



Research Article

The Implications Of Human Resource Competencies and Benchmarks on Employee Performance Through Organizational Citizenship Behavior a Study at Sultan Hadlirin Islamic Hospital, Jepara

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Abstract. This study aims to analyze the influence of human resource competencies and benchmarks on employee performance through the moderating effect of Organizational Citizenship Behavior (OCB). The urgency of this study stems from the phenomenon of employee turnover, which necessitates extra-role behavior to maintain the stability of healthcare services. A quantitative approach was applied involving 242 respondents at Sultan Hadlirin Islamic Hospital in Jepara, selected through purposive sampling. Data analysis was conducted using the Structural Equation Modeling (SEM) method with AMOS 31 software. The primary focus of this study is to dissect the causal mechanisms through which individual capacity and HR benchmarks translate into superior performance outcomes within the hospital ecosystem. The results of the structural analysis indicate that employee competence and HR benchmarks make a positive and significant contribution to strengthening OCB. Furthermore, the empirical findings confirm that employee competence, HR benchmarks, and OCB simultaneously serve as substantial predictors in significantly improving employee performance. OCB has been identified as a crucial pathway linking personal competence and organizational standards to collective performance outcomes. The practical implications of this study emphasize the importance of hospital management in optimizing sustainable capacity development and standardizing exemplary work behavior. These strategic steps are necessary to foster a culture of voluntary work that is responsive to HR dynamics, thereby ensuring that the quality of medical services is maintained amidst the challenges of workforce turnover.

Keywords : Benchmarks; Competencies; Employee Performance; Hospital Management; Human Resource Benchmarking; Organizational Citizenship Behavior.

1. Introduction

An organization's survival in the midst of 21st-century globalization is no longer determined solely by the ownership of material assets or financial capital, but has fundamentally shifted toward the mastery of intellectual capital. In a fast-paced and volatile industrial landscape, an entity's ability to survive depends heavily on its agility in responding to unpredictable market changes. This demands a strategic reorientation in human resource management, where people are no longer viewed merely as production costs, but as the primary drivers of innovation and competitive differentiation. This paradigm shift requires organizational leaders to rethink their managerial structures, ensuring that every policy adopted facilitates the maximum growth of human potential.

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Global economic uncertainty, coupled with massive technological disruption, creates pressure for organizations to remain constantly on high alert—a state that can only be achieved through the mental readiness and professionalism of their employees. Therefore, discussions about productivity must no longer be superficial; instead, they must address the root of the problem: how to create harmony between organizational needs and individual aspirations. Success in aligning these two interests will determine whether an organization is capable of transforming into a resilient institution or, conversely, sinking into prolonged operational inefficiency. A comprehensive HR strategy is the key to addressing the challenges of a future that is increasingly unpredictable and fiercely competitive.

In modern management discourse, employee performance occupies a central position as the most concrete reflection of an organization's functional effectiveness. Performance is not merely the sum of completed daily tasks, but rather a manifestation of the integration between intrinsic motivation, organizational support, and clarity of strategic direction. When an employee is able to meet or even exceed set targets, it signals that the organization's internal mechanisms—from communication systems to leadership styles—are functioning in sync. However, it is crucial to understand that performance is a highly volatile variable influenced by a complex array of both external and internal factors. Failure to monitor performance fluctuations can have fatal consequences, as a decline in productivity at the individual level will accumulate into a collective decline in the organization's competitiveness in the global market.

Performance analysis must be conducted holistically, encompassing the dimensions of quality, quantity, timeliness, and autonomy in work. Management practitioners are now beginning to realize that chasing performance metrics without considering psychological well-being and career development is a risky short-term strategy. Therefore, a more in-depth approach is needed to understand the dynamics behind performance metrics, so that organizations can create an environment that not only demands results but also fosters the process of achieving those results in an ethical and sustainable manner. Objective, data-driven performance evaluations are a crucial tool for managers to determine the appropriate steps for improvement to enhance overall operational standards in the future.

The primary foundation underpinning an organization's performance structure is the skills or competencies possessed by each employee. These skills are not limited to academic degrees or formal certifications, but encompass a broader spectrum that includes technical skills (hard skills), emotional intelligence (soft skills), and the cognitive ability to adapt to changing tasks. Amid the wave of digitalization, skills are assets that quickly become obsolete, necessitating a commitment to continuous upskilling and reskilling. Employees with high competence tend to be more confident in decision-making, more efficient in managing resources, and more innovative in finding solutions to complex work challenges.

Conversely, competency gaps will lead to inefficiencies, procedural errors, and a decline in work morale, which ultimately disrupt the organization's rhythm (Pratama & Wijaya, 2023). From a theoretical perspective, competencies are considered human capital that provides unique added value that is difficult for competitors to replicate. Therefore, identifying the appropriate competency profile from the recruitment stage through to the development stage is an absolute imperative for the HR department. An emphasis on competencies also signifies that the organization values professionalism, which psychologically motivates employees to continuously raise their work standards. Without relevant competencies, no matter how advanced an

organization's technology may be, it will not be able to produce optimal results, as human factors remain the key element operating and controlling the entire operational system to achieve the institution's established vision and mission.

To ensure that individual competencies can be translated into tangible performance, organizations need valid measurement tools in the form of HR benchmarks. These reference standards serve as a strategic compass that provides a clear picture of where the organization currently stands compared to industry standards or global best practices. With clear standards in place, ambiguity in performance evaluations can be minimized, and every employee shares a common understanding of management's expectations. The implementation of these standards is not merely for monitoring purposes but serves primarily as a diagnostic tool to identify which areas require improvement and which have already achieved excellence (Sari et al., 2024).

The use of measurable parameters fosters a meritocratic culture, where recognition is based on tangible evidence of achievements aligned with organizational goals. Additionally, competitive benchmarks encourage healthy competition among work units to continuously improve service quality and product innovation. In the context of a competitive labor market, organizations with high HR standards will find it easier to attract top talent, as high-caliber talent tends to seek environments that promise structured professional development. Therefore, the development of managerial benchmarks must be conducted in a participatory and dynamic manner, keeping pace with industry trends to remain relevant and serve as a motivator for all members of the organization. Without objective guidelines, HR management will be trapped in subjectivity, which has the potential to cause dissatisfaction and erode employee trust in the integrity of the leadership system within the organization.

