



THE EFFECT OF LEADERSHIP, WORK ETHIC AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE ENGAGEMENT

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Abstract

The purpose of this research is to explore the effect of leadership, work ethic and organizational citizenship behavior (OCB) toward employee engagement on employees at the Directorate General Regional Autonomy, Ministry of Home Affairs. Sample of 172 respondents were chosen from the total population using simple random sampling. This research is using quantitative approach with survey method. PLS-SEM as a method of structural equation modelling is applied in testing the relationships among variables, models and hypotheses. The research points out that all indicators from four constructs have a value of factor loading greater than 0,7. Likewise, average variance extracted of each construct has a value of more than 0,5. Furthermore, the value of composite reliability and cronbach's alpha are shown over 0,7. The analyses indicate that all constructs are valid and reliable. The result shows significantly that leadership and work ethic have positive relationships with OCB and employee engagement as well as there is a positive relationship between OCB and employee engagement. Finally, the research implies that leaders should become role model to motivate employees in order to elevate work ethic and strengthen OCB which is associated with the increase of employee engagement.

Keywords: Leadership, Work Ethic, OCB, Employee Engagement

INTRODUCTION

The spirit of bureaucratic reform and the professionalism of civil servants are increasing along with demands of community for good governance. The Directorate General of Regional Autonomy as one of the work components of the Ministry of Home Affairs has very important role in carrying out governmental affairs.

The Directorate General of Regional Autonomy as an organization needs to prepare human resources who are ready to face major changes and challenges. Therefore, the problems that occur such as leadership, work ethics, organizational citizenship behavior (OCB) and employee engagement need to be addressed in order to achieve organization goals.

Leadership is very important in influencing an organization. As a key person in an organization, leaders must have broad insight and have great vision, which is then communicated to all levels by encouraging and motivating in order to achieve organization goals. In general, leadership may define as the process of influencing in determining organizational goals, motivating followers' behavior to achieve goals, influencing to improve the group and culture. In a survey of leadership research and theory, Yukl (2011) said there was no most correct definition of leadership. All of the theories are just a matter of how that opinion is useful for increasing understanding of effective leadership.

Work ethic has an important role in increasing employee morale. A high work ethic will increase the positive attitude of employees in work so that employees will be able to face challenges and changes that occur in the organization. Work ethic is the character of someone in carrying out their duties that are emitted out, so that they emit positive or negative images to others. Employees who have a high work ethic are reflected in their behavior, such as working hard, being fair, not wasting time during working hours, and willing to cooperate and respect each other with colleagues. If individuals view work as a noble thing for human existence, the work ethic will tend to be high. Conversely, if individuals see work as something that does not mean the work ethic will be low. Therefore, successful individuals must have an attitude that values work as something noble.

In order to create a good organizational atmosphere, it is necessary for employees to behave well towards organizations that aim to improve organizational effectiveness. Organizational Citizenship Behavior (OCB) is useful as a parameter of harmonious cooperation and coordination with the use of human resources for organizational progress. OCB is a free individual behavior, it is not directly nor explicitly recognized in the reward system and promoting the effective function of the organization. In other words, OCB is an employee behavior that exceeds the required role, which is not directly nor explicitly recognized by the formal reward system (Bolino et al., 2002).

Employee engagement is an important contributor to employee performance. The presence of employee engagement in work activities will cause employees to be happy to cooperate, both with leaders and with fellow coworkers. Individuals who engage are characterized as individuals who carry out their work roles, work and express themselves physically, cognitively and emotionally while working (Luthans and Peterson, 2002). This explains that employee engagement is affecting the effectiveness and performance in an organization. Employees who are engaged have confidence and support organizational goals, they show a high sense of belonging, feel proud of the organization in which they work and have the desire to develop and survive in the organization (Bakker, and Bal, 2010).

This study aims to explore the effect of leadership, work ethic and organizational citizenship behavior (OCB) toward employee engagement on employees of the Directorate General of Regional Autonomy of Indonesia.

