part of a managerial strategy. This approach will not only increase the work motivation of personnel, but also create a healthy, productive work environment that is oriented towards achieving institutional goals in a sustainable manner.

Thus, this study provides practical implications for the management of the Cirebon Police to continue to strengthen the role of supportive supervision and build the psychological capacity of personnel, in order to create human resources who are resilient, motivated, and ready to face the dynamics of complex police duties.

3) Hypothesis Testing

In PLS statistical testing of each hypothesized relationship is done using simulation. In this case, the bootstrap method is used on the sample. This hypothesis testing will explain the interest in direct and indirect influences between variables, as explained in the following results:

a. The Influence of Work Ethic on Service Performance

The results of testing the influence of Work Ethic on Service Performance in the Cirebon Police environment show that the t-statistic value of 9.935 is greater than the t-table of 1.982, with a p-value of

0.000. This indicates that the relationship between Work Ethic and Service Performance is statistically significant. The path coefficient value (original sample) of 0.483 indicates that the higher the work ethic of personnel, the higher the service performance provided. Thus, the hypothesis stating that Work Ethic has a positive and significant effect on Service Performance can be accepted. This finding confirms that increasing work ethic in the police environment is an important factor in efforts to improve and enhance the quality of service to the community.

b. The Influence of Work Ethic on Organizational Citizenship Behavior

The test results on the influence of Work Ethic on Organizational Citizenship Behavior (OCB) in Cirebon Police personnel showed a t-statistic value of 52.004, which is much greater than the t-table value of 1.982. In addition, the p-value of 0.000 indicates that the relationship between the two variables is significant at the 95% confidence level. The path coefficient of 0.880 indicates that Work Ethic has a very strong and positive influence on organizational citizenship behavior (OCB). This means that the higher the work ethic of personnel, the higher their tendency to demonstrate positive organizational behavior such as loyalty, willingness to help coworkers, and voluntary contributions for the advancement of the institution. Thus, the hypothesis that Work Ethic has a positive and significant influence on Organizational Citizenship Behavior can be accepted and declared valid.

c. The Influence of Organizational Citizenship Behavior on Service Performance

Test results on the influence of Organizational Citizenship Behavior (OCB) on Service Performance of Cirebon Police personnel

shows that the t-statistic value is 9.588, which is greater than the t-table value of 1.982, with a p-value of 0.000. This indicates that the influence of OCB on Service Performance is positive and significant. The path coefficient value of 0.483 indicates that the higher the level of organizational citizenship behavior shown by personnel, the higher the quality of service performance provided. In other words, OCB plays an important role in encouraging personnel to work beyond their formal duties in order to improve service quality. Based on these findings, the hypothesis stating that Organizational Citizenship Behavior has an effect on Service Performance is accepted and declared valid.

Based on the results of the analysis using the Partial Least Square (PLS) method, the Work Ethic variable is proven to have a positive and significant influence on the Service Performance of Cirebon Police personnel. This is indicated by the original sample value of 0.483, with a T-statistic of 9.935 which far exceeds the T-table value of 1.982, and a P-value of 0.000 which is far below the significance limit of 0.05. Thus, it can be concluded that Work Ethic statistically has a significant effect on improving the quality of Police Service Performance.

Work Ethic in this context includes discipline, responsibility, commitment to duty, and enthusiasm in carrying out functions and obligations as law enforcement officers. Personnel with a high work ethic tend to show strong dedication to their work, are able to work effectively under pressure, and demonstrate initiative and concern for optimal public service. This has a direct impact on improving the quality of services provided to the public, because personnel with a high work ethic tend to be more responsive, accurate, and professional in handling every report and need of the public.

This finding reinforces the view that improving service performance is not only influenced by the applicable systems and procedures, but also by internal factors of the personnel themselves, especially in terms of work motivation and moral responsibility reflected in their work ethic. In line with research by Raharjo & Santosa (2020), a strong work ethic has been shown to increase work effectiveness and efficiency, as well as encourage personnel to continue to innovate in completing tasks. Therefore, it is important for police institutions to consistently encourage a positive work culture through training, performance awards, and ongoing coaching, so that the positive influence of work ethic on service performance can be maintained and improved.