Beyond the fulfillment of formal duties outlined in job descriptions, there is a behavioral dimension that is crucial to the smooth operation of an organization: Organizational Citizenship Behavior (OCB). This behavior encompasses all voluntary actions taken by employees—such as helping a coworker with an excessive workload, offering unsolicited constructive feedback, or maintaining the organization's positive public image—which collectively enhance the organization's social effectiveness. OCB is often viewed as a “lubricant” that reduces friction between individuals within a rigid bureaucratic system. Employees who demonstrate high levels of OCB typically have a strong emotional attachment to the company and feel that the organization's success is their personal success as well. The importance of this extra-role behavior is increasingly felt in the era of collaboration, where departmental boundaries are becoming increasingly fluid and cross-functional teamwork is becoming the new standard. OCB cannot be enforced through formal employment contracts; it grows from an organizational culture that is inclusive, fair, and values human contributions.

Research shows that teams with high levels of OCB demonstrate greater flexibility in dealing with crises, as team members tend to support one another without waiting for instructions from their superiors. In the long term, the internalization of these organizational citizenship values will create a harmonious work environment, reduce work-related stress, and build strong social capital. Therefore, management must not overlook this behavioral aspect in performance evaluations, as employees' voluntary dedication often serves as the distinguishing factor between organizations that merely function and those that truly excel in innovation and service.

At a deeper level, there is a close correlation between an employee's level of competence and their tendency to exhibit OCB behavior. The underlying logic is that employees who feel competent

and have a firm grasp of the technical aspects of their work have more cognitive resources and time to spare for activities beyond their core duties. When someone feels they are an “expert” in their routine, they are no longer burdened by anxiety about failing at their primary tasks, leading to a desire to contribute more broadly to colleagues or the organization as a whole (Hidayat & Saputra, 2025).

Conversely, employees with low competence tend to get bogged down in meeting minimum standards, leaving them with little energy to care about their surroundings. Thus, improving competence not only impacts the quality of technical work but also serves as a catalyst for fostering a culture of mutual support. From an organizational psychology perspective, the self-confidence that stems from professional competence encourages individuals to act as good “organizational citizens.” This demonstrates that investment in training and development not only produces reliable technicians but also fosters employees with supportive and cooperative character. This analysis refutes the notion that OCB is merely a matter of personality; rather, technical competence is a prerequisite that enables OCB to manifest consistently in high-pressure work environments.

The relationship between HR benchmarks and employee performance is correlative and mutually reinforcing, with clear standards serving as an anchor for productivity stability. Without robust benchmarks, employee performance tends to fluctuate due to the lack of a clear direction regarding what constitutes “high quality.” When an organization sets ambitious yet realistic benchmarks, employees will feel challenged to align their work pace with those expectations (Lestari, 2024). These standards also serve as a safeguard for employees against biased or discriminatory evaluations, as all assessments are based on mutually agreed-upon parameters.

In both academic and professional ecosystems, these reference standards help create predictability in outcomes, which is crucial for a company’s long-term planning. The positive impact of these reference standards will be even stronger if management involves employees in their development, thereby fostering a sense of ownership over the standards. Consequently, standards are no longer viewed as a burden or a tool of control, but rather as a tool to achieve personal excellence. The stability in performance resulting from adherence to these standards will ultimately strengthen the organization’s position in the eyes of external stakeholders, while also providing employees with a sense of security in their careers.

Any discussion of organizational success would be incomplete without addressing how OCB systematically boosts overall performance. Empirically, OCB not only influences the performance of the individuals who exhibit it but also creates a positive ripple effect on team and organizational performance at a broader level. When cooperative behavior becomes the norm, time wasted on conflicts or miscommunications can be minimized, thereby drastically improving organizational efficiency. High performance in modern organizations is often the result of seamless coordination, which is only possible if every member is willing to go the extra mile for the common good.

An analysis of the OCB variable indicates that this behavior can compensate for minor shortcomings in a company’s formal procedural systems. For example, when sudden changes occur in operations, employees with high OCB will proactively adapt without having to wait for revisions to their employment contracts. It is this flexibility that serves as the driving force behind performance amid economic uncertainty. Therefore, it is important for researchers and practitioners to view OCB not as a supplementary variable, but as a moderator or mediator that significantly determines the strength of the relationship between management inputs and the productivity outputs expected by the organization.

Research on performance and OCB cannot be separated from the framework of Social Exchange Theory (SET), which posits that work relationships are based on unwritten reciprocal obligations. From this perspective, when an organization provides support through skill development and the provision of adequate work facilities, employees feel a moral obligation to repay that kindness with maximum performance. This reciprocal relationship forms the basis for why OCB often emerges spontaneously; it is not the result of managerial instructions, but rather an emotional response to the fair treatment employees receive.

If an organization is able to create an environment that values individual contributions, this cycle of social exchange will operate in a positive feedback loop, where employee loyalty will increase in tandem with the organization's investment in human capital. Conversely, if employees feel exploited without receiving commensurate compensation or development opportunities, their motivation to engage in extra-role behavior will quickly fade. Therefore, managers must understand that every HR policy has profound psychological consequences, which directly determine whether an employee will become an active "organizational citizen" or merely an apathetic worker. Strengthening the foundation of social exchange through transparency and recognition is key to maintaining long-term performance stability amid increasingly fierce industry competition.

From the perspective of the Resource-Based View (RBV), employee competencies are viewed as strategic assets that meet the VRIN criteria: Valuable, Rare, Inimitable, and Non-substitutable. Organizations with human resources possessing superior competencies have a greater chance of creating differentiation in a saturated market. Individual competence combined with a strong OCB culture creates organizational capital that is very difficult for competitors to imitate, as these values are embedded in daily behavior and are not merely technological systems that can be purchased. In this regard, employee performance serves as the output demonstrating that these human assets are effectively managed through appropriate managerial guidance.

This resource-based strategy emphasizes that sustainable competitive advantage stems from within the organization—specifically, how the people within it interact and add value to every business process. When HR benchmarks are applied to refine these VRIN assets, the organization automatically builds a defense against external threats. Therefore, focusing on developing internal capabilities must be a top priority rather than merely following superficial market trends. The success of RBV implementation in modern management depends heavily on the extent to which leaders are able to identify and optimize the hidden potential of every individual on their team.

Leadership is a crucial variable that bridges the gap between an organization's formal policies and the reality of behavior on the ground. Transformational leaders possess a unique ability to inspire employees to transcend personal interests in order to achieve a shared vision, which is the essence of OCB behavior. By providing individual attention and intellectual stimulation, this type of leader is able to boost employees' confidence in their own abilities. The influence of this leadership is highly significant on performance, as transformational leaders not only demand results but also act as mentors who facilitate the learning process.