LITERATURE

Leadership

Yukl in Colquitt et. al (2019) defines leadership as the use of power and influence to direct followers to achieve goals. Nawawi and Hadari (2004) state that leadership is understood as a concept which implies that there is a process of strength that comes from a leader figure to influence others both individually and in groups within an organization. Leadership is defined as the ability to encourage a number of people to work together in carrying out activities that is aimed at a common goal. Leadership is defined into terms of the nature of personal behavior, influence on others, patterns of interaction, cooperative relationships between roles and perception of others about the legitimacy of influence (Wahjosumidjo, 2007).

Ivancevics and Konopaske (2006) define leadership as an attempt to use influence to motivate a person to achieve organizational goals. Robbins (2000) states that leadership is the ability to influence groups to achieve goals. Yukl (2011) defines leadership as a process of influence others to be able to understand and agree on something that must be done and how to do it, and the process to facilitate individual and collective to achieve common goals. Richard M. Hodgetts, et al. (2006) define leadership as a process that influences people to direct them towards achieving goals.

Work Ethic

Weber (2005) had a thought in the writing of *The Protestant Ethic and the Spirit of Capitalism* which formulated a rational relationship between work ethic and the success of a society. Weber in his writing emphasizes morality and self-discipline. He mentioned that

entrepreneurs who develop capitalism rationally apply a positive, frugal lifestyle. The work ethic of the German people mentioned by Weber included acting rationally, being disciplined, working hard, being materially successful, not indulging in fun, saving and modest, saving and investing. In his writing Sinamo (2011) concludes that the essence of Weber's theory is that the work ethic is the key and foundation of the success of a society or nation.

According to Bertens (2011), etymologically the term ethos comes from the Greek language. In the singular, ethos has many meanings which are ordinary dwellings, habitat; habits, customs; moral, character; feeling, attitude, way of thinking. Ethos in the plural has a customary meaning, from this meaning then the background of the formation of ethical terms, which by the Greek philosopher Aristotle (384-322 S.M.) has been used to demonstrate moral philosophy.

Work ethic according to Sinamo (2011) can be interpreted as a doctrine of work that is believed by a person or group of people as something good and true which manifests itself distinctively in their work behavior. Work ethic is a set of positive work behaviors rooted in strong collaboration, fundamental beliefs, accompanied by a total commitment on integrated work paradigm. The term paradigm means the main concept of work itself which includes the underlying idealism, governing principles, the values, the attitudes, the standards to be achieved, including the main character, basic thoughts, code ethics, moral code, and code of conduct for the followers.

According to Mathis and Jackson (2006) the work ethic is the totality of his/her personality as well as the way to express, view, believe, and give meaning to something, which encourages him/her to act optimally. Employees who have good work ethic will try to show an attitude, character and belief in carrying out a job by acting and working optimally.

According to Anaroga (2009) the work ethic is an attitude and view of a nation or people towards work. If individuals in the community view work as a noble thing for human existence, the work ethic will tend to be high. Conversely, if individuals see work as something that does not valuable then the work ethic will be low. Therefore, successful individuals must have an attitude that respects work as something that noble.

Organizational Citizenship Behavior (OCB)

Robbins (2000) argues that OCB is an optional behavior that is not part of an employee's formal work obligations, but supports the function of the organization effectively. OCB is a free individual behavior, neither directly nor explicitly recognized in the reward system and in promoting the effective function of the organization (Bolino et al., 2002). In the other words, OCB is the behavior of employees that exceeds the required role, which is neither directly nor

explicitly recognized by the formal reward system (Philip M. Podsakoff et al., 2000). The meaning free in the sense that the behavior is not a requirement that must be carried out in certain roles or certain job descriptions, or behavior that is a personal choice. Katz (1964) in Bolino et. al. (2002) suggests that organizations will function more effectively if employees contributed beyond their formal tasks.

