



RESEARCH ARTICLE

The Effect of Psychological Capital and Job Satisfaction on Organizational Citizenship Behavior among Health Workers at Restu Ibu Hospital in Balikpapan, Indonesia

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ARTICLE INFO	ABSTRACT
Received: Sep 18, 2024 Accepted: Nov 27, 2024	Organizational citizenship behavior is a number of beneficial behaviors carried out by employees, regardless of the provisions that have been set and that aim to help others achieve organizational goals. This study aims to analyze the effects of psychological capital and job satisfaction on the organizational citizenship behavior of employees at Restu Hospital, Capital City, Balikpapan. The type of research conducted is quantitative research in which observational studies with a cross-sectional study design are used. The sample in this study included employees at Beriman Hospital, Balikpapan, for a total of 190 respondents. The results of the study indicate that there is an effect of psychological capital on OCB and that there is an effect of self-efficacy dimensions on the OCB of employees at Beriman Hospital, Balikpapan. Hospital management should organize training programs specifically designed to increase employee self-confidence (self-efficacy) and skills in performing daily tasks. Implementing strategies that focus on employee welfare, professional development, and a supportive work environment is necessary. To implement strategies that create a work environment that supports voluntary and proactive behavior from employees, strategies that create a work environment that supports voluntary and proactive behavior from employees are needed. OCB involves behaviors such as helping coworkers, showing initiative, and maintaining a positive attitude that goes beyond formal job descriptions. Managerial implications PsyCap includes training and development. Management can conduct training programs to strengthen the four components of PsyCap. For example, training can increase self-efficacy by providing employees with measurable work challenges and support to achieve success. Resilience development training can also help employees cope with work pressures in the hospital environment. Coaching and Mentoring Approaches: Implementing mentoring programs to provide moral support and coaching to junior employees can increase optimism and hope. Coaching helps employees understand that they have the ability to face challenges and contribute more. Rewards and recognition: Creating an environment where employee achievements are publicly recognized and rewarded will strengthen employee self-confidence. When employees feel recognized, they tend to be more optimistic and contribute more through OCB, such as helping coworkers and showing initiative
<b>Keywords</b>	
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## INTRODUCTION

The importance of organizational support in the relationship between the organization and employees, as employee attitudes and behaviors are influenced by the relationship between employees and the organization, is explained via social exchange theory. A sense of obligation is given to employees through reciprocal specifications so that they can give back to their organization. Thus, performance, job satisfaction, organizational commitment and the role of external behavior can be influenced by perceived organizational support. Things such as the above are called organizational citizenship behavior (OCB). OCB is defined as voluntary behavior that is indirectly recognized by the formal system and drives organizational functions effectively and efficiently overall (Organ, 2017). Given the importance of OCB for a company, it is necessary to optimize employee OCB.

Podsakoff (2000) proposed four factors that encourage the emergence of OCB in employees, namely, individual characteristics, task/job characteristics, organizational characteristics and leader behavior (Organ, D.W., Podsakof, M.P., MacKenzie, 2006). Individual characteristics differ across individuals and affect work behavior. According to Ivancevich et al. (Donnelly, J., James & Ivancevich, 2004), individual characteristics include heredity and diversity (demographic), personality, abilities and skills, perceptions, and attitudes. Ability is the capacity of an individual to perform certain jobs. One of the capacities that builds an individual to develop and influence individual work behavior is psychological capital (Podsakoff and MacKenzie, 2000) (Luthans et al., 2007).

Psychological capital is defined as a positive capacity possessed by each individual who is useful for helping the individual develop and is characterized by (1) self-confidence (self-efficacy) to complete work, (2) having positive expectations (optimism) about current and future success, (3) being persistent in hoping (hope) to succeed, and (4) being steadfast in facing various problems (resiliency) to achieve success. Psychological capital is a positive individual construction that is oriented toward the success of goals through a person's ability to find various paths to success. OCB is classified as positive behavior in an organization, so it is possible that psychological capital is positively related to OCB. Psychological capital can give rise to desired work behaviors, both those set out in the employee's job description and those that are not set out (extrarole) (Youssef & Luthans, 2007). Another factor that contributes to increasing OCB is the satisfaction of organizational members. Susanto in (Albert, 2019; Jam et al., 2011) stated that, as a result of the increasing satisfaction of organizational members, close relationships and harmonious relationships arise between members and the work environment. In the end, it is able to create organizational citizenship behavior (OCB) (Albert, 2019).