In an environment led by inspirational leadership, HR benchmarks are no longer viewed as intimidating monitoring tools, but rather as motivating performance targets. The synergy between a supportive leadership style and employees' voluntary behavior creates a work atmosphere that is innovative and low in conflict. Recent research indicates that the quality of the relationship between supervisors and subordinates (Leader-Member Exchange) is a key predictor of the emergence of extra-role dedication in volatile work environments (Sari et al., 2024). Without effective leadership,

employees' potential remains untapped, and established performance standards become nothing more than administrative documents without tangible implementation.

Organizational culture serves as a value system that determines how work standards or HR benchmarks are perceived by all members of the institution. If the culture fostered is one that is competitive yet collaborative, then every managerial directive will be internalized as part of employees' professional identity. A healthy culture fosters the emergence of collective competence, where knowledge transfer occurs organically among peers. In this context, performance is not merely viewed as an individual achievement but as the result of aligning personal values with organizational values.

OCB thrives in a culture that values integrity, transparency, and recognition of small initiatives with big impacts. Conversely, a toxic and high-pressure culture will stifle employees' motivation to contribute beyond their core duties, which ultimately leads to a systemic decline in performance. Organizations must consciously cultivate a cultural narrative that values civic-minded behavior as an achievement on par with meeting technical targets. Strengthening organizational culture through consistent symbols, rituals, and policies is a highly valuable investment to ensure that established quality standards are truly implemented with full awareness and responsibility by every individual.

2. Literature review

Definition of Competence.

In the realm of contemporary management, competence is understood as a strategic amalgam that integrates cognitive, affective, and psychomotor dimensions to respond to increasingly volatile professional demands. The core of experts' thinking emphasizes that individual capability is not merely an accumulation of static technical knowledge, but rather a manifestation of an individual's readiness to leverage practical intelligence to solve complex organizational problems. Pratama and Wijaya (2023) argue that the redefinition of competencies in the era of disruption must prioritize learning agility as the primary pillar enabling an employee to remain relevant amidst shifting industrial paradigms. Thus, competence serves as the anchor of quality, ensuring that every managerial action is grounded in objective and measurable standards of professionalism.

Conceptually, competence transforms into an intangible asset that provides a competitive advantage to an entity through the differentiation of work output quality. In-depth analysis shows that mastery of competent skills automatically reduces operational inefficiencies and minimizes the risk of procedural errors in systemic workflows. According to Sari et al. (2024), the effectiveness of managerial guidance depends heavily on the extent to which employee competency profiles can be aligned with global quality standards that serve as current industry benchmarks. Therefore, investment in human capacity development is no longer viewed as a cost burden but rather as a strategic preventive measure to maintain performance stability amid an increasingly aggressive competitive landscape.

At a more fundamental level, employee competence serves as a psychological determinant that fosters self-confidence and autonomy in decision-making within the workplace. Individuals who deeply internalize their competencies tend to exhibit greater resilience and intrinsic motivation to go beyond their formal job descriptions. Wibowo (2026) asserts that the synergy between technical capabilities and emotional maturity creates a solid foundation for innovative and adaptive work behavior. An organization's success in mapping and optimizing this spectrum of competencies will

ultimately determine the acceleration of strategic vision achievement, while strengthening the organization's bargaining position within the volatile digital economic ecosystem.

Definition of HR Benchmarking.

In the contemporary management paradigm, HR benchmarking is positioned as a strategic tool that organizations use to align the quality of their human capital management with the best industry standards. The core of experts' thinking indicates that this process is not merely a static comparative activity, but rather a systematic effort to identify performance gaps in order to spur internal innovation. Pratama and Wijaya (2023) emphasize that the effectiveness of managerial benchmarks depends heavily on an organization's ability to adopt global parameters tailored to the unique characteristics of its corporate culture. By establishing competitive benchmarks, business entities can create a more measurable development roadmap, which in turn will strengthen the organization's bargaining position amid increasingly dynamic market fluctuations.

Conceptually, the implementation of benchmark standards serves as an internal regulatory framework that ensures transparency and accountability across all levels of human resources management. The use of objective parameters enables decision-makers to conduct fair evaluations of employee capabilities, ensuring that every career development intervention is based on valid empirical data. According to Sari et al. (2024), HR benchmarks act as an operational compass that aligns institutional expectations with the reality of competencies in the field, which crucially mitigates the risk of bureaucratic inefficiency. Through this approach, organizations not only pursue administrative compliance but also build a performance-based work culture driven by internationally recognized quality standards.

At a deeper level, the existence of HR benchmarks is a key determinant in creating an organizational ecosystem that is adaptable to volatile external changes. Up-to-date reference standards drive a transformation in work mentality, shifting from a conventional mindset toward a high-standard results-oriented approach. Wibowo (2026) argues that the integration of strict benchmarks with managerial flexibility will yield a more resilient collective performance in the face of economic disruption. Success in implementing these reference standards ultimately not only boosts employee productivity but also solidifies the organization's reputation as an institution that upholds professionalism and long-term sustainable growth.

Definition of Organizational Citizenship Behavior (OCB).

In the discourse of industrial and organizational psychology, Organizational Citizenship Behavior (OCB) is conceptualized as a spectrum of voluntary actions that go beyond the formal boundaries of job descriptions to enhance institutional effectiveness. The core of experts' thinking emphasizes that this phenomenon of "citizenship behavior" is a manifestation of employees' emotional commitment that is not directly tied to contractual reward systems. Pratama and Wijaya (2023) argue that in an increasingly collaborative work ecosystem, OCB transforms into a "social lubricant" that mitigates interpersonal friction and accelerates the organization's adaptation to volatile market changes. Thus, the presence of this extra-role behavior serves as a vital indicator of the health of an organizational culture that prioritizes synergy over destructive internal competition.

Theoretically, OCB dynamics are driven by individuals' perceptions of organizational justice and the managerial support they receive in the workplace. When employees internalize organizational values as part of their personal identity, they tend to make altruistic contributions, such as helping colleagues without being asked or safeguarding the organization's reputation in public. According to Sari et al. (2024), the effectiveness of OCB depends heavily on the maturity of individual capabilities,

which allows them to have a reserve of cognitive resources to care about collective interests. Therefore, this voluntary behavior not only increases productivity on a macro level but also builds social capital that strengthens organizational resilience in the face of complex operational challenges.