Bernard (1938) in Organ et al. (2006) observed the phenomenon of OCB which was termed as extra-role behaviors (ERB). OCB as a form of extra-role behavior has attracted attention among practitioners of organizations, researchers and academics.. Allen and Helms (2002) explain that organizational citizenship behavior as a behavior that although it is not part of an employee's work, but OCB plays a very important role for organizational functions. While Organ et al. (2006), said that OCB refers to employee activities that exceed formal job requirements and contribute to the effectiveness function of an organization.

Employee Engagement

Employee engagement is an idea in organizational behavior that attracts companies and organizations. This attraction arises because employee engagement affects the performance of the company and the organization as a whole. Although there are many opinions regarding the factors included in employee engagement, there is still lack of clarity in the definition and measurement of employee engagement (Robertson and Cooper, 2010). Many experts define the employee engagement in different ways and there is no universal definition of employee engagement (Sandeep Kular et. al., 2008).

Employee engagement has become a concern of practitioners in human resource management. Employee engagement is an important contributor in the effort of employee retention, employee performance and customer satisfaction (Scheiman, 2011). This explains that employee engagement is one of the factors that support the creation of optimal effectiveness and performance in an organization. Finney (2011) states that the characteristics of employees who engage are enjoying their work, always be positive and can be trusted with each other. Engagement basically consists of cognitive, affective and behavioral aspects of employees who are involved in having confidence and supporting organizational goals, have a sense of pride in the organization where they work and have the desire to develop and survive in the organization (Bakker and Bal, 2010).

Individuals who have engagement are characterized as individuals who carry out their work roles, express themselves physically, cognitively and emotionally during work (Luthans and Peterson, 2002).

RESEARCH METHOD

The study adopted descriptive research design.

Sample and Data Collection

The samples in this study were employees working in the Directorate General of Regional Autonomy who were in third class and have been working for more than one year. In total, there were 172 participants.

The survey questioned four parts: leadership, work ethic, organizational citizenship behavior (OCB), and employee engagement. The respondents were asked to complete all parts of survey at once.

Data Analysis Techniques

Data were analyzed using Partial Least Square-Structural Equation Model (PLS-SEM). The data analyses were performed using PLS-SEM 3.2.7 to validate fit of the model, construct validity and reliability. The analyses were carried out through several stages of testing (Garson, 2016). First, outer model testing refers to the value of convergent validity of $> 0,7$; discriminant validity with the value of AVE of $> 0,5$ and composite reliability with the value of $> 0,7$. Second, inner model testing which refers to the value of R-squared. Third, hypotheses testing.

Research Model & Hypotheses

It is understandable that leadership and work ethic can have positive relationship with OCB and employee engagement. The dimensions on leadership and work ethic could play an important role in organizational citizenship behavior (OCB) as well as on employee engagement. Then, the dimension of OCB could have a positive relationship with employee engagement. Therefore, the following hypotheses:

H₁ : Leadership has a positive relationship with employee engagement.

H₂ : Work ethic has a positive relationship with employee engagement.

H₃ : Leadership has a positive relationship with organizational citizenship behavior (OCB).

H₄ : Work ethic has a positive relationship with organizational citizenship behavior (OCB).

H₅ : Organizational citizenship behavior (OCB) has a positive relationship with employee engagement.

