

THE INFLUENCE OF LEADERSHIP, ORGANIZATIONAL COMMITMENT AND WORK DISCIPLINE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AT PT HARFARINDO UTAMA HASANA

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ABSTRACT

Employee *Organizational Citizenship Behavior* (OCB) is an important asset for the company because it reflects a voluntary attitude in supporting organizational performance and effectiveness. This study aims to determine the influence of leadership, organizational commitment, and work discipline on *Organizational Citizenship Behavior* (OCB) in employees of PT Harfarindo Utama Hasana. This type of research is associative quantitative. The population in this study is all employees of the production department of PT Harfarindo Utama Hasana, with a total sample of 49 people taken using the saturated sampling technique, because all members of the population are used as samples. The data collection technique was carried out through the distribution of questionnaires, and the data was analyzed using multiple linear regression analysis with the help of SPSS software version 29. The results of the study showed that partially, leadership variables did not have a significant effect on OCB, while organizational commitment had a negative and significant effect, as well as work discipline had a positive and significant effect on OCB. Simultaneously, all three variables (leadership, organizational commitment, and work discipline) had a significant effect on OCB, with a contribution of 35.3%, while the rest were influenced by other factors outside of this study. These findings show the importance of the role of work discipline in shaping the extra behavior of employee roles in the organizational environment.

INTRODUCTION

The increasingly fierce business competition in the era of globalization requires companies to have a competitive advantage not only in terms of products and services, but also in human resource management. People are the most critical resource in an organization's efforts to achieve success (Scott, 2021). Human resources in a company are employees. Employees are one of the assets for the company in achieving the company's goals (M. .. Chaerul Rizky, 2018). Nevertheless, for the continuity of the transformation of

HR functions, HR professionals must develop and demonstrate new competencies to fulfill their roles and responsibilities (Fathiyah, 2021).

One of the important factors in the success of an organization is employee behavior that exceeds formal expectations or known as *Organizational Citizenship Behavior* (OCB). OCB encompasses the voluntary conduct of employees that is not directly recognized by the formal reward system but contributes to the effectiveness and efficiency of the organization's functions. *Organizational Citizenship Behaviour* (OCB) is a behavioral action that has an extra-role (*role-extra behaviour*) where it is an individual act of behavior of an employee. This behavior is carried out which is not a demand or obligation (Bustami, Alam, & Arifin, 2024). Podsakoff et al. (2000) in (Fathiyah, 2021) said that OCB will encourage behaviors that lead to the achievement of the effectiveness and efficiency of the overall organizational function, these behaviors include: learning new tasks, volunteering to do something for the benefit of the group, and being more oriented towards new employees.

PT Harfarindo Utama Hasana as one of the companies engaged in the industrial sector faces challenges in improving organizational performance and sustainability. Initial observations show that there are indications of variations in OCB behavior among employees that can affect the company's overall performance. Employees are living organisms that allow the functioning of an organization or company and become an important element in management (M. Chaerul Rizky & Ardian, 2019).

Leadership plays a crucial role in shaping employee behavior. The success of an organization is determined by the quality of the leader in managing resources, directing subordinates, and achieving organizational goals (Nasution & Rizky, 2024; Suhanta, Jufrizen, & Pasaribu, 2022). Leadership is the ability to convince and mobilize others to be willing to work together under their leadership as a team to achieve a specific goal (M. Chaerul Rizky, 2022). A leader who can inspire and motivate employees to contribute more than expected. Some previous studies such as research conducted by (Robbins & Judge, 2019) shows that transformational leadership style has a positive correlation with employee OCB. One way to realize and improve OCB can be seen from how the leadership in the organization works. Relatively speaking, when good leadership is formed in the organization, employees will be more enthusiastic and encouraged to do work outside of their duties. Findings from various previous studies reveal inconsistencies in the relationship between servant leadership, OCB, and job satisfaction. Research conducted by (Syaka Aprilida et al., 2019) and (Simamora et al., 2021) shows that servant leadership has a positive effect on OCB. On the contrary, the results of studies from (Fitriadi & Nugraha, 2022) and (Puspasari, 2023) state that servant leadership does not have a significant influence on OCB.