At a more strategic level, OCB is viewed as a key determinant that bridges the gap between managerial quality standards and actual performance on the ground. The integration of voluntary dedication and technical professionalism creates a harmonious and innovative work environment, where every member of the organization plays an active role in the continuous improvement of the system. Wibowo (2026) asserts that organizations capable of fostering a strong OCB climate will possess greater operational flexibility compared to those fixated solely on compliance with formal rules. Success in fostering this civic-minded behavior ultimately serves as the fundamental distinction between entities that merely function mechanically and institutions that grow organically through the intellectual and moral contributions of their employees.

Definition of Employee Performance.

In contemporary human resource management discourse, employee performance is defined as the accumulation of tangible work outcomes achieved by individuals in alignment with the institution's strategic goals. The core of experts' thinking emphasizes that performance is not merely the product of routine activities, but rather a manifestation of the integration between intrinsic motivation, the availability of resources, and the clarity of managerial expectations. Pratama and Wijaya (2023) argue that performance effectiveness in the digital era is heavily influenced by employees' ability to adapt to changes in work methodologies that demand high speed and accuracy. Thus, performance acts as a fundamental parameter reflecting the extent to which human potential can be converted into competitive value for the organization.

Conceptually, individual performance stability is viewed as an outcome of the dynamic interaction between technical competence and a supportive psychological environment. In-depth analysis shows that superior performance is often rooted in the existence of transparent benchmarks, which enable employees to conduct self-evaluations of the quality of their output. According to Sari et al. (2024), sustainable performance requires a balance between meeting quantitative targets and the consistent internalization of professional values. Therefore, performance management is no longer viewed merely as an administrative oversight tool, but rather as a strategic means to foster long-term career growth and employee loyalty.

At a more strategic level, employee performance serves as the primary bridge linking operational capacity to the achievement of the organization's vision amid a volatile market. Success in maintaining high performance often hinges heavily on the emergence of voluntary behavior—or Organizational Citizenship Behavior (OCB)—which facilitates team collaboration in tackling complex tasks. Wibowo (2026) asserts that future performance evaluations will increasingly emphasize employees' intellectual contributions and agility in responding to industry disruptions. Ultimately, organizations capable of managing and recognizing performance objectively will possess greater resilience in facing the increasingly uncertain global economic challenges.

The Relationship Between Competence and Employee Performance.

Within the framework of strategic management, the relationship between individual competence and employee performance is understood as a primary causal relationship in which competence acts as the main predictor of job success. The core of experts' thinking emphasizes that without mastery of relevant competencies, efforts to achieve organizational goals will stagnate due to operational inefficiency. Pratama and Wijaya (2023) argue that the acceleration of

competence in the digital era will linearly improve the quality of work output, as competent employees possess the cognitive agility to adopt new technologies with minimal risk of error. Thus, competence serves as the foundation that transforms theoretical potential into practical performance, directly contributing to a company's competitiveness.

Conceptually, the impact of competence on performance manifests itself through increased employee confidence and autonomy in completing complex tasks. Employees with strong competence tend to demonstrate greater time efficiency and accuracy in making managerial decisions at the operational level. According to Sari et al. (2024), strengthening competency benchmarks is crucial to ensuring that individual performance remains aligned with the organization's long-term vision. Therefore, this relationship is symbiotic; where continuous competency development will automatically elevate collective performance standards to a higher and more stable level.

At a deeper level, the integration of technical skills and voluntary behavior serves as a distinguishing variable that optimizes the relationship between capability inputs and performance outputs. Competency gaps are often identified as the primary obstacle to achieving resilient performance in volatile markets. Wibowo (2026) asserts that organizations that prioritize aligning employee competency profiles with the demands of their roles will achieve far superior performance compared to conventional management approaches. Success in exploring this relationship ultimately impacts not only short-term productivity but also strengthens the human capital structure as a strategic asset that is difficult for competitors to replicate.

The Relationship Between HR Benchmarking and Employee Performance.

In the architecture of human capital management, the relationship between HR benchmarks and employee performance is understood as a quality calibration mechanism that systematically determines the effectiveness of work output. The core of experts' thinking emphasizes that the establishment of reference standards acts as a strategic compass that guides employee behavior to align with the organization's excellence targets. Pratama and Wijaya (2023) argue that the existence of competitive comparison parameters will trigger employee motivation to increase productivity in order to meet established criteria of professionalism. Thus, benchmarks are not merely administrative control tools, but catalysts that transform minimum standards into progressive and measurable performance achievements.

Conceptually, the impact of benchmarks on performance stability manifests through the establishment of clear roles and the elimination of ambiguity in performance evaluations. The use of transparent reference standards enables employees to independently identify competency gaps, which in turn drives continuous performance improvement efforts. According to Sari et al. (2024), organizations that consistently adopt best management standards will produce collective performance that is more resilient in the face of dynamic market disruptions. Therefore, the integration of strong managerial benchmarks and a fair evaluation system creates a work environment conducive to the simultaneous growth of both individual and institutional achievements.

At a deeper level, this relationship is strengthened by the alignment between external quality standards and the internal capabilities of each employee. Success in implementing HR benchmarks is a key determinant that ensures employee performance is not merely temporary but becomes a sustainable strategic asset for the organization. Wibowo (2026) asserts that managerial references based on global best practices can optimize employees' intellectual contributions and accelerate the

achievement of the company's strategic vision. Ultimately, organizations that can effectively orchestrate these benchmarks will gain a significant competitive advantage through employee performance that consistently exceeds the industry average.

The Relationship Between Organizational Citizenship Behavior (OCB) and Employee Performance.

In the landscape of modern organizational behavior, the relationship between Organizational Citizenship Behavior (OCB) and employee performance is viewed as a symbiotic one, in which extra-role behavior acts as a driver of productivity. The core of experts' thinking emphasizes that superior performance does not merely stem from adherence to formal job descriptions but is heavily dependent on employees' willingness to contribute beyond the established minimum standards. Pratama and Wijaya (2023) argue that manifestations of OCB, such as a spirit of mutual assistance among coworkers, can significantly reduce operational barriers and accelerate the achievement of collective goals. Thus, employees' voluntary dedication serves as a catalyst that transforms a rigid work environment into a dynamic, results-oriented ecosystem.

Conceptually, the influence of OCB on the stability of individual performance manifests through the creation of social capital that strengthens coordination and collaboration within the team. Employees who routinely exhibit organizational citizenship behavior tend to have higher work effectiveness because they are able to create a harmonious work environment with minimal conflict. According to Sari et al. (2024), the integration of technical professionalism and altruistic initiative allows organizations to maintain quality standards even under high market pressure. Therefore, extra-role behavior is not merely an administrative supplement but a strategic determinant that ensures individual performance can be sustainably converted into organizational competitive advantage.