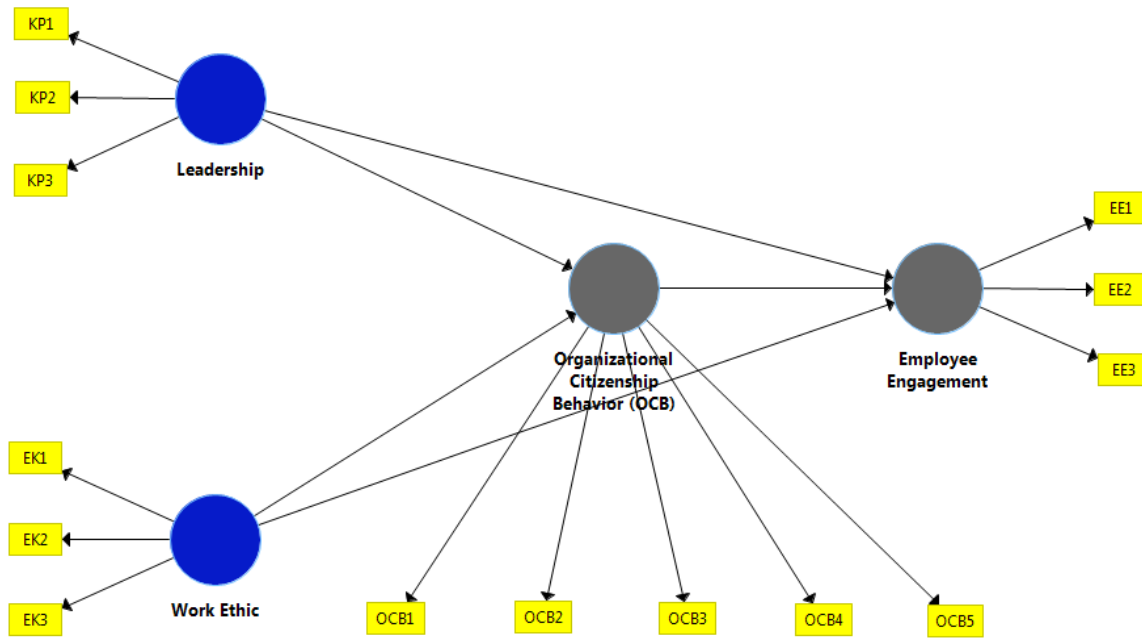


Figure 1. Structural Model

Descriptive

Over 57.56 per cent of the respondents were male and 42.44 % were female. The age of respondents were ranged from below 30 years old to above 50 years old, where the majority of the age of the respondents was in the range of 31-45 years old. With respect to education level, 79.65 % of the respondents had a bachelor’s degree and 20.35 % of the respondents had completed their master’s degree. Regarding the length of experience in government office, 87.2 % of the respondents had at least 5-10 years of experience in government offices.

RESULTS

Effect of Leadership on Employee Engagement

The research hypotheses statistically could be formulated as follow:

$H_0 : Y_{41} = 0$

$H_1 : Y_{41} > 0$

The results of the path coefficients and t value using SmartPLS 3.2.7 are shown in the following table:

Table 1. Hypothesis Testing of Leadership on *Employee Engagement*

Sample	Original Sample (O)	Standar Deviation (STDEV)	T Statistics (O/STDEV)	P Values
172	0.472	0.097	4.850	0.000

The results of the calculation as seen in Table 1 above shows that the path coefficient of Leadership on Employee Engagement (Y_{41}) = 0.472; $t_{value} = 4,850$ and the p-value = 0,000. The t_{value} is greater than critical value , thus with this result H_0 is rejected and H_1 is accepted. Therefore, it can be concluded that there is a direct effect of Leadership on Employee Engagement.

Effect of Work Ethic on Employee Engagement

The research hypothesis statistically can be formulated as follows:

$$H_0 : Y_{42} = 0$$

$$H_1 : Y_{42} > 0$$

The results of the path coefficients and t value using SmartPLS 3.2.7 are shown in the following table:

Table 2. Hypothesis Testing of Work Ethic on Employee Engagement

Sample	Original Sample (O)	Standar Deviation (STDEV)	T Statistics (O/STDEV)	P Values
172	0.195	0.066	2.937	0.003

The results of the calculation as seen in Table 2 above shows that the path coefficient of Work Ethic on Employee Engagement (Y_{42}) = 0,195; $t_{value} = 2,937$ and p-value = 0,003. The t_{value} is greater than critical value, thus with this result H_0 is rejected and H_1 is accepted. Therefore, it can be concluded that there is a direct effect of Work Ethic on Employee Engagement.