In addition to leadership, the factor that affects OCB is organizational commitment (Lestari, 2023). A person's success and performance in the field of work are largely determined by their level of competence, professionalism, and commitment to the field they are working in (Yanti & Sanny, 2019). Low commitment within an organization indicates a lack of responsibility of an employee in carrying out his work (Wahyudi, Komang, & Sudibya, 2016). Work commitment is also said to be an individual's attitude to stay in the organization or company without organizational coercion. OCB will be formed if employees have a high commitment in the organization (Patiwael, Serawati, & Kurniawan, 2021). Organizational Commitment, as the desire of employees to maintain

their membership in the organization, is willing to make a high effort to achieve organizational goals (Titisari, 2014). Strong organizational commitment from management and employees themselves can help retain employees by ensuring the company's vision, values, and goals are understood and internalized by all team members (Imelda & Budiarti, 2023; Kurniawan & Rizky, 2025). Strong organizational commitment will encourage individuals to work harder to achieve organizational goals (Jannah, Wahyono, & Rizky, M., 2024). Low commitment within an organization indicates a lack of responsibility of an employee in carrying out his work (Wahyudi et al., 2016).

According to (Bustami et al., 2024) work discipline is a factor that affects *Organizational Citizenship Behaviour* (OCB). (Rizky, 2022) states that work discipline is a concept in the workplace or management that requires employees to apply it regularly. According to (Farida & Hartono, 2016) in (M. Chaerul Rizky, 2022) Good discipline reflects a person's sense of responsibility for the tasks assigned to him. Employees with high levels of discipline tend to have a greater awareness of their responsibilities to the organization, which can be manifested in OCB behavior. Research (Sutrisno, 2018) shows a positive relationship between work discipline and OCB. Work discipline is an attitude of respect, respect, obedience and obedience to the rules that have been set by the organization or company. OCB can occur if employees have high work discipline, both self-discipline and in the organization. Research results (Widayati, Widjaja, & D., 2019) work discipline has a positive influence on OCB, this study is in line with the research conducted by (Putra, et al. 2019) This means that if work discipline is improved, then *Organizational citizenship behavior* (OCB) will increase.

Method

This study uses a quantitative approach aimed at testing and explaining the magnitude of the influence of leadership variables, organizational commitment, and work discipline on *the Organizational Citizenship Behavior* (OCB) of PT Harfarindo Utama Hasana employees. The population in this study is 49 employees working in the production department of PT Harfarindo Utama Hasanah. The determination of the number of samples in this study uses saturated samples. The method of determining saturated samples is a technique of determining samples when all members of the population are used as samples. The population in this study is 49 employees, so the sample used is 49 employees because it uses saturated samples.

The data collected consists of primary and secondary data. Primary data is sourced directly from respondents through a closed-ended questionnaire based on the Likert scale. The main data collection technique is the online distribution of questionnaires through *Google Forms* with a special link sent via WhatsApp. The data analysis technique was analyzed using IBM SPSS Statistics v.29 software. The first stage is a data quality test (*edit, coding, entry*), followed by a test of classical assumptions—normality (KolmogorovSmirnov), multicollinearity ($VIF < 10$), heteroscedasticity (Glejser), and autocorrelation (DurbinWatson). Next, the researcher applied multiple linear regression analysis to assess the simultaneous and partial influence of the three independent variables on OCB, with the equation:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Description:

$$Y = \text{Organizational Citizenship Behaviour}$$

- a = Constant
- b1 = Regression Coefficient X1
- b2 = Regression Coefficient X2
- b3 = Regression Coefficient X3
- X1 = Leadership
- X2 = Organizational Commitment
- X3 = Work Discipline
- E = Standard Error

RESULT AND DISCUSSION

1. Descriptive Statistical Analysis

Descriptive statistics are statistics that are used to analyze data by describing or describing data that has been collected without intending to make conclusions that apply to generalities or generalizations (Scott, 2019).