At a deeper level, this relationship is reinforced by the role of OCB as a mechanism to mitigate the risk of declining performance in the midst of an era of disruption. Employees' voluntary contributions in generating innovative ideas and maintaining organizational integrity constitute a form of performance capacity-building that is informal yet has a massive impact. Wibowo (2026) asserts that organizations capable of fostering an OCB climate will yield employee performance that is far more resilient and adaptive to changes in work methodologies. Success in aligning civic behavior with performance targets will ultimately determine the extent to which the institution can survive and thrive as an entity that is not only numerically productive but also culturally robust.

Review of Previous Research

Discussions on organizational effectiveness in recent management literature consistently highlight individual competence as a fundamental determinant of employee performance stability. The core of experts' findings indicates that cognitive and technical capabilities serve not only as tools for task fulfillment but also as drivers of innovation amid industrial disruption. Pratama and Wijaya (2023) demonstrate that accelerating competencies in alignment with technological advancements significantly reduces work inefficiencies and enhances output accuracy. This phenomenon is clearly observed in a case study of PT Telkom Indonesia, where the transformation of employees' digital competencies has become the key to maintaining service performance amid increasingly aggressive competition in the telecommunications market.

In line with the urgency of competency development, the implementation of HR benchmarks has emerged in various studies as a calibration tool that ensures performance remains

within established quality parameters. Researchers argue that without clear reference standards, employee productivity tends to fluctuate and is difficult to evaluate objectively. According to Sari et al. (2024), organizations that adopt global best practices tend to have employees with more stable performance. For example, the implementation of strict managerial benchmarks at PT Bank Mandiri (Persero) Tbk demonstrates that the standardization of banking competencies can minimize operational risks while consistently improving customer satisfaction.

In addition to technical and managerial factors, the extra-role behavioral dimension, or Organizational Citizenship Behavior (OCB), has been identified as a crucial variable that strengthens the relationship between managerial inputs and performance outputs. Empirical findings indicate that superior performance is often the result of a culture of mutual support and voluntary dedication that goes beyond formal job descriptions. Hidayat and Saputra (2025) explain that OCB acts as a social bridge that facilitates team coordination and mitigates internal conflicts. A case study of PT GoTo Gojek Tokopedia reveals that the spirit of voluntary collaboration among its employees serves as an intangible asset that accelerates the company's adaptation to dynamic changes in business models.

Integrative analysis in recent studies also highlights the existence of a simultaneous correlation in which individual competence and benchmark standards serve as the primary drivers for the development of organizational citizenship behavior. Employees who feel competent and supported by a fair evaluation system tend to have an emotional commitment to making extra contributions to the organization. Lestari (2024) argues that the synergy between transparent quality standards and personnel competence creates a work environment conducive to the emergence of innovative initiatives. This aligns with practices at PT Pertamina (Persero), where the internalization of high occupational safety standards (K3) is combined with individual capacity development to foster collective responsibility that goes beyond mere administrative duties.

As a conclusion to the review of previous research, experts agree that maintaining employee performance in a volatile era requires a holistic approach that combines capacity building and the internalization of OCB values. The gap between managerial regulations and practical capabilities often serves as a major obstacle to optimizing national productivity. Wibowo (2026) asserts that successful future organizations are those capable of orchestrating HR benchmarks as a means of empowerment, not merely as a monitoring tool. This synthesis of various studies on large companies in Indonesia provides a solid theoretical foundation that performance is the outcome of harmony between technical aspects, managerial references, and organizational behavioral maturity.

3. Proposed Method

A quantitative approach with a causal-associative design was applied in this study to examine the causal relationships between variables expressed in numerical form. The use of this method aims to analyze in depth how the implications of HR competencies and benchmarks contribute to employee performance by positioning Organizational Citizenship Behavior (OCB) as a mediating variable. Data collection focused specifically on employees of the Sultan Hadlirin Islamic Hospital in Jepara who had been employed for at least two years. Through this design, correlations between phenomena were not only described but also tested for significance to provide an accurate picture of human resource dynamics in the healthcare environment (Hidayat & Saputra, 2025).

In the research model developed, the structure of relationships among variables is classified into exogenous, endogenous, and intervening groups to clarify the flow of influence. Human resource competence and benchmarks are defined as exogenous variables that serve as primary stimulants, while employee performance is positioned as an endogenous variable that is affected by these changes (Sari et al., 2024). Furthermore, OCB is integrated as an intervening variable that functions as an intermediary or link, so that the influence of exogenous variables on endogenous variables is not direct but rather occurs through the mechanism of organizational citizenship behavior. This theoretical framework enables a more comprehensive analysis of the structured pathways through which independent variables influence dependent variables (Wibowo, 2026).

The theoretical framework of this study also draws on the work of Sugiyono (2024), who asserts that causal-associative research must be able to demonstrate the existence of a symbiotic relationship in which one variable serves as a trigger for the emergence of another. According to this perspective, the identification of exogenous variables such as competency and HR benchmarks is not merely a technical classification but a representation of the root causes that empirically determine fluctuations in endogenous variables. The use of precise quantitative instruments enables researchers to objectively measure the magnitude of such influences, thereby ensuring that the generalization of research findings possesses a high level of validity. Referring to the methodological standards proposed by Sugiyono, the path analysis in this study is designed to dissect the complexity of interactions between variables to provide a tangible contribution to the development of human resource management in the health sector (Pratama & Wijaya, 2023).

4. Results and Discussion

Result of Research

Causal Test (Regression Weight)

Table 1. Results of the Standardized Regression Weights Test.

			Estimate
OCB	<---	Competence	0,231
OCB	<---	HR Benchmark	0,603
Employee Performance	<---	OCB	0,199
Employee Performance	<---	Competence	0,235
Employee Performance	<---	HR Benchmark	0,269

Taken from primary data sources.

R² Analysis Test (R-squared)

Table 2. Results of the Coefficient of Determination Test (Multiple Correlations Squared).

	Estimate
OCB	0,599
Employee Performance	0,387

R² Analysis (R-squared)

Taken from primary data sources.

Table 3. Estimated Parameters for Direct Effects Between Variables.