Effect of Leadership on Organizational Citizenship Behavior

The research hypothesis statistically can be formulated as follows:

$$H_0 : Y_{31} = 0$$

$$H_1 : Y_{31} > 0$$

The results of the path coefficients and t value using SmartPLS 3.2.7 are shown in the following table:

Table 3. Hypothesis Testing of Leadership on Organizational Citizenship Behavior (OCB)

Sample	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
172	0.723	0.053	13.600	0.000

The results of the calculation as seen in Table 3 above shows that the path coefficient of Leadership on Organizational Citizenship Behavior (Y_{31}) = 0,723; $t_{value} = 13,600$ and $p\text{-value} = 0,000$. The t_{value} is greater than critical value , thus with this result H_0 is rejected and H_1 is accepted. Therefore, it can be concluded that there is a direct effect of Leadership on Organizational Citizenship Behavior.

Effect of Work Ethic on Organizational Citizenship Behavior

The research hypothesis statistically can be formulated as follows:

$$H_0 : Y_{32} = 0$$

$$H_1 : Y_{32} > 0$$

The results of the path coefficients and t value using SmartPLS 3.2.7 are shown in the following table:

Table 4. Hypothesis Testing of Work Ethic on Organizational Citizenship Behavior (OCB)

Sample	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
172	0.202	0.060	3.339	0.001

The results of the calculation as seen in Table 4 above shows that the path coefficient of Work Ethic on Organizational Citizenship Behavior (Y_{32}) = 0,202; $t_{value} = 3,339$ and $p\text{-value} = 0,001$. The t_{value} is greater than critical value , thus with this result H_0 is rejected and H_1 is accepted. Therefore, it can be concluded that there is a direct effect of Work Ethic on Organizational Citizenship Behavior.

Effect of Organizational Citizenship Behavior on Employee Engagement

The research hypothesis statistically can be formulated as follows:

$$H_0 : \beta_{43} = 0$$

$$H_1 : \beta_{43} > 0$$

The results of the path coefficients and t value using SmartPLS 3.2.7 are shown in the following table:

Table 5. Hypothesis Testing of Organizational Citizenship Behavior (OCB) on Employee Engagement

Sample	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
172	0.279	0.076	3.670	0.000

The results of the calculation as seen in Table 5 above shows that the path coefficient of Organizational Citizenship Behavior on Employee Engagement (β_{43}) = 0,279; $t_{value} = 3,670$ and $p\text{-value} = 0,000$. The t_{value} is greater than critical value , thus with this result H_0 is rejected and H_1 is accepted. Therefore, it can be concluded that there is a direct effect of Organizational Citizenship Behavior on Employee Engagement.

Tabel 6. Structural Model

Path	Path Coefficients	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership → <i>Employee Engagement</i> (Y_{41})	0.472	0.097	4.850	0.000
Work Ethic → <i>Employee Engagement</i> (Y_{42})	0.195	0.066	2.937	0.003
Leadership → OCB (Y_{31})	0.723	0.053	13.600	0.000
Work Ethic → OCB (Y_{32})	0.202	0.060	3.339	0.001
OCB → <i>Employee Engagement</i> (β_{43})	0.279	0.076	3.670	0.000

From Table 6, it can be seen that the path coefficient values for the exogenous variable on the endogenous variable are positive or greater than zero. It means that the effect of exogenous variables on endogenous variables is positive. Likewise, the t-values overall are greater than critical value. It means that the causal relationship of each pair of variables is significant. The results of the path coefficient and the t-value of each variable which are obtained through the SmartPLS 3.2.7 are shown in Figure 2.

The empirical results show that each latent variable for each exogenous and endogenous variable has positive value of factor loading. It shows that the latent variables have good validity in measuring variables. The t-value is greater than critical value showing that the causal relationship of each pair of exogenous and endogenous variables is significant.