Based on the results of the analysis using the Partial Least Square (PLS) method, the Work Ethic variable is proven to have a positive and significant influence on Organizational Citizenship Behavior (OCB) in Cirebon Police personnel. The original sample value is 0.880, with a T-statistic reaching 52.004 which far exceeds the T-table value of 1.982, and a P-value

of 0.000 which is below the significance limit of 0.05. This shows that Work Ethic statistically has a very strong and significant relationship to increasing organizational citizenship behavior (OCB). The Work Ethic in question reflects work enthusiasm, responsibility, discipline, and high commitment in carrying out police duties.

A high work ethic encourages personnel to not only carry out their main tasks well, but also demonstrate extra-role behaviors such as helping coworkers, being loyal to the organization, and caring about the work environment voluntarily. This is in line with the concept of OCB, which includes positive actions that are not listed in formal job descriptions but are very important for the smooth functioning of the organization. When personnel have high work morale, they are more likely to show initiative, social concern, and active involvement in supporting the common goals of the police institution.

This finding is in line with previous research by Supriyanto & Ekowati (2018), which stated that a strong Work Ethic can shape better OCB behavior in the work environment. Thus, strengthening Work Ethic not only improves individual performance in formal tasks but also creates a more supportive and cohesive work environment. Therefore, the leadership of the Cirebon Police needs to pay more attention to building and maintaining a high Work Ethic, for example by strengthening the values of integrity, discipline, and appreciation for positive contributions of personnel outside their formal duties. This effort will have a direct impact on increasing OCB behavior that supports the effectiveness and performance of the institution as a whole.

1) The Influence of Organizational Citizenship Behavior on Service Performance

Based on the results of the analysis using the Partial Least Square (PLS) method, the Organizational Citizenship Behavior (OCB) variable is proven to have a positive and significant influence on the Service Performance of Cirebon Police personnel. This is indicated by the original sample value of 0.483 with a T-statistic value of 9.588, which is much greater than the T-table value of 1.982, and a P-value of 0.000 which is far below the significance level of 0.05. These results indicate that the organizational citizenship behavior demonstrated by police personnel is significantly able to improve the quality of services provided to the community.

Organizational Citizenship Behavior includes voluntary behavior outside of formal duties that helps the smooth operation of the organization, such as helping coworkers, maintaining a positive attitude towards the institution, and demonstrating a high commitment to duty. In the context of the police, OCB is reflected in the actions of personnel who are willing to work beyond duty hours, show concern for the success of the team, and maintain good relations with the community. These attitudes can create a conducive and synergistic work environment, which ultimately has a positive impact on the quality of public services provided.

4. Conclusion

Based on the research that has been conducted, the following conclusions can be drawn: Work Ethic has been proven to have a positive and significant influence on police service performance. This shows that a good Work Ethic and improvements in organizational structure, division of tasks, and more efficient job arrangement can improve personnel's ability to face challenges and carry out tasks better. A developing Work Ethic can improve personnel skills and knowledge, which ultimately contributes to improving the quality of service to the community, Work Ethic has been proven to have a positive and significant influence on Organizational Citizenship Behavior (OCB). This indicates that personnel with a strong Work Ethic tend to demonstrate better organizational citizenship behavior, such as helping coworkers, participating in activities outside of primary obligations, and showing more commitment to the organization. The development of a good Work Ethic is expected to improve OCB, which in turn strengthens cooperation and harmony within the police organization, Organizational Citizenship Behavior (OCB) has been proven to have a positive and significant influence on police service performance. This suggests that personnel with high levels of OCB, such as helping coworkers and contributing to a positive work environment, can improve the effectiveness and quality of services provided to the public. By increasing OCB, police institutions can create a more productive and responsive work environment to the needs of the community, thereby improving the quality of law enforcement and public services as a whole.

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