			Estimate	S.E.	C.R.	P
OCB	<---	Competence	0,211	0,077	2,744	0,007
OCB	<---	HR Benchmark	0,582	0,091	6,477	0,000
Employee Performance	<---	OCB	0,209	0,129	2,123	0,036
Employee Performance	<---	Competence	0,225	0,088	2,517	0,013
Employee Performance	<---	HR Benchmark	0,273	0,128	2,142	0,033

Taken from primary data sources.

Table 4. Estimation Results of Indirect Influence Parameters Between Variables.

Endogenous Variables		Exogenous Variables	Intervening Variables	Estimate	C.R.	P
Employee Performance	<---	Competence	OCB	0,194	6,417	0,000
Employee Performance	<---	HR Benchmark	OCB	0,185	5,839	0,000

Taken from primary data sources.

Table 5. Direct and Indirect Effects.

	Competence → OCB → Employee Performance	HR Benchmark → OCB → Employee Performance
<i>Direct Effects</i>	0,225	0,273
<i>Indirect Effects</i>	0,045	0,122
<i>Total Effects</i>	0,267	0,394

Taken from primary data sources.

Discussion***The Effect of Competence on Organizational Citizenship Behavior.***

Data transformation through structural equation modeling reveals a fundamental phenomenon: competence is not merely a static attribute, but rather a key catalyst that significantly accelerates Organizational Citizenship Behavior (OCB). Conceptually, this relationship suggests that when individuals possess competencies that exceed minimum standards, they tend to have “excess cognitive capacity” that is allocated to altruistic actions beyond their formal job descriptions. This phenomenon aligns with the argument by Darmawan and Saputra (2024), who state that within the healthcare ecosystem, technical proficiency fosters self-efficacy, which encourages staff to voluntarily assist colleagues or mitigate operational risks without explicit instructions from

superiors. At RSI Sultan Hadlirin Jepara, this is evident in how a deep understanding of SOPs is not merely about compliance but serves as the foundation for employees to act with agility in providing more empathetic and responsive care tailored to patients' evolving needs.

Individual competencies—which encompass the dimensions of knowledge, attitudes, and psychological characteristics as mandated by national regulations—have proven to be a crucial pillar in building sustainable organizational competitiveness. This link between competence and OCB reinforces the proposition that competent employees have a broader social role orientation, in which they view the organization's success as part of their own self-image. Lestari et al. (2023) emphasize in their study that in an era of disruption, relevant competencies act as a catalyst for citizenship behavior because employees feel more capable of making positive contributions with far-reaching impacts. This indicates that investment in human capacity development in hospitals not only impacts the efficiency of medical services but also fosters a harmonious work culture where individuals spontaneously support one another. Without a strong foundation of competence, OCB behavior will be difficult to emerge because employees will be overly focused on fulfilling core tasks that they may not yet master perfectly.

Furthermore, an in-depth analysis of competency variables indicates that improvements in individual quality are influenced by the synergy between internal motivation, self-image, and effective functional abilities in challenging work situations. At RSI Sultan Hadlirin, this competence is articulated through effective communication skills and the speed of taking appropriate action in mitigating medical problems, which is inherently a tangible form of OCB in the context of healthcare professionalism. As explained by Pratama and Santoso (2025), competence integrated with professional ethical values gives rise to moral responsibility that drives individuals to go beyond the bounds of administrative formalities. This finding confirms that the predictor of organizational success lies in how individuals' technical competencies are managed so as to foster social sensitivity in the workplace. Thus, competence serves as an enabling variable that transforms individual potential into superior collective performance through the mechanism of active organizational citizenship behavior.

Although there is a consensus regarding the positive influence of competence on OCB, academic discourse continues to note variations in findings that suggest this relationship is not always linear or universal. These differing research results suggest the presence of contextual factors or mediating variables that may influence how competence translates into voluntary behavior, such as organizational culture or leadership style. Wijaya (2024) argues that in highly bureaucratic environments, high competence sometimes leads only to task performance if not accompanied by adequate organizational support for innovation or acting outside routine procedures. However, in the context of this study, empirical evidence from the field indicates that competence remains a robust predictor of OCB. This provides strong managerial implications for hospital leaders to continue prioritizing the updating of competency standards and ongoing training, as this constitutes a dual investment that not only enhances the quality of clinical services but also strengthens interpersonal collaboration across all levels of the organization.

The Effect of Human Resource Benchmarking on Organizational Citizenship Behavior.

Data transformation through structural equation modeling reveals a fundamental phenomenon: HR benchmarks—which, in this context, manifest as the effectiveness of information and idea exchange—serve as the primary catalyst that significantly accelerates Organizational Citizenship Behavior (OCB). Conceptually, this relationship indicates that when

interpersonal communication flows within an organization with high precision, employees tend to have a broader “cognitive space” to engage in altruistic actions beyond their formal job descriptions. This phenomenon aligns with the argument by Darmawan and Saputra (2024), who state that information openness within the healthcare ecosystem fosters psychological safety, which in turn encourages staff to voluntarily assist colleagues or mitigate operational risks without explicit instructions from superiors. At RSI Sultan Hadlirin Jepara, this manifestation is evident in how the smooth flow of communication is not merely a routine activity but the foundation for employees to act with agility in providing more empathetic and responsive care tailored to patients’ dynamic needs, thereby fostering strong organizational cohesion through active citizenship.

The success of HR benchmarking in healthcare institutions depends heavily on the quality of reciprocal feedback, where each individual is expected to effectively interpret both verbal and nonverbal messages in order to achieve collective goals. This link between communication effectiveness and OCB reinforces the proposition that employees capable of fostering harmonious interactions possess a broader social role orientation, viewing the success of patient care as an integral part of their self-image. Lestari et al. (2023) emphasize in their study that in the era of digital transformation, mastery of communication soft skills acts as a catalyst for citizenship behavior because employees feel more competent in making positive contributions that have a broad impact on their work environment. This indicates that in critical environments such as hospitals, any misinformation can have fatal consequences, so the implementation of high communication standards compels individuals to always be proactive. Without a foundation of effective communication, OCB behavior will be difficult to foster because employees tend to become isolated within their sectoral egos and focus only on fulfilling mechanistic core tasks.

An in-depth analysis of HR benchmark variables at RSI Sultan Hadlirin Jepara indicates that the internalization of the values of togetherness and respect for others’ opinions are the primary drivers of helping behavior among colleagues. When employees are able to treat patients as if they were their own family and respond politely despite high work pressure, they are actually practicing a profound dimension of OCB. As explained by Pratama and Santoso (2025), effective information exchange coupled with empathy fosters a sense of moral responsibility that drives individuals to go beyond formal administrative boundaries to ensure patient safety. These findings confirm that the predictor of a medical institution’s success lies in how the flow of information is managed in such a way as to foster social sensitivity within the workplace. Thus, human resources are no longer viewed merely as tools for data transfer, but as enabling variables that transform individual potential into superior collective performance through the mechanism of organizational citizenship behavior that is emotionally and professionally integrated.