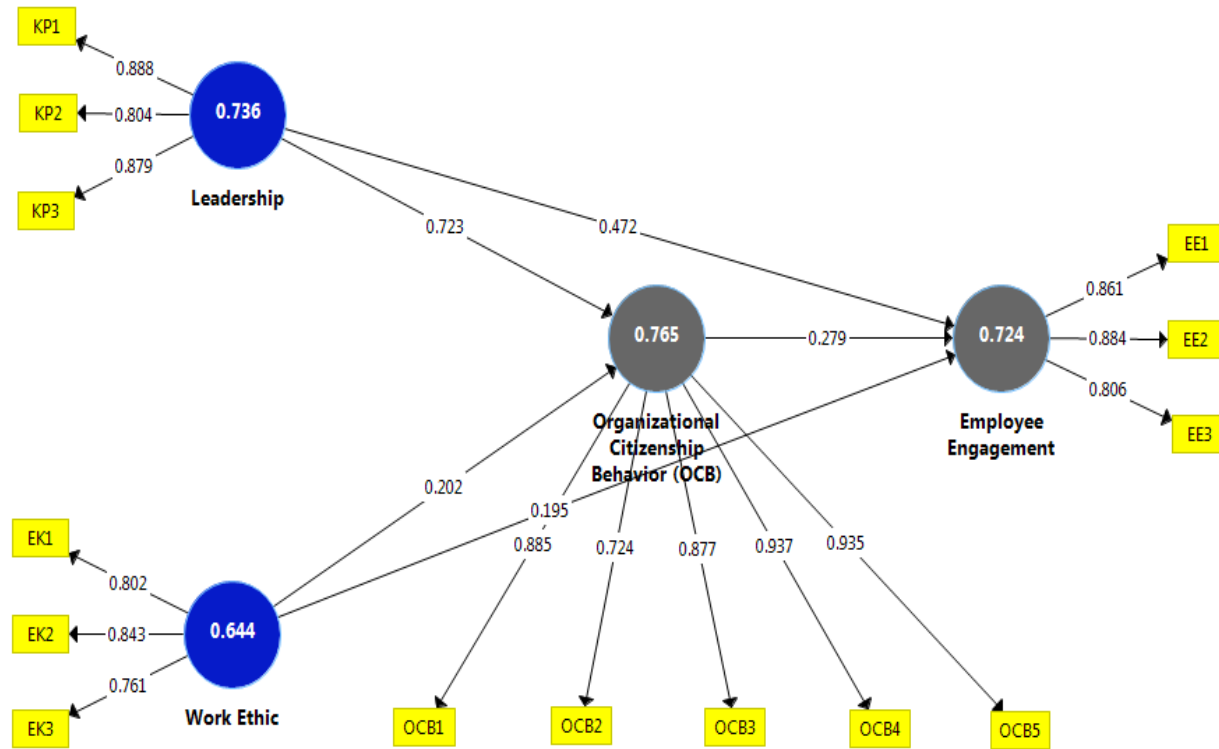


Figure 2. Path Coeficients, t-values, AVE and Factor Loading

DISCUSSION

Based on the results of the analysis and hypothesis testing, it shows that the hypothesis proposed in this study rejects H_0 and accepts the alternative hypothesis H_1 with R-squared is greater than 0,8. This shows that the research hypotheses are conformed with theoretical basis. Further explanation about the results of this study are described below:

Effect of Leadership on Organizational Citizenship Behavior (OCB)

The result of first hypothesis shows that leadership has positive and significant effect on organizational citizenship behavior (OCB). A leader plays an important role in the running of an organization. *In line with the results*, this hypothesis shows that leadership is an important factor to build OCB of employee.

To achieve a consistent OCB from employees, leaders of an organization must have good behavior and must be able to lead and direct subordinates well and wisely in all situations and conditions, thus the leaders can be an example for their subordinates. Leaders must be able to determine the best things for the organization by taking appropriate steps to create a positive work environment. A positive work environment makes employees feel good about

coming to work and will encourage employees to do more for the organization, thus it will increase employee performance.

To be succeeded in leadership, a leader must be able to see and know the capability of employees as subordinates and develop the skills of the employees. Therefore, responsibility of a leader is needed in carrying out all activities to achieve organizational goals. One of the leader's responsibilities is to motivate subordinates by giving trust and delegating tasks to the subordinates. For example, the leader gives broader authority and responsibility to subordinates then subordinates as the recipient of authority will provide accountability to the leader.