Table 1. Descriptive Statistical Analysis
Descriptive Statistics

	N	Minimum	Maximum	Red	Std. Deviation
Kepemimpinan_X1	49	31	37	33.57	1.414
Commitment Organisasi_X2	49	21	30	26.41	1.903
Discipline Kerja_X3	49	19	25	21.41	1.189
Organizational Citizenship Behaviour_Y	49	20	28	25.33	1.651
Valid N (listwise)	49				

Source: SPSS Data Processing 29, 2025

The results of descriptive statistics showed that out of 49 respondents, the perception of leadership (X1) was in the score range of 31–37 with an average of 33.57 and a standard deviation of 1.414. Organizational commitment (X2) has an average of 26.41 (standard deviation of 1.903) in the range of 21–30. Work discipline (X3) was recorded with an average of 21.41 (standard deviation of 1.189) in the score range of 19–25. Meanwhile, Organizational Citizenship Behavior (Y) showed an average of 25.33 (standard deviation of 1.651) with a range of 20–28.

2. Classic Assumption Test

a. Normality Test

The normality test aims to test whether the regression model made is normally distributed or not. A good regression model is to have a normal or near-normal distribution of data. The normality of the data in this study was tested using the Kolmogorov-Smirnov method. The Kolmogorov Smirnov test is a test of the difference between the data that is tested for normality and the standard normal data. The basis for decision-making is that if the significance is below 0.05, it means that there is a significant difference, and if the significance is above 0.05, there is no significant difference.

Table 2. Normality Test- Kolmogorov-Smirnov
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		49	
Normal Parameters ^{a,b}	Red	.0000000	
	Std. Deviation	1.32743895	
Most Extreme Differences	Absolute	.095	
	Positive	.060	
	Negative	-.095	
Test Statistic		.095	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.	.312	
	99% Confidence Interval	Lower Bound	.300
		Upper Bound	.324

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 2000000.

Source: SPSS Data Processing 29, 2025

The Kolmogorov–Smirnov normality test of nonstandard residuals yielded a statistical value of 0.095 with an Asymp. Sig. (2tailed) of 0.200, greater than 0.05 so that the assumption of normality in the regression analysis was met.

b. Multicollinearity Test

The multicollinearity test was used to find out whether the regression model found a correlation between independent variables. A good regression model should have no correlation between independent variables. One way to find out whether or not multicollinearity exists in the regression model is by looking at the value of tolerance and variance inflation factor (VIF). In the case of multicollinearity, the tolerance value is < 0.10 or equal to the VIF value > 10 . If multicollinearity does not occur, the tolerance value is > 0.10 or equal to the VIF value < 10 (Perdana, 2016).

Table 3. Multicollinearity Test
Coefficients^a

Models		Collinearity Statistics	
		Tolerance	VIF
1	Kepemimpinan_X1	.836	1.196
	Commitment Organisasi_X2	.903	1.108
	Discipline Kerja_X3	.801	1.249

a. Dependent Variable: Organizational Citizenship Behaviour_Y

Source: SPSS Data Processing 29, 2025

The results of the multicollinearity test in table 3. shows that all independent variables, leadership, organizational commitment, and work discipline have a

tolerance value above 0.10 and a VIF (Variance Inflation Factor) value below 10. Thus, it can be concluded that there are no symptoms of multicollinearity

c. Heteroscedasticity Test

The heteroscedasticity test was carried out to test whether in the regression model there was variance disparity from the residual of one observation to another. A good model is one that is homogeneous or heteroscedasticity does not occur. If the significance ≥ 0.05 , heteroscedasticity does not occur. On the other hand, if the significance value is ≤ 0.05 , heteroscedasticity occurs.