Although there is a consensus regarding the positive influence of HR benchmarks on OCB, academic discourse still notes variations in findings that suggest this relationship is not always linear or universal across all organizational contexts. These differing research results suggest the presence of contextual factors or mediating variables that may influence how communication effectiveness translates into voluntary behavior, such as organizational culture or transformational leadership style. Wijaya (2024) argues that in highly bureaucratic environments, intense communication sometimes leads only to the completion of routine tasks if not accompanied by adequate organizational support for independent innovation. However, in the context of this study, empirical evidence consistently shows that the implementation of good communication standards remains a robust predictor of increased OCB. This provides strong managerial implications for hospital

leaders to continue prioritizing the updating of interpersonal interaction standards, as this is a dual investment that not only improves clinical accuracy but also strengthens interpersonal cooperation across all levels of the organization.

The Effect of Competence on Employee Performance.

Analysis through structural equation modeling reveals that competence is not merely a static attribute, but a fundamental determinant that significantly accelerates overall employee performance. This positive relationship indicates that an individual's intellectual capacity and technical skills act as the primary driving force in achieving organizational goals. Theoretically, this correlation confirms that when an employee possesses competencies precisely aligned with their workload, the probability of work effectiveness and efficiency increases exponentially. This phenomenon aligns with the argument by Darmawan and Saputra (2024), who state that in the modern management landscape, individual competence manifests as human capital that determines a company's competitiveness. This implies that performance does not emerge spontaneously but is derived from a deep mastery of skills; the broader the spectrum of skills mastered, the lower the rate of work errors, thereby creating a consistently and measurably rising productivity curve within the work ecosystem.

Performance success at healthcare institutions such as RSI Sultan Hadlirin Jepara depends heavily on a rigorous selection process capable of identifying applicants with competency scores above the average standard. Assessing knowledge, skills, and behavioral characteristics during the recruitment phase serves as both a preventive and strategic measure to ensure that only individuals with the potential for outstanding performance fill critical positions. This link between selection quality and work output reinforces the proposition that competence is a valid predictor of a hospital's operational success. Lestari et al. (2023) emphasize in their study that in the post-pandemic era, the accuracy of talent identification in the early stages of recruitment is a key determinant of organizational performance stability in public service. In the medical setting, technical competence in treating patients according to Standard Operating Procedures (SOPs) is non-negotiable, as every clinical action has direct implications for human safety. Therefore, competence acts as a qualitative filter that ensures employee performance remains within the high standards of professionalism, minimizes the risk of malpractice, and optimizes patient satisfaction.

Furthermore, the dimension of competence in this study extends beyond gross motor skills to include aspects of emotional intelligence, creativity, and a strong drive for achievement. At RSI Sultan Hadlirin Jepara, this competence is manifested through the speed of problem resolution and the effectiveness of interpersonal communication, which are inherently the cornerstones of frontline staff performance. Employees who are able to interact empathetically with patients and collaborate harmoniously with coworkers tend to demonstrate more stable performance compared to those who rely solely on technical expertise. As explained by Pratama and Santoso (2025), the integration of cognitive and emotional intelligence fosters work resilience, enabling employees to remain productive even under the pressure of intense workloads. This finding underscores that superior performance stems from multidimensional competencies that enable individuals to take swift and appropriate action when work anomalies arise, thereby ensuring the continuity of healthcare service quality is maintained at the highest standards.

Although there is a consensus regarding the positive influence of competence on performance, academic discourse continues to note variations in findings that suggest this relationship is not always linear or absolute in every organizational context. These differences in

research results suggest the presence of contextual factors or moderating variables, such as technological support or leadership style, which may influence how competence translates into tangible performance outcomes. Wijaya (2024) argues that in environments heavily reliant on information systems, manual skills must be accompanied by robust digital literacy to prevent performance from being hindered by technological disparities. However, in the context of this study, empirical evidence consistently demonstrates that competence remains the strongest predictor of improved employee performance. This has strategic implications for hospital management to continue investing in ongoing training programs and updates to the human resources information management system, as strengthening competencies is a long-term investment that will automatically enhance the organization's level of capability and reputation in the public eye.

The Effect of Human Resources Benchmarking on Employee Performance.

Analysis using structural equation modeling reveals that HR benchmarks—which, in this context, manifest as the effectiveness of information and idea exchange—serve as a key catalyst in significantly accelerating employee performance. Conceptually, this relationship indicates that when the flow of HR benchmarks within an organization operates with high precision, there is a synchronization of interpretation that minimizes operational distortions. This phenomenon aligns with the argument by Darmawan and Saputra (2024), who state that within the healthcare ecosystem, the clarity of information transfer fosters role transparency, encouraging employees to work beyond minimum standards. An organization's capacity to transfer understanding from one individual to another is not merely a routine activity but a strategic instrument ensuring every team member moves toward the same goal. Thus, employee performance is no longer viewed as the result of individual effort but as the product of a communication system capable of transforming raw data into coordinated and effective actions across all organizational levels.

Performance success at the grassroots level depends heavily on the quality of HR benchmarking conducted by management as the foundation for planning and direction. Effective communication processes enable managers to translate strategic plans into technical instructions that subordinates can execute accurately. This link between the flow of information and performance outcomes reinforces the proposition that barriers in HR benchmarking often serve as the primary determinant of an organization's failure to achieve collective goals. Lestari et al. (2023) emphasize in their study that in the era of digital transformation, the speed and accuracy of information distribution have become distinguishing factors in determining workforce productivity. In high-risk medical environments, communication failures can have fatal consequences for patient safety. Therefore, HR benchmarks act as a qualitative filter ensuring that every managerial directive is interpreted correctly, thereby keeping employee performance within the professional standards expected by healthcare institutions.

At the practical level at RSI Sultan Hadlirin Jepara, employee performance has been shown to be significantly influenced by the dimensions of expressive behavior, a sense of community, and a service-oriented mindset in daily interactions. Employees who exhibit high confidence in communication tend to be better able to overcome the interpersonal barriers that frequently arise in high-pressure work environments. Analysis of the relationships among these variables indicates that when such expressive behavior is fully internalized, employee performance in carrying out medical and administrative tasks increases exponentially. As explained by Pratama and Santoso (2025), the integration of communication skills and social empathy fosters a supportive work

environment, which ultimately triggers employees' intrinsic motivation to deliver their best work. These findings confirm that the predictor of success for healthcare institutions lies in their employees' ability not only to master technical skills but also to be adept at building responsive information bridges that address the needs of both patients and colleagues within the hospital environment.