Leadership is an ability to direct or influence people or a group of people in achieving a goal. The results of this study show that the path coefficient value is 0.723. The t-test shows that the t value > critical value at α 0.05 which is $13.6 > 1.96$. The positive value on the path coefficient shows that leadership has a direct positive effect on organizational citizenship behavior on employees of the Directorate General of Regional Autonomy. The result of the t value confirms that the positive direct effect of leadership on organizational citizenship behavior is significant.

The results are in line with a research conducted by Jiao and Richards (2011), which confirms that it is very important for leaders to be able to influence their followers and the ability to provide direction that can have great impact on employees as the followers in responding to the meaning of OCB. OCB is not like a task activity in general. OCB is not explicitly written, thus to get the effect of OCB on subordinates the leaders must provide positive contribution to them, so the subordinates believe that their hard work are meaningful to the organization.

The results are in accordance with the opinion of Ann Gilley et al. (2009) saying that an outstanding leader are the leader who can appear in front the employees, become role models in their behavior, the leader who establish good communication and be able to act as a coach. Such a leader like this is capable to motivate employees to work diligently without making rewards as top priority.

Effect of Work Ethic on Organizational Citizenship Behavior (OCB)

The result in this hypothesis shows that work ethic has a positive and significant direct effect on organizational citizenship behavior (OCB). Work ethic is define as a person's work spirit in carrying out work or tasks given to him/her by working hard, working smart, working properly, serving and accepting changes.

Since there is a direct effect of the work ethic on organizational citizenship behavior (OCB), it can be interpreted that the work ethic is a determining factor in improving OCB of employee. The work ethic is also influenced by the values of a person in carrying out his/her job,

while those values are always changing and developing. It can be concluded that the work ethic is a psychological factor of a person related to his/her work. The psychological factors are influenced by values that are absorbed from the society which can affect the OCB of an employee in the working environment.

The results of this study show that the path coefficient value is 0.202. The t-test shows that the t value is greater than t-table that critical value at α 0.05 which is $3.339 > 1.96$. The positive value on the path coefficient shows that the work ethic has a direct positive effect on organizational citizenship behavior (OCB) on employees of the Directorate General of Regional Autonomy. The result of the t value confirms that the positive direct effect of leadership on organizational citizenship behavior is significant.

The results are in line with a research conducted by Karim (2010), that there is a positive correlation between work ethic and OCB, where as by increasing work ethic of employees, it will be followed by an increase in OCB of employees within an organization.

Effect of Leadership on Employee Engagement

The result in this hypothesis shows that leadership has a positive and significant direct effect on employee engagement. The existence of a leader plays an important role in the running of an organization. According to the hypothesis testing, the result shows that leadership is an important factor in developing employee engagement.

To create an engaged working atmosphere in employees in an organization, a leader must be able to build trust with the employees. A leader must be able to explain the vision and mission of the organization clearly and without hiding matters that can surprise employees in the future. Thus, a leader needs to focus on the missions and provides clear goals to the employees. A leader must also be able to receive and accommodate differences of opinion from employees, so they feel that their ideas are heard. In addition, a leader also needs to give an appreciation to employees who excel in their job. By giving proper rewards to outstanding employees, it will make employees feel that their efforts are meaningful to the organization.

The results of this study shows that the path coefficient value is 0.472. The t-test shows that the t-value is greater than t-table that critical value at α 0.05 which is $4.850 > 1.96$. The positive value on the path coefficient shows that leadership has a direct positive effect on employee engagement on employees of the Directorate General of Regional Autonomy. The result of the t-value confirms that the positive direct effect of leadership on employee management is significant.

The results are in line with a research conducted by Bedarkar and Pandita (2014), stating that leadership is one of the main drivers of employee engagement in an organization.

Xu and Cooper, in Bedarkar and Pandita (2014), mention that leadership is the main key to involvement. Research on leadership shows a clear relationship that certain leadership behaviors are related to the formation of involvement such as motivation, job satisfaction, organizational commitment, proactive behavior, and organizational citizenship behavior.