Patient safety index (IKP) data at Restu Ibu Hospital, Balikpapan, increased from 2021--2023. In accordance with the hospital's minimum service standards (SPM), the IKP target is zero incidents. The patient safety index (IKP) data at Restu Ibu Hospital, Balikpapan, for the last three years taken from the Hospital Quality Committee data averaged 17 cases per year (61.4% of all incidents). This has been a problem from year to year until it has never reached the zero incident target targeted in the Hospital Minimum Service Standards; thus, further studies are needed.

Previous studies also state that OCB is one of the effective variables for improving performance in hospitals. Therefore, in line with research that shows that OCB in hospitals is still low, research conducted by Akira & Jatmika (2015) in one of the hospitals in Indonesia, which included 117 nurse respondents, revealed that OCB in hospital nurses in the Bandung area was classified in the low category, namely, 32.48%, especially in the altruism dimension, where nurses in each division have different workloads such that their OCB tends to be low. Specifically, four dimensions are in the low category: altruism (45.30%), sportsmanship (47.01%), civic virtue (47.01%) and conscientiousness (31.62%). While courtesy is at a moderate level (49.57%). Research conducted by Hamenda et al. (2023) in a regional hospital on 120 nurses revealed that the OCB level was 34 (28.3%) in the low category, 69 (57.5%) in the medium category, and 17 (14.2%) in the high category. The results of the study revealed that most of the OCB levels among nurses were in the medium category. Therefore, researchers are interested in studying the factors that can increase the OCB behavior of employees at Restu Ibu Hospital in Balikpapan (Hamenda et al., 2023). On the basis of this background, the

researcher aims to analyze the influence of psychological capital and job satisfaction on the organizational citizenship behavior of employees at Restu Ibu Hospital in Balikpapan.

## METHODS

### Location and research design

This type of research is quantitative and uses an observational analytical design with a cross-sectional approach. This research will be conducted at Restu Ibu Hospital, Balikpapan, from July - October 2024.

### Population and sample

The population in this study included employees of Restu Ibu Hospital, Balikpapan. The number of employees, on the basis of the type of workforce at Restu Ibu Hospital, Balikpapan City, is 364. The sample in this study included employees at Restu Ibu Hospital, Balikpapan. This study uses the Slovin formula to draw samples, namely, 190 respondents.

### Data collection method

The instrument used in data collection is a questionnaire. The questionnaire used in this study was first tested for validity and reliability. All statements were declared valid and reliable on the basis of the results of the validity and reliability tests via the SPSS program, where all statements were declared valid and reliable.

### Data analysis

Univariate analysis was carried out to obtain an overview of the research problem by describing each variable used in the study and the characteristics of the respondents. Univariate analysis consists of descriptive analysis of respondent characteristics, descriptive analysis of research variables and cross-tabulation analysis between respondent characteristics and research variables. Bivariate analysis is conducted to determine the relationship between two variables, namely, between the independent variable and the dependent variable, with the chi-square test used

## RESULTS

### Respondent characteristics

**Table 1. Distribution of Respondent Characteristics at Restu Ibu Hospital Balikpapan in 2024**

Characteristics	Research Sample	
	n	%
<b>Age</b>		
<25 Years	26	13.7
25-35 Years	64	33.7
36-45 Years	82	43.2
>45 Years	18	9.5
<b>Gender</b>		
Man	16	8.4
Women	174	91.6
<b>Education</b>		
Diploma	44	23.2
Bachelor	111	58.4
Master	35	18.4
<b>Years of service</b>		
1-5	48	25.3
6-10	112	58.9
>10	30	15.8

Characteristics	Research Sample	
	n	%
<b>Employment Status</b>		
Permanent	145	76.3
Contract	15	7.9
Temporary	30	15.8
<b>Professionalism status</b>		
Professional Staff	151	79.5
Nonprofessional staff	39	20.5

Table 1 shows the characteristics of the respondents, which were mostly 36-45 years old, were 82 respondents (43.2%). The characteristics based on gender are mostly female, which is 174 respondents (91.6%). The characteristics of the respondents based on their last education are mostly bachelor, with 111 respondents (58.4%). In terms of the length of service, the most common type of service is 6-10 years, with 112 respondents (58.9%). In terms of employment status, most respondents were permanent, with 145 respondents (76.3%). In terms of the type of workforce, the majority are professional workers, with 151 respondents (79.5%).