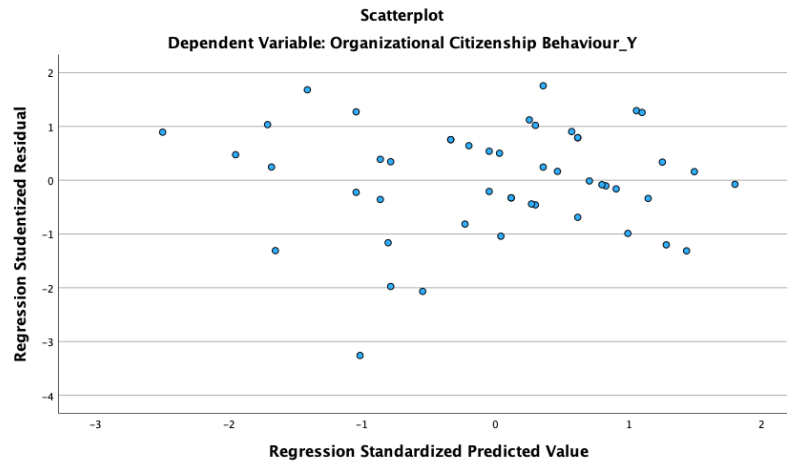


Figure 1. Scatterplot-Heteroscedasticity Test
 Source: SPSS Data Processing 29, 2025

Based on the heteroscedasticity scatterplot in figure 1, the data points are randomly scattered around the zero horizontal line without a constricting pattern or systematic spread. Thus, there are no symptoms of heteroscedasticity so that the homoscedasticity assumption for multiple linear regression analysis is stated to be fulfilled.

3. Multiple Linear Regression Analysis

This study uses multiple regression analysis to find out and to measure the influence between one or more independent variables on their dependent variables.

Table 4. Multiple Regression Analysis
Coefficients^a

Models	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	16.751	5.248		3.192	.003
Kepemimpinan_X1	-.029	.153	-.025	-.187	.852
Commitment Organisasi_X2	-.312	.109	-.359	-2.846	.007
Discipline Kerja_X3	.830	.186	.598	4.461	<.001

a. Dependent Variable: Organizational Citizenship Behaviour_Y
 Source: SPSS Data Processing 29, 2025

Based on the results of multiple linear regression analysis in Table 4, the following regression equations are obtained:

$$Y = 16.751 - 0.029X_1 - 0.312X_2 + 0.830X_3 + e$$

The equation shows that when the variables of leadership, organizational commitment, and work discipline are zero, the base value of OCB is estimated to be 16.751. The regression coefficient for the leadership variable (X_1) of -0.029 indicates that each one-unit increase in leadership will decrease the OCB value by 0.029 units, although this relationship is not statistically significant (Sig. = 0.852 > 0.05). The regression coefficient for organizational commitment (X_2) of -0.312 indicates that every one-unit increase in organizational commitment decreases the OCB by 0.312 units, and this relationship is statistically significant (Sig. = 0.007 < 0.05), even though the direction of the relationship is negative. Meanwhile, a regression coefficient for work discipline (X_3) of 0.830 indicates that every one unit increase in work discipline will increase OCB by 0.830 units, with a significant relationship (Sig. < 0.001). Thus, of the three variables studied, work discipline is the most dominant and positive variable in influencing the OCB of PT Harfarindo Utama Hasana employees.

4. Hypothesis Test

a. T test (Partial)

This t-statistical test is used to find out whether the partially independent variables (each) have an effect on the bound variable. The test method uses SPSS software. The basis for decision-making in the t-test is based on the significance value of the SPSS output results, namely if the significance value < 0.05, then the independent variable has a significant effect on the dependent variable. If the significance value is > 0.05, then the independent variable does not have a significant effect on the dependent variable (Raharjo, 2019). If the value of the $t_{hitung} >$ from the table, then there is an influence of independent variables on dependent variables.