Effect of Work Ethic on Employee Engagement

The result in this hypothesis shows that the work ethic has a positive and significant direct effect on employee engagement. Work ethic is a cultural value related to the nature of work. The work ethic of the employee of the Directorate General of Regional Autonomy is hard-working, diligent, honest, and serving.

This work ethic can be seen from the work spirit of employee such as (1) hard work, for instance additional work outside working hours / overtime (2) Resilient in work and finding solutions to work problems, continuing to study; (3) Working in accordance with applicable procedures and rules; (4) Diligent in work that is to work quickly, be present on time and completing the work; (5) Honest in work, working according to priorities; (6) Working to serve that is to work efficiently and pay attention to the interests of all parties; (7) Working for the future orientation of the organization; (8) Accept changes and want to be corrected for changes that occur in the community. The results of this study shows that the path coefficient value is 0.195. The t-test shows that the t-value is greater than t-table that critical value at α 0.05 is $2.937 > 1.96$. The positive value generated on the path coefficient shows that the work ethic has a direct positive effect on employee engagement on employees of the Directorate General of Regional Autonomy. The result of t-value confirms that the positive direct influence of the work ethic on employee engagement is significant.

The test results are in line with a research conducted by Czerw and Grabowski (2015), stating that the relationship between attitudes in work, work ethic and work engagement is always positive, and it is explained that work ethic and work engagements have a significant relationship.

Effect of Organizational Citizenship Behavior on Employee Engagement

The result of this hypothesis shows that organizational citizenship behavior has a positive and significant direct effect on employee engagement. The direct influence of OCB on employee engagement can be understood that OCB is a factor in improving employee engagement. This is because employees who have high OCB will be willing to complete the job as the best they can be for the benefit of the organization.

Employees who have OCB will contribute more to their work. They are able to respond beyond the demands of work, they have high energy and they are not easily tired in completing their work. Employees who have OCB are also dedicated employees, which are characterized by high enthusiasm and pride in their job. The characters of employees who have OCB are also reflected in their work behavior that is not reluctant to give their best in completing the job which often make the employees immerse in their job.

The results of this study shows that the path coefficient value is 0.279. The t-test shows that the t-value is greater than t-table that critical value at α 0.05 is $3.670 > 1.96$. The positive value generated on the path coefficient shows that organizational citizenship behavior (OCB) has a direct positive effect on employee engagement on employees of the Directorate General of Regional Autonomy. The result of t-value confirms that the positive direct influence of leadership on employee management is significant.

The test results are in line with the research conducted by Ariani (2012) stating that engagement is dominated by organizational citizenship behavior in the form of extra role behavior. Engaged employees are tend to perform extra role behavior because they have the resources to achieve goals and carry out tasks efficiently.

LIMITATIONS AND FURTHER RESEARCH

The results of this study suggest some limitations to be addressed for future research. The research presents an empirical perspective on an organization and focused on one directorate and one employee class, hence it limit the number of sample size. Further research can add more independent variables such as job satisfaction and motivation for better inferences. Further research can possibly observe the links between organizational culture and leadership styles. The study combine with earlier finding can be useful for organizations to thrive employee engagement.

CONCLUSION

Leaders should give confidence and support to subordinates that their hard work are valuable to the organization and leaders must be able to create comfortable working environment. Therefore, it will motivate the employees to work hard and give their best to the organization and will encourage high levels of employee engagement in an organization.

Employees who have high work ethic will be eager in carrying out the tasks given to them without feeling despairing and tired. Employees who have high work ethic will do the best of their job because the high work ethic has become part of their life. It is the extra-role

characteristic that contributes to the OCB of employees. Moreover, high work ethic will encourage high employee engagement in an organization.

The finding from the study provides an influential empirical support for the soundness of the effect of leadership, work ethic and organizational citizenship on employee engagement at Directorate General Regional Autonomy, Ministry of Home Affairs. It is required an effort from the top leader to promote good governance and great work ethic that would lead to increase in OCB and higher employee engagement.

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