

## Analysis of Leadership, Training, Competencies and Organizational Citizenship Behavior on Employee Performance at PT Kalfaz Sadhara

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### ABSTRACT

Optimal employee performance is not formed automatically, but is influenced by various factors that need to be identified and developed systematically. This study aims to analyze the influence of leadership, training, competence, and organizational citizenship behavior on employee performance at PT Kalfaz Sadhara. This study uses a type of quantitative research with a causal associative approach. The research population is all permanent employees of PT Kalfaz Sadhara totaling 65 people using saturated sampling techniques (census) so that the entire population is used as a research sample. Data collection was carried out through questionnaires with a Likert scale of 1-5, documentation studies, and literature studies. The data analysis technique used is multiple linear regression analysis, where all data processing uses IBM SPSS software. The results of the study show that leadership has a positive and significant effect on employee performance. Training has a positive and significant effect on employee performance. Competence has a positive and significant effect on employee performance. Organizational citizenship behavior has a positive and significant effect on employee performance. Simultaneously, the four independent variables had a significant effect on employee performance and were able to explain the variation in employee performance by 38.7%, while the remaining 61.3% were influenced by other variables outside the research model such as motivation, compensation, work environment, and organizational culture.

### Introduction

In the midst of increasingly fierce competition and rapid changes in the global business environment, organizations need to realize that HR is one of the most important assets that can provide a competitive advantage (Rahman, Rizky, & Alfahmi, 2023). PT Kalfaz Sadhara is a company engaged in construction and contractor services, focusing on

the implementation of projects that demand punctuality, quality of work, and effective human resource coordination. Without qualified employees, other resources such as capital, technology, and work systems cannot be utilized optimally. Optimal employee performance not only contributes to the achievement of organizational targets, but also becomes an indicator of the effectiveness of human resource management in the face of the dynamics of the ever-evolving business environment. According to (Mangkunegara, 2017), employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. A similar opinion was put forward by (Robbins & Judge, 2019) which defines performance as a function of the interaction between ability, motivation, and opportunity, where these three elements must work synergistically to produce maximum output.

Leadership is one of the fundamental factors that has a significant influence on employee performance. According to (Siagian, 2019) Leadership is a person's ability to influence their subordinates to be willing to do the will of the leader in order to achieve organizational goals. The success of a leader in leading an organization or institution depends largely on how he behaves while carrying out his various leadership duties (Manullang & Rizky, M., 2024). A leader is a leader who understands himself, acts based on values and ethics, is open, and is able to encourage the improvement of employee performance and development (Wakhyuni, Nurhayati, Rafianti, & Tarigan, 2025). A person's ability to lead is supported by their leadership qualities. The leadership of a leader has a very important role in efforts to achieve his goals because leadership is seen as one of the important predictors in improving employee morale and employee performance (Nasution & Rizky, 2024).

Training is an important instrument in developing employee competencies and improving organizational performance. According to (Mangkunegara, 2017), training is a systematic and organized short-term educational process to teach technical knowledge and skills to non-managerial employees, with the main goal of improving performance, productivity, quality, morale, work morale, as well as helping employees master current jobs in order to achieve company goals. (Noe, 2020) Define training as a planned effort undertaken by an organization to facilitate employee learning about job-related competencies, including knowledge, skills, and behaviors that are critical to the success of job performance. According to (Goldstein & Ford, 2022), training should be based on a comprehensive needs analysis, program design that suits the characteristics of the participants, structured implementation, and systematic evaluation to ensure the transfer of learning to the work environment. This training aims to complement skills in doing work, as well as being able to use work equipment correctly (Rizky, Ardian, & Sirait, 2023). Recent research by (Aguinis & Kraiger, 2022) published in *Annual Review of Organizational Psychology and Organizational Behavior* It shows that investing in well-designed training programs can increase employee productivity by 20-25 percent and reduce turnover intention. (Kaswan, 2019) It was found that training tailored to the specific needs of the organization and integrated with a performance management system had a greater impact on performance improvement compared to training programs that were generic in nature. However, while many organizations have recognized the importance of these skills training, there are still challenges in designing a balanced and effective training program (Zakian, Rizky, & Simurat, 2024).