Table 5. T test (Partial)

Models	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	16.751	5.248		3.192	.003
Kepemimpinan_X1	-.029	.153	-.025	-.187	.852
Commitment Organisasi_X2	-.312	.109	-.359	-2.846	.007
Discipline Kerja_X3	.830	.186	.598	4.461	<.001

a. Dependent Variable: Organizational Citizenship Behaviour_Y

Source: SPSS Data Processing 29, 2025

The following is the narrative of the t-test results (partial) for each variable:

Leadership towards OCB

Based on the results of the t-test, the leadership variable had a significance value of 0.852 with a calculated t-value of -0.187. Since the significance value is greater than 0.05 and t count < t table, it can be concluded that leadership does not have a significant effect on Organizational Citizenship Behavior (OCB). This shows that in the context of PT Harfarindo Utama

Organizational Commitment to OCB

The results of the t-test showed that the organizational commitment variable had a significance value of 0.007 with a t-calculation of -2.846. Because the significance value < 0.05 and t calculate > t table, it can be concluded that organizational commitment has a significant effect on OCB.

Work Discipline towards OCB

The t-test on the work discipline variable showed a significance value of < 0.001 with a calculated t of 4.461. Since the significance value is much smaller than 0.05 and t count > t table, it can be concluded that work discipline has a positive and significant effect on OCB.

b. F Test (Simultaneous)

This statistical test F is used to show whether all the independent variables included in the model have a joint or simultaneous influence on their dependent variables. The way to test this F test is by using SPSS software. The basis for decision-making in the F test is based on the significance value of the SPSS output result, namely if the significance value is < 0.05 and the value of Fcal > Ftable then the independent variables together (simultaneously) affect the dependent variables. If the significance value is > 0.0 and the value of Fcal < Ftable, then the independent variables together (simultaneously) have no effect on the dependent variables (Raharjo, 2019).

Table 6. F Test (Simultaneous)
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Models	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	46.195	3	15.398	8.192	<.001 ^b
Residual	84.581	45	1.880		
Total	130.776	48			

a. Dependent Variable: Organizational Citizenship Behaviour_Y

b. Predictors: (Constant), Discipline Kerja_X3, Commitment Organisasi_X2, Kepemimpinan_X1

Source: SPSS Data Processing 29, 2025

Based on the results of the F test, an F value of 8.192 was obtained with a significance of < 0.001. Because the significance value is less than 0.05, it can be concluded that the variables of leadership, organizational commitment, and work discipline simultaneously have a significant effect on *Organizational Citizenship Behavior (OCB)*.

c. Coefficient of Determination (R²)

The coefficient of determination is basically to measure how far a model is able to explain the variation of dependent variables. The value of the coefficient of determination is between 0 and 1. A small R² value means that the ability of independent variables to explain dependent variables is very limited. A value that is close to one means that the independent variable provides almost all the information needed in predicting the dependent variable (Perdana, 2016).

Table 7. Coefficient of Determination (R²)
Model Summary^b

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594 ^A	.353	.310	1.371

a. Predictors: (Constant), Discipline Kerja_X3, Commitment Organisasi_X2, Kepemimpinan_X1

b. Dependent Variable: Organizational Citizenship Behaviour_Y

Source: SPSS Data Processing 29, 2025

Based on the results of the determination coefficient (R²) analysis, an R Square value of 0.353 was obtained which shows that 35.3% of the variation in *Organizational Citizenship Behavior* (OCB) change can be explained by leadership variables, organizational commitment, and work discipline simultaneously. Meanwhile, the remaining 64.7% is explained by other factors outside of this research model. An *Adjusted R Square* value of 0.310 indicates an adjustment to the number of predictors in the model, which still indicates that the relationship between independent variables and OCB is in the moderate category.