**Table 2. Frequency Distribution Based on Research Variables**

Variable	Research Sample	
	n	%
Psychological Capital		
High	141	74.2
Low	49	25.8
Self-Efficacy		
High	145	76.3
Low	45	23.7
Optimism		
High	138	72.6
Low	52	27.4
Hope		
High	140	73.7
Low	50	26.3
Resiliency		
High	141	74.2
Low	49	25.8
Job Satisfaction		
High	135	71.1
Low	55	28.9
Pay		
High	146	76.8
Low	44	23.2
Promotion		
High	144	75.8
Low	46	24.2
Supervision		
High	141	74.2
Low	49	25.8
Fringe Benefits		
High	150	78.9
Low	40	21.1

Variable	Research Sample	
	n	%
Contingent Rewards		
High	137	72.1
Low	53	27.9
Operating Condition		
High	131	68.9
Low	59	31.1
Coworkers		
High	150	78.9
Low	40	21.1
Nature of Work		
High	139	73.2
Low	51	26.8
Communication		
High	136	71.6
Low	54	28.4
Organizational Citizenship Behavior		
High	134	70.5
Low	56	29.5

Based on Table 2, out of 190 respondents at Restu Ibu Hospital, 141 respondents (71.4%) assessed employee psychological capital as being in the high category, whereas 49 respondents (25.8%) were classified as low. In terms of self-efficacy, the majority stated that they were in the high category, namely, 145 respondents (76.3%), whereas 45 respondents (23.7%) were in the low category. In terms of optimism, the majority stated that they were in the high category, namely, 138 respondents (72.6%), and 52 respondents (27.4%) were in the low category. The majority stated that they were in the high category, namely, 140 respondents (73.7%), and 50 respondents (26.3%) were in the low category. In terms of resilience, the majority stated that they were in the high category, namely, 141 respondents (74.2%), and 49 respondents (25.8%) were in the low category. In terms of job satisfaction, most respondents stated that they were in the high category, namely, 135 respondents (71.1%), and 55 respondents (28.9%) were in the low category. In terms of pay, most respondents stated that they were in the high category, namely, 146 respondents (76.8%), and 44 respondents (23.2%) were in the low category. For promotion, most respondents stated that they were in the high category, namely, 144 respondents (75.8%), and 46 respondents (24.2%) were in the low category. Under supervision, most respondents stated that they were in the high category, namely, 141 respondents (74.2%), and 49 respondents (25.8%) were in the low category. For fringe benefits, most respondents stated that they were in the high category, namely, 150 respondents (78.9%) and 40 respondents (21.1%) were in the low category.

For contingent rewards, most respondents stated that they were in the high category, namely, 137 respondents (72.1%), and 53 respondents (27.9%) were in the low category. In terms of operating conditions, most respondents stated that they were in the high category, namely, 131 respondents (68.9%), and 59 respondents (31.1%) were in the low category. For coworkers, most respondents stated that they were in the high category, namely, 150 respondents (78.9%) and 40 respondents (21.1%) were in the low category. With respect to the nature of work, most respondents stated that they were in the high category, namely, 139 respondents (73.2%), and 51 respondents (26.8%) were in the low category. In communication, most respondents stated that they were in the high category, namely, 136 respondents (71.6%), and 54 respondents (28.4%) were in the low category. In terms of organizational citizenship behavior, most respondents stated that they were in the high category, namely, 134 respondents (70.5%) and 56 respondents (29.5%) were in the low category.