Competency is a basic characteristic of an individual related to effective or superior performance in a job. According to (Sutrisno, 2019) Competence is defined as the behavioral dimension of expertise or excellence of a leader or staff who has skills, knowledge, and good behavior. In recent developments, the concept of competence has developed beyond mere technical skills, but also includes emotional, social, and digital competencies that are increasingly relevant in the industrial era 4.0. Another opinion also says that Technology is a crucial element in the process towards *Education 4.0*, for this reason, the quality of Human Resources (HR) is an important and main capital for Indonesia to enter the digital economy era (Nagel, 2020) in (Rizky, Anwar, Ardian, & Suharsono, 2024). Competence is a combination of knowledge, skills, values, and attitudes that are reflected in the habits of thinking and acting (Yanti, Sar, Ardian, & Hasibuan, 2024). According to (Boyatzis, 2021) competencies can be categorized into *Threshold competencies* which are essential characteristics needed to do the job, and *differentiating competencies* which distinguishes superior performance from average performance. The good competence of an employee can be honed through a job training program, so that with the competency training of all employees can be improved again (Gunawan & Rizky, 2024; Yonatan & Tanoto, 2019).

According to (Fatimah, 2019) Employee performance in a company is indeed something that will continue to be improved and developed. In addition to being related to leadership, training and competency factors that are core factors to affect employee performance, there are other things that need to be researched so that employees have good performance. This is called *Organizational Citizenship Behavior (OCB)*. *Organizational Citizenship Behavior (OCB)* is an individual's contribution that exceeds the demands of the role in the workplace and is rewarded by the achievement of task performance (Dinka, 2018). (Organ, Podsakoff, & MacKenzie, 2020) defines OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in aggregate is able to increase the effectiveness of organizational functions. OCB is reflected in employees' willingness to work beyond formal duties, such as helping colleagues, maintaining a harmonious work environment, and showing loyalty to the company. To instill OCB in employees, employees must first feel satisfied. Aspects of job satisfaction include the job itself, salary, recognition, supervision, good cooperation and co-workers, and opportunities for growth. If employees feel satisfied and happy at work, this will lead to OCB behavior (Pratiwi, Asfar, Quraysin, & Tukiran, 2023). (Podsakoff, Whiting, Podsakoff, & Blume, 2021) emphasizing that OCB has a significant impact on organizational performance through various mechanisms, including increased managerial productivity, resource use efficiency, reduced need for maintenance activities, improved coordination between teams, and social capital creation that facilitates organizational innovation and adaptation. Findings (Zakawali & Nawatmi, 2023) shows that the more OCB's ability affects the organization's leadership style and culture, the greater its influence on employee performance.

Several previous studies have explored the relationship between these variables partially, but there is still a research gap that needs to be bridged. Research conducted by Wang et al. (2021) found that leadership style has a strong correlation with employee performance. In contrast to research conducted by (Fatimah, 2019) that leadership has no effect on employee performance. Longitudinal research conducted by Campion et al. (2023) found that organizations that implemented competency-based human resource

management systems experienced an increase in organizational performance by 23 percent and an increase in *employee engagement* by 31 percent in a three-year period. In Indonesia, Sutrisno (2019) through his research on various industrial sectors found that employee competence has a direct influence on performance with a contribution of 42 percent, and an indirect influence through work motivation of 18 percent. Meta-analysis research conducted by (Nielsen, Bachrach, Sundstrom, & Halfhill, 2022) revealed that OCB has a positive correlation with performance, as well as serving as a moderator in the relationship between various HRM practices and organizational performance. Permana and Munajah (2019) conducted a study that found that OCB can affect the relationship between organizational culture and employee performance. However, it is different from the findings of Sari (2016) who stated that organizational culture does not affect employee performance through OCB.