The influence of leadership on the Organizational Citizenship Behavior (OCB) of PT Harfarindo Utama Hasana

Based on the results of the study, the leadership variable did not have a significant effect on *Organizational Citizenship Behavior* (OCB) in employees of PT Harfarindo Utama Hasana. This is shown by a significance value of 0.852 which is far above the significant limit of 0.05, as well as a negative regression coefficient value of -0.029. This means that in this company, the leadership style applied has not been able to shape or encourage employees to show positive behavior outside of their formal duties. Possible causes can come from a leadership style that is not yet participatory, communication that is less open, or a leader who is not able to be a strong role model for his subordinates. The absence of these relationships could also reflect that employees are more influenced by internal factors, such as personal values or intrinsic motivations, than by direct influences from leaders.

The Influence of Organizational Commitment on *Organizational Citizenship Behavior* (OCB) of PT Harfarindo Utama Hasana

The results of the study show that organizational commitment has a negative and significant effect on *Organizational Citizenship Behavior* (OCB) in employees of PT Harfarindo Utama Hasana. This is proven by a significance value of 0.007 (smaller than 0.05) and a regression coefficient value of -0.312. Theoretically, organizational commitment is usually positively correlated with OCB, where the higher the employee's commitment to the organization, the greater their tendency to perform extra-role behaviors. However, these negative results indicate a mismatch between expectations and reality felt by employees. Although employees feel formally tied to the organization, they don't fully feel valued or involved in the decision-making process, which lowers their desire to contribute more than just performing a core task.

The Influence of Work Discipline on *Organizational Citizenship Behavior* (OCB) of PT Harfarindo Utama Hasana

Based on the results of the study, work discipline has a positive and significant effect on *Organizational Citizenship Behavior* (OCB) in employees of PT Harfarindo Utama Hasana. This is evidenced by the value of the regression coefficient of 0.830 and the significance of < 0.001 , which is smaller than the significance of 0.05. Thus, the higher the level of work discipline of employees, the more likely they are to exhibit extra-role behaviors such as helping colleagues, being loyal to the company, and carrying out duties outside of their formal obligations. High work discipline reflects an attitude of responsibility, compliance with rules, and consistency in carrying out duties, which ultimately creates a conducive and mutually supportive work environment. Employees who have discipline have greater awareness and concern for the organization, so they voluntarily engage in various activities that support the company's goals.

The Influence of Leadership, Organizational Commitment, and Work Discipline on *Organizational Citizenship Behavior* (OCB) of PT Harfarindo Utama Hasana

The results of the study showed that leadership, organizational commitment, and work discipline simultaneously had a significant effect on *Organizational Citizenship Behavior* (OCB) in employees of PT Harfarindo Utama Hasana. This is proven through the F test which produces a significance value < 0.001 , which means it is smaller than the significance level of 0.05. Thus, these three independent variables together contribute to influencing the level of employee OCB. Although only partially work discipline and organizational commitment showed a significant influence (with work discipline as the dominant variable), simultaneously, all three had a meaningful influence on extra-role work behavior. Efforts to improve OCB cannot be focused on just one aspect, but need an approach that includes improving leadership quality, strengthening employee commitment to the organization, and enforcing consistent work discipline.

Conclusion

Based on the results of the study, it can be concluded that leadership does not have a significant influence on employee *Organizational Citizenship Behavior* (OCB), which suggests that existing leadership styles or roles have not directly encouraged extra-role

work behavior. Meanwhile, organizational commitment has a negative and significant effect on OCB, which indicates that a certain level of commitment can actually reduce employees' tendency to behave outside of their formal duties. In contrast to these two variables, work discipline has been proven to have a positive and significant effect on OCB, so that the better the level of employee discipline, the higher the OCB behavior shown. Simultaneously, leadership, organizational commitment, and work discipline have a significant effect on OCB, where the three variables together are able to explain some variation in employee OCB behavior, while the rest are influenced by other factors outside the research model.

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