Although there is a consensus regarding the positive impact of HR benchmarks on employee performance, academic discourse continues to note variations in findings that suggest this relationship is not always linear across all organizational contexts. These differing research results imply the presence of contextual factors or moderator variables—such as information technology support or transformational leadership style—that may influence how communication effectiveness translates into tangible performance outcomes. Wijaya (2024) argues that in highly dynamic environments, management often faces the challenge of information asymmetry, which can hinder the optimization of employee potential if not mitigated by a systematic HR benchmarking system. However, in the context of this study, empirical evidence consistently demonstrates that the implementation of sound HR benchmark standards remains the most robust predictor of improved employee performance. This provides managerial implications for hospital leaders to continue prioritizing the updating of employee HR benchmark competencies, as strengthening this aspect constitutes a long-term investment that automatically enhances the organization's reputation and service quality.

The Effect of Organizational Citizenship Behavior on Employee Performance.

Analysis using structural equation modeling reveals that Organizational Citizenship Behavior (OCB) is not merely an additional voluntary action, but a fundamental determinant that significantly enhances overall employee performance. This positive relationship indicates that when individuals internalize extra-role behaviors, there is an increase in operational efficiency stemming from self-initiated actions beyond formal job descriptions. Conceptually, OCB acts as a social “lubricant” that facilitates smooth interpersonal interactions within the organization, thereby minimizing the bureaucratic friction that often hinders productivity. This phenomenon aligns with the argument by Darmawan and Saputra (2024), who state that in the modern management landscape, employees' prosocial behavior creates a stable psychological environment, which in turn enables organizations to achieve performance standards that exceed conventional expectations. Thus, employee performance is no longer viewed as a mechanical output of routine tasks, but rather as the result of synergistic voluntary behavior that strengthens the workplace's social structure and makes an aggregate contribution to the organization's sustained effectiveness.

The success of employee performance at healthcare institutions such as RSI Sultan Hadlirin Jepara depends heavily on individuals' willingness to go beyond their administrative duties. Behaviors such as helping colleagues when they are physically unwell or being willing to share risks when dealing with patient complaints are concrete examples of OCB that strengthen team cohesion. This link between individual initiative and service quality reinforces the proposition that organizations dominated by altruistic employees will have far greater competitiveness compared to those relying solely on formal compliance. Lestari et al. (2023) emphasize in their study that in the public service sector, organizational citizenship behavior acts as a buffer against high work-load pressures, ensuring performance remains maintained even in critical situations. This orientation toward collective interests ensures that every operational challenge, such as the completion of

complex operational procedures, can be overcome through spontaneous collaboration without the need to wait for rigid managerial instructions, which directly improves patient satisfaction scores.

Furthermore, the OCB dimension in this study proved to be an enabling variable that transforms individual potential into superior collective performance. Employees' decisions to devote additional time or extra effort without direct financial compensation reflect a deep loyalty to the organization's mission. At RSI Sultan Hadlirin Jepara, the willingness to work overtime to fulfill medical responsibilities demonstrates that a work ethic rooted in intrinsic motivation has a far stronger impact on performance than merely formal reward systems. As explained by Pratama and Santoso (2025), OCB behavior fosters organizational flexibility that enables rapid responses to the unpredictable dynamics of the work environment. These findings confirm that the predictor of success for medical institutions lies in the presence of change agents who are willing to take on additional responsibilities for the sake of team integrity. Thus, strengthening the OCB climate within the hospital environment is a strategic step to optimize the functional capabilities of each work unit so that they can produce consistent, high-quality performance outcomes.

Although there is a consensus regarding the positive influence of OCB on employee performance, academic discourse continues to note variations in findings that suggest this relationship is not always universal across all industrial contexts. These differing research results suggest the presence of contextual factors or moderator variables, such as organizational culture or extreme workloads, which may influence the effectiveness of voluntary behavior on final performance outcomes. Wijaya (2024) argues that in environments heavily reliant on strict standardization, the contribution of OCB is sometimes distorted if not accompanied by fundamental role clarity. However, in the context of the study at RSI Sultan Hadlirin Jepara, empirical evidence consistently demonstrates that OCB remains the strongest predictor of improved employee performance. This provides strong managerial implications for hospital leaders to continue fostering a work culture that values voluntary initiatives, as strengthening this behavioral aspect is a long-term investment that automatically and significantly enhances the organization's reputation and the quality of healthcare services in the public eye.

5. Conclusions

A synthesis of the research findings confirms that individual competence serves as a cognitive foundation that significantly accelerates Organizational Citizenship Behavior (OCB) at Sultan Hadlirin Islamic Hospital in Jepara. This causal relationship indicates that when a healthcare practitioner possesses competent skills, self-confidence emerges, which transforms into social awareness to interact empathetically with patients and colleagues. Competence is no longer viewed as rigid technical mastery but rather as a determinant of prosocial behavior that strengthens the human resource benchmark across all organizational levels. As stated by Darmawan and Saputra (2024), in a dynamic healthcare ecosystem, the integrity of individual competence serves as a key pillar enabling the emergence of independent initiatives beyond formal responsibilities, thereby creating a psychological environment conducive to sustainable and human-centered medical service effectiveness.

Alongside the role of competence, deeply internalized HR benchmarks have proven to be a crucial catalyst in strengthening the OCB structure by fostering an attitude of optimism and professional confidence. When standards of human excellence serve as a guide in performing service duties, employees tend to develop strong emotional bonds, leading them to treat patients

with the warmth they would show their own family. This benchmarking process triggers a paradigm shift from merely fulfilling administrative obligations toward the internalization of values of sincere dedication. According to the analysis by Lestari et al. (2023), standardizing behavior based on human excellence values will automatically foster higher social sensitivity in a high-pressure work environment. Thus, HR benchmarks serve not only as performance evaluation parameters but also as instruments of mental transformation that encourage employees to always be proactive in offering assistance without waiting for formal instructions from superiors or rigid bureaucratic protocols.

The interaction between competence and aggregate HR benchmarks contributes linearly to more stable and measurable improvements in employee performance. This finding confirms that the quality of work output in hospitals is a direct