Based on the inconsistency of the results of previous research and the background presentation above, the author is interested in conducting a research entitled "Analysis of Leadership, Training, Competence and Organizational Citizenship Behavior on Employee Performance at PT Kalfaz Sadhara".

## Method

This study uses a type of quantitative research with a causal associative approach to analyze the influence of leadership, training, competence, and organizational citizenship behavior on employee performance at PT Kalfaz Sadhara. The research population is all permanent employees of PT Kalfaz Sadhara totaling 65 people, and uses saturated sampling techniques (census) so that the entire population is used as a research sample. Data collection was carried out through questionnaires with a Likert scale of 1-5, documentation studies, and literature studies, where the research instruments were tested first using a validity test (*Pearson Product Moment*) and a reliability test (*Cronbach's Alpha* > 0.60). The data analysis techniques used include descriptive statistical analysis, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis. Hypothesis testing was carried out through the determination coefficient ( $R^2$ ) test, the F test to test the simultaneous influence, and the t test to test the partial influence of each independent variable on the dependent variable with a significance level of 0.05, where all data processing used the latest version of IBM SPSS software.

## Results and Discussion

### Descriptive Statistical Analysis

Descriptive statistical analysis is used to provide an overview of the characteristics of the research data through the mean, minimum, maximum, and standard deviation values of each variable studied.

**Table 1. Descriptive Statistical Analysis**

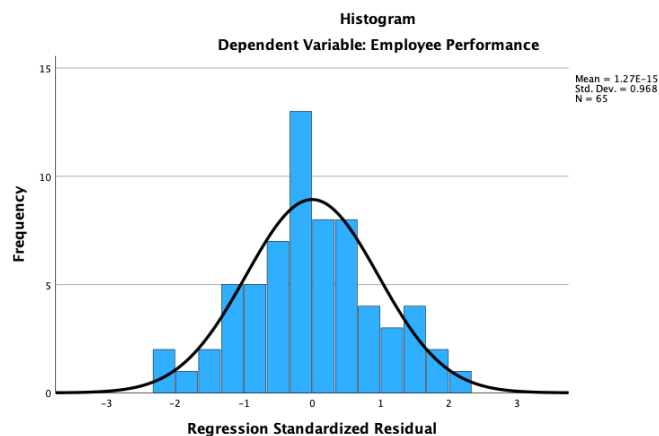
	Descriptive Statistics					
	N	Minimum	Maximum	Red	Std. Deviation	
Leadership	65	24	33	28.17	2.020	
Training	65	16	23	19.49	1.751	
Competencies	65	16	25	19.72	1.772	
Organizational Citizenship Behavior	65	15	24	19.72	1.900	
Employee Performance	65	12	20	16.15	1.752	
Valid N (listwise)	65					

Based on Table 1, descriptive statistical analysis showed that the leadership variables had a minimum value of 24, a maximum of 33, an average of 28.17, and a standard deviation of 2.020; training had a minimum value of 16, a maximum of 23, an average of 19.49, and a standard deviation of 1.751; competency had a minimum value of 16, a maximum of 25, an average of 19.72, and a standard deviation of 1.772; Organizational Citizenship Behavior has a minimum score of 15, a maximum of 24, an average of 19.72, and a standard deviation of 1,900; and employee performance has a minimum value of 12, a maximum of 20, an average of 16.15, and a standard deviation of 1.752, which shows a relatively homogeneous distribution of data.