### The influence of psychological capital on organizational citizenship behavior (OCB)

**Table 3. Crosstabulation and Chi Square Analysis of Psychological Capital with Organizational Citizenship Behavior**

Psychological Capital	OCB		Total N (%)	p
	High N (%)	Low N (%)		
High	116 (82.3)	25 (17.7)	141 (100)	0.000
Low	18 (36.7)	31 (63.3)	49 (100)	
Total	134 (70.5)	56 (29.5)	190 (100)	

Table 3 shows that out of 141 respondents with high levels of psychological capital and high organizational citizenship behavior, 116 (82.3%) and 25 (17.7%) are in the low category. Moreover, of the 49 respondents who were classified as having low or high levels of psychological capital, 18 (36.7%) and 31 (63.3%) were in the low category. The results of the statistical test yielded a p value = 0.000 because the p value  $< \alpha = 0.000 < 0.05$ .  $H_0$  is rejected, which means that there is a statistically significant influence of psychological capital on organizational citizenship behavior at Restu Ibu Hospital, Balikpapan.

### The influence of job satisfaction on organizational citizenship behavior

**Table 4. Crosstabulation and Chi-Square Analysis of Job Satisfaction with Organizational Citizenship Behavior**

Job Satisfaction	OCB		Total N (%)	p
	High N (%)	Low N (%)		
High	111 (82.2)	24 (17.8)	135 (100)	0.000
Low	23 (41.8)	32 (58.2)	55 (100)	
Total	134 (70.5)	56 (29.5)	190 (100)	

Table 4 shows that out of 135 respondents with high job satisfaction and high organizational citizenship behavior, 111 (82.2%) and 24 (17.8%) are in the low category. Among 55 respondents who were classified as having low or high levels of job satisfaction, 23 (41.8%) and 32 (58.2%) were in the low category, respectively. The results of the statistical test obtained a p value = 0.000 because the p value  $< \alpha = 0.000 < 0.05$ ; thus,  $H_0$  is rejected, which means that there is a statistically significant influence of job satisfaction on organizational citizenship behavior at Restu Ibu Hospital Balikpapan.

## DISCUSSION

Research hypothesis 1 (H1) states that psychological capital influences employee organizational citizenship behavior. A statistical analysis revealed that psychological capital has an effect on employee organizational citizenship behavior. A significant influence is also indicated by a significance value of 0.000 so that, in this case, research hypothesis 1 (H1) is accepted. Research by Adillah, M. N., Sidin, I., & Amqam, H. (2019). showed that both male and female nurses benefit from psychological capital in showing OCB, although there are differences in how they express it. This highlights the importance of considering gender factors when evaluating the influence of psychological capital in the workplace. Increased OCB resulting from high levels of psychological capital contributes to the quality of service in hospitals. Nurses who are more active in OCB behaviors, such as helping colleagues and providing support to patients, improve patients' experiences and the effectiveness of health services. Job satisfaction and commitment to the organization were also found to be important factors influencing OCB. Nurses who are satisfied with their jobs tend to be more motivated to demonstrate extra behaviors that support the organization (Adillah et al., 2019; Helaudho et al., 2024).

Psychological capital (PsyCap) and organizational citizenship behavior (OCB) are two important concepts in organizational management and industrial psychology. Research shows that there is a significant relationship between PsyCap and OCB. Psychological capital is a concept that refers to individuals' positive psychological resources. It consists of four main components: self-efficacy, i.e.,

belief in one's ability to achieve desired results; optimism, i.e., positive expectations for the future and the belief that everything will go well; hope, i.e., the ability to design a path to achieve goals and have the motivation to achieve them; and resilience, i.e., the ability to bounce back from failure and remain steadfast in facing challenges. PsyCap is considered psychological capital that can be improved through training and has a major influence on individual behavior in the workplace (Luthans et al., 2007). The results of this study also support the results of previous studies that stated that psychological capital is positively correlated with organizational citizenship behavior (Adestyani & Nurtjahjanti, 2013). Adestyani and Nurtjahjanti (2013) reported that optimistic employees are not easily disappointed with unpleasant experiences at work. Employees build positive emotions and have confidence in the good results that will be obtained. Each dimension of high levels of psychological capital affects the high level of organizational citizenship behavior displayed by employees. In line with this study, Wicaksana & Sjabadhyni (2012) reported that the dimensions of self-efficacy, resilience, and optimism are significantly associated with the total score of OCB. Both studies reached the same conclusion: that psychological capital is one of the predictors of the emergence of organizational citizenship behavior.

