

ABSTRAK

Produktivitas pegawai merupakan aspek penting dalam mendukung kualitas pelayanan dan pencapaian tujuan perusahaan. Dalam konteks perbankan syariah, budaya kerja Islami dan syariah *engagement* dipandang sebagai faktor yang mampu membentuk perilaku kerja yang profesional, bertanggung jawab, dan selaras dengan nilai-nilai Islam. Oleh karena itu, penelitian ini bertujuan untuk menganalisis penerapan budaya kerja Islami, mengidentifikasi bentuk syariah *engagement*, serta menganalisis dampaknya terhadap peningkatan produktivitas pegawai di Bank Muamalat KC Surabaya.

Metode yang digunakan adalah penelitian kualitatif dengan pendekatan studi lapangan. Data diperoleh melalui wawancara semi terstruktur, observasi, dan dokumentasi dengan melibatkan lima pegawai Bank Muamalat KC Surabaya sebagai informan. Analisis data dilakukan menggunakan perangkat lunak NVivo 14 melalui tahapan pengkodean, pengelompokan tema, dan visualisasi data sehingga menghasilkan temuan yang sistematis dan mendalam.

Hasil penelitian menunjukkan bahwa budaya kerja Islami di Bank Muamalat KC Surabaya telah diterapkan melalui nilai-nilai *istiqomah*, *amanah*, *fathonah*, *siddiq*, dan *tabligh* yang tercermin dalam aktivitas kerja sehari-hari. Adapun bentuk syariah *engagement* diwujudkan melalui etos kerja yang religius, kebebasan yang bertanggung jawab, serta kesadaran bekerja di bawah pengawasan Allah SWT. Penerapan budaya kerja Islami dan syariah *engagement* memberikan dampak positif terhadap produktivitas pegawai yang ditunjukkan melalui peningkatan kemampuan individu, hasil kerja, semangat kerja, kualitas kerja, dan efisiensi kerja. Meskipun demikian, masih terdapat tantangan berupa perbedaan pemahaman dan konsistensi pegawai dalam mengimplementasikan nilai-nilai Islami secara berkelanjutan.

Kata Kunci: Budaya Kerja Islami, Syariah *Engagement*, Produktivitas Pegawai

ABSTRACT

Employee productivity is a key factor in supporting service quality and the achievement of corporate goals. In the context of Islamic banking, Islamic work culture and Sharia engagement are viewed as factors capable of shaping professional, responsible work behavior that is aligned with Islamic values. Therefore, this study aims to analyze the implementation of Islamic work culture, identify forms of Sharia engagement, and analyze their impact on increasing employee productivity at Bank Muamalat's Surabaya Branch.

The method used was qualitative research with a field study approach. Data were collected through semi-structured interviews, observations, and documentation, involving five employees of Bank Muamalat's Surabaya Branch as informants. Data analysis was conducted using NVivo 14 software through the stages of coding, theme grouping, and data visualization, resulting in systematic and in-depth findings.

The results of the study indicate that the Islamic work culture at Bank Muamalat's Surabaya Branch has been implemented through the values of istiqomah, amanah, fathonah, siddiq, and tabligh, which are reflected in daily work activities. Meanwhile, Sharia engagement is manifested through a religious work ethic, responsible freedom, and the awareness of working under the supervision of Allah SWT. The implementation of an Islamic work culture and Sharia engagement has a positive impact on employee productivity, as demonstrated by improvements in individual capabilities, work output, work enthusiasm, work quality, and work efficiency. However, challenges remain in the form of differences in understanding and consistency among employees in sustainably implementing Islamic values.

Keywords: *Islamic Work Culture, Sharia Engagement, Employee Productivity*