### Classical Assumption Test Results

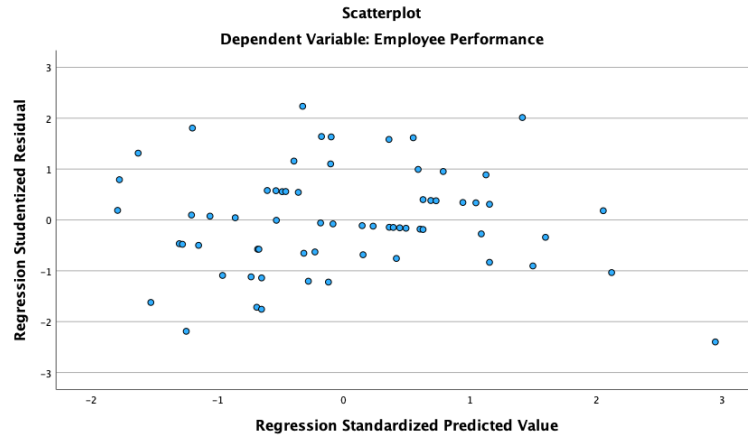
#### a. Normality Test

The normality test is a test to find out if the research data is normally distributed, which can be done through the Kolmogorov–Smirnov, Shapiro–Wilk tests, histogram graph analysis, and normal probability plots (P–P Plot).



**Image 1. Histogram Graph**

The histogram graph in Figure 1 shows that the distribution of the research data tends to follow a normal distribution pattern, which is characterized by a symmetrical curve shape that is not skewed to one side.



**Image 2. Normal Probability Plot (P–P Plot)**

The Normal Probability Plot (P–P Plot) in Figure 2 shows that the data points are spread around a diagonal line, so it can be concluded that the data is normally distributed.

**Table 2. Kolmogorov–Smirnov Test  
 One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual	
N		65	
Normal Parameters <sup>a,b</sup>	Red	.0000000	
	Std. Deviation	1.73185338	
Most Extreme Differences	Absolute	.065	
	Positive	.065	
	Negative	-.057	
Test Statistic		.065	
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>	
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig.	.707	
	99% Confidence Interval	Lower Bound	.695
		Upper Bound	.719

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 1314643744.

Based on Table 2, the results of *the Kolmogorov–Smirnov test* show that the significance value of Asymp. Sig. (2-tailed) is 0.200 which is greater than 0.05, so it can be concluded that the residual data is normally distributed and meets the assumption of normality.

### b. Multicollinearity Test

The multicollinearity test aims to find out whether or not there is a strong relationship between independent variables in the regression model so as to ensure the accuracy of the analysis results.

**Table 3. Multicollinearity Test**

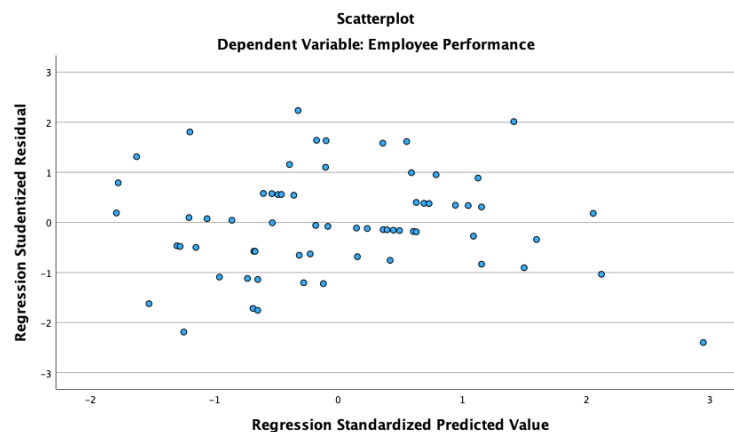
Models		Coefficients <sup>a</sup>	
		Collinearity Statistics	
		Tolerance	VIVID
1	Leadership	.984	1.017
	Training	.985	1.016
	Competencies	.989	1.011
	Organizational Citizenship Behavior	.963	1.039

a. Dependent Variable: Employee Performance

Based on Table 3, the results of the multicollinearity test show that all independent variables have a tolerance value above 0.10 and a VIF value below 10, so it can be concluded that there is no multicollinearity in the regression model and the data is suitable for further analysis.

### c. Heteroscedasticity Test

The heteroscedasticity test aims to find out whether there is a residual variance inequality in the regression model, so as to ensure that the model meets classical assumptions.