Research conducted by Norman et al. (2010) shows that PsyCap has a positive influence on OCB. There are several reasons, such as increased motivation and self-efficacy: individuals with high self-efficacy tend to be more confident in taking initiative and helping coworkers, which increases altruistic behavior. Optimism: Optimistic employees view problems as opportunities and strive to help the organization overcome challenges, which increases civic virtue and sportsmanship. Hope and resilience: Strong hope makes employees more persistent in pursuing long-term goals, whereas resilience helps them recover from failure and maintain a positive attitude toward the organization. In general, PsyCap encourages employees to contribute more than just their primary duties do, which contributes to increased OCB. Higher PsyCap can increase proactive and constructive attitudes in the organization, which in turn strengthens employee OCB. Research by Walumbwa et al. (2011) shows that PsyCap not only affects OCB but also improves work performance. Employees with high levels of hope, resilience, self-efficacy, and optimism tend to be more proactive in demonstrating OCB. Avey et al. (2010) reported that PsyCap plays a role as a moderator in the relationship between job stress and OCB. Employees with high PsyCap can reduce the negative effects of job stress on OCB behavior and, conversely, increase their participation in OCB. James B. Avey, Fred Luthans (2009) investigated the role of PsyCap in predicting OCB and job satisfaction. They reported that employees with higher levels of PsyCap were more likely to demonstrate OCB behavior and had higher levels of job satisfaction. Lalita & Singh (2019) examined the role of PsyCap in OCB in the hospitality industry and reported that employees with high PsyCap exhibited more significant OCB behaviors, such as helping guests and coworkers. Research hypothesis 2 (H2) stated that job satisfaction influences employee organizational citizenship behavior. A statistical analysis revealed that job satisfaction has an effect on employee organizational citizenship behavior. A significant influence is also indicated by a significance value of 0.000; thus, research hypothesis 6 (H6) is accepted. Job satisfaction is a positive feeling that employees have about their work, which includes various aspects, such as working conditions, relationships with coworkers, rewards, and opportunities for development. In the context of hospitals, employee job satisfaction is very important because it can influence organizational citizenship behavior (OCB), which is voluntary behavior carried out by employees outside of their formal duties to support the success of the organization. Hospital employees who are satisfied with their jobs are more likely to demonstrate OCB behaviors, such as helping coworkers, working more disciplined, and becoming involved in organizational activities. This can ultimately improve the quality of health services provided by hospitals.

In hospitals, job satisfaction includes various factors that influence employee satisfaction, including working conditions; a comfortable environment; adequate equipment; supportive management; relationships with coworkers; good teamwork; and harmonious interpersonal relationships. Awards and recognition include fair rewards for employee performance and contributions; development opportunities; and opportunities for training, promotion, and professional development. Hospital employees who are satisfied with these aspects are more motivated to do extra work beyond their job descriptions. Several studies have shown a positive relationship between job satisfaction and OCB

in the health sector, including hospitals. Some relevant studies, such as that of Organ & Ryan (1995), have shown that job satisfaction has a strong relationship with OCB. Employees who are satisfied with aspects of their jobs, such as working conditions and relationships with coworkers, are more likely to demonstrate OCB behaviors, including helping coworkers and being actively involved in organizational activities. Research by Podsakoff et al. (2000) also showed that employees who have high levels of job satisfaction are more likely to demonstrate prosocial behavior in the workplace (Podsakoff and MacKanzie, 2000). They are more willing to work hard, help others, and remain positive in the face of challenges. A study by DeviMageshkumar (2016) revealed that in the healthcare sector, including hospitals, job satisfaction has a significant influence on OCB, especially in terms of altruism and sportsmanship. Employees who are satisfied with their jobs are more likely to help coworkers without complaining or expecting rewards. A study by Yoon and Suh (2003) in hospitals revealed that hospital employees who were satisfied with organizational support and working conditions were more likely to demonstrate OCB, such as helping coworkers and contributing to organizational activities (Yoon & Suh, 2003).

Research in Indonesia also shows that job satisfaction plays an important role in increasing OCB in hospitals. Sutanto (2018) in hospitals in Jakarta, reported that nurses who have high levels of job satisfaction show greater altruism and courtesy behavior. They help coworkers more often and maintain good working relationships. A study by Bayu Putra & Fitri (2021) in hospitals in Yogyakarta revealed that employees who are satisfied with working conditions and hospital management are more likely to be actively involved in organizational activities, demonstrating strong civic virtue. Job satisfaction has a significant influence on organizational citizenship behavior (OCB) in hospitals. Employees who are satisfied with their jobs are more likely to help coworkers voluntarily (altruism), work with discipline and in accordance with procedures (conscientiousness), not complain and be positive in facing challenges (sportsmanship), maintain good relationships with coworkers (courtesy), and be involved in organizational activities and development (civic virtue). High job satisfaction creates a positive work atmosphere, which ultimately increases employee contributions to the success and quality of hospital services. Job satisfaction encourages employees to demonstrate positive behaviors outside their formal duties, which support the achievement of organizational goals and improve the quality of service in hospitals.

Research by Paillé (2013) revealed that job satisfaction has a significant effect on OCB. Employees who are satisfied with their jobs tend to show higher OCB, such as helping coworkers and supporting organizational policies. This study also emphasizes the importance of work environment factors and the organizational climate. Research by Kim (2006) highlights the positive relationships among job satisfaction, organizational commitment, and OCB in the public sector. Kim reported that employees who have higher levels of job satisfaction show better levels of OCB, especially with respect to altruistic behavior and individual responsibility. The study by Lam et al. (2001) examined the effect of job satisfaction on OCB in the hospitality industry. Their findings indicate that job satisfaction affects OCB in the form of prosocial behavior, such as providing additional services to customers and helping coworkers. Shore & Wayne (1993) reported that perceived organizational support plays a mediating role between job satisfaction and OCB. Employees who are satisfied with their jobs and feel support from the organization are more likely to demonstrate OCB.

Overall, the results of this study indicate that there is an effect of psychological capital on OCB and that there is an effect of self-efficacy dimensions on the OCB of employees at Beriman Hospital, Balikpapan. It is recommended that hospital management organize training programs specifically designed to increase employee self-confidence (self-efficacy) and skills in performing daily tasks, and it is necessary to implement strategies that focus on employee welfare, professional development, and a supportive work environment. To implement strategies that create a work environment that supports voluntary and proactive behavior from employees, strategies that create a work environment that supports voluntary and proactive behavior from employees are needed. OCB involves behaviors such as helping coworkers, showing initiative, and maintaining a positive attitude that goes beyond formal job descriptions. Self-improvement training recommendations are good communication skills training that supports OCB, where employees can help each other and maintain



harmonious relationships, leadership skills training, decision making, and problem solving. Teaching employees to be more efficient in managing time and increasing productivity.

## CONCLUSION

The findings of this study confirm that both psychological capital (PsyCap) and job satisfaction significantly influence organizational citizenship behavior (OCB) among employees at Beriman Hospital, Balikpapan. Specifically, higher levels of psychological capital, particularly self-efficacy, positively affect employees' engagement in OCB. Additionally, job satisfaction plays a crucial role in fostering behaviors that go beyond formal job duties, such as helping coworkers, working more diligently, and participating in organizational activities. These findings align with previous research, emphasizing that employees with strong psychological capital and high job satisfaction are more likely to demonstrate proactive, voluntary behaviors that contribute to the success and quality of organizational services.

Given the importance of both PsyCap and job satisfaction in enhancing OCB, it is recommended that hospital management implement targeted strategies to improve these factors. Training programs aimed at boosting self-efficacy and job satisfaction should be prioritized, with a focus on enhancing communication, leadership skills, decision-making, and problem-solving abilities. Furthermore, creating a supportive work environment that fosters positive employee attitudes and provides opportunities for professional development is essential in encouraging voluntary behaviors that benefit the organization and its overall service quality. In conclusion, promoting psychological capital and job satisfaction can significantly enhance OCB, thereby contributing to better teamwork, improved patient care, and a more effective and harmonious work environment in healthcare settings.

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