**Image 3. Scatterplot**

The scatterplot in Figure 3 shows that the data points are randomly spread and do not form a specific pattern, so it can be concluded that heteroscedasticity does not occur in the regression model.

### Multiple Linear Regression Analysis

Multiple linear regression analysis was used to analyze the influence of leadership, training, competence, and *Organizational Citizenship Behavior* on employee performance at PT Kalfaz Sadhara.

**Table 4. Multiple Linear Regression Analysis Coefficients<sup>a</sup>**

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.537	4.367		3.558	.001
Leadership	.455	.149	.221	3.049	.003
Training	.601	.139	.309	4.307	.001
Competencies	.136	.054	.182	2.529	.012
Organizational Citizenship Behavior	.348	.101	.247	3.458	.001

a. Dependent Variable: Employee Performance

Based on the results of multiple linear regression analysis, the regression equation  $Y = 15.537 + 0.455X_1 + 0.601X_2 + 0.136X_3 + 0.348X_4$ , where Y is employee performance,  $X_1$  is leadership,  $X_2$  is training,  $X_3$  is competence, and  $X_4$  is Organizational Citizenship Behavior.

A constant value of 15.537 indicates that if all independent variables are zero, then employee performance will be valued at 15.537. A leadership regression coefficient of 0.455 indicates that every one unit of leadership increase will improve employee performance by 0.455 units assuming other variables are constant. The training regression coefficient has the highest value of 0.601, which means that every one unit of training increase will increase employee performance by 0.601 units, indicating that training makes the greatest contribution to employee performance improvement. The competency regression coefficient of 0.136 shows that every increase in one unit of competency will increase employee performance by 0.136 units, which is the smallest contribution compared to other variables. Meanwhile, the regression coefficient of *Organizational Citizenship Behavior* of 0.348 indicates that every increase in one unit of OCB will increase employee performance by 0.348 units.

### Hypothesis Test Results

#### a. Partial Test (T Test)

The partial test (t-test) was used to determine the influence of each individual variable of leadership, training, competence, and *Organizational Citizenship Behavior* on employee performance at PT Kalfaz Sadhara.

**Table 5. Partial Test (T Test)  
Coefficients<sup>a</sup>**

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.537	4.367		3.558	.001
Leadership	.455	.149	.221	3.049	.003
Training	.601	.139	.309	4.307	.001
Competencies	.136	.054	.182	2.529	.012
Organizational Citizenship Behavior	.348	.101	.247	3.458	.001

a. Dependent Variable: Employee Performance

Based on the results of the t-test (partial test) with a sample (n) of 65 respondents and the number of independent variables (k) of 4, the t-value of the table with the degree of freedom (df) =  $n - k - 1 = 65 - 4 - 1 = 60$  at the significance level of  $\alpha = 0.05$  (double-sided test) is 2,000. The t-value of this table is obtained from the t-student distribution table with  $df = 60$  and  $\alpha/2 = 0.025$ .

The test results showed that leadership had a positive and significant effect on employee performance, which was evidenced by a calculated t value of  $3.049 > t$  table 2,000 and a significance value of  $0.003 < 0.05$ , meaning that the better the leadership applied, the better the performance of PT Kalfaz Sadhara employees. Leaders who are able to inspire, provide support, and show concern for employee development will encourage employees to work more optimally and produce better performance. Transformational leadership style, where leaders not only provide instruction but also become role models, guides, and motivators for employees, has been proven to be able to increase the commitment, dedication, and productivity of employees in carrying out their duties and responsibilities.

Training has a positive and significant effect on employee performance with a t-value of  $4.307 > t$  table of 2,000 and a significance value of  $0.001 < 0.05$ , which means that the better and more appropriate the training provided by PT Kalfaz Sadhara, the more the employee's ability and performance will also improve. Training helps employees adapt to technological developments, new work methods, and changing job demands, so they can complete tasks more efficiently, effectively, and produce high-quality outputs.

Competency has a positive and significant effect on employee performance as shown by the t-value of  $2.529 > t$  table 2,000 and the significance value of  $0.012 < 0.05$ , which means that the higher the level of competence possessed by PT Kalfaz Sadhara employees, the better the performance produced. Employees who have good competence in terms of knowledge, skills, and attitudes in accordance with job demands will be able to carry out their duties and responsibilities more professionally, accurately, and efficiently.

*Organizational Citizenship Behavior* also has a positive and significant effect on employee performance with a t-value of  $3,458 > t$  table 2,000 and a significance value of  $0.001 < 0.05$ , which means that employees' voluntary behavior in helping colleagues, being loyal,

and making extra contributions outside of their formal duties is able to increase work effectiveness and have a positive impact on employee performance.

**b. Simultaneous Test (F Test)**

The simultaneous test (F Test) was used to determine the influence of leadership, training, competence, and Organizational Citizenship Behavior together on employee performance at PT Kalfaz Sadhara.

**Table 6. Simultaneous Test (F Test)**

CHANGE <sup>TO</sup>						
Models		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1334.505	4	341.126	11.352	.001 <sup>b</sup>
	Residual	4491.956	60	23.199		
	Total	5196.462	64			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Citizenship Behavior, Competencies, Training, Leadership

Based on the results of the simultaneous test (F test) with the number of samples (n) of 65 respondents and the number of independent variables (k) of 4, the value of F of the table was obtained with the degree of freedom of the numerator (df1) = k = 4 and the degree of freedom of the denominator (df2) = n - k - 1 = 65 - 4 - 1 = 60 at the significance level of  $\alpha = 0.05$  which is 2.53 obtained from the distribution table F. The results of the test showed that the value of F was calculated as 11.352 > F of the table was 2.53 with a significance value of 0.001 < 0.05, so that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, which means that leadership, training, competence, and Organizational Citizenship Behavior simultaneously or together have a significant effect on the performance of PT Kalfaz Sadhara's employees.

**Coefficient of Determination (R<sup>2</sup>)**

The determination coefficient (R<sup>2</sup>) is used to measure how much leadership, training, competence, and *Organizational Citizenship Behavior* are capable of explaining the variation in employee performance at PT Kalfaz Sadhara

**Table 7. Coefficient of Determination (R<sup>2</sup>)**

Model Summary <sup>b</sup>				
Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.487 <sup>A</sup>	.387	.342	5,789

a. Predictors: (Constant), Organizational Citizenship Behavior, Competencies, Training, Leadership

b. Dependent Variable: Employee Performance

Based on Table 7, the *Adjusted R Square* value of 0.342 shows that leadership, training, competence, and *Organizational Citizenship Behavior* were able to explain 34.2% of the variation in employee performance at PT Kalfaz Sadhara, while the remaining 65.8% was influenced by other factors outside the research model.

## Conclusion

Based on the results of the above analysis, it can be concluded that Leadership has been proven to have a positive and significant effect on employee performance, where the better the leadership style applied by the leader in motivating, directing, and guiding employees, the more employee performance will improve. Training also has a positive and significant effect on employee performance by making the largest contribution among the four variables studied, this shows that quality and continuous training programs are very effective in improving employees' abilities and skills so that they have a significant impact on improving their performance.

Competence has a positive and significant effect on employee performance, even though it has the smallest contribution compared to other variables, but competence is still an important factor because employees who have the appropriate knowledge, skills, and attitudes will be able to complete tasks better and efficiently. *Organizational Citizenship Behavior* also has a positive and significant effect on employee performance, indicating that employees' voluntary behavior outside of their formal duties, such as helping colleagues and showing loyalty to the company, makes a positive contribution to improving employee performance. Simultaneously, leadership, training, competence, and *Organizational Citizenship Behavior* have proven to have a significant effect on the performance of PT Kalfaz Sadhara employees. The four independent variables were able to together explain the variation in employee performance by thirty-eight point seven percent, while the rest were influenced by other variables outside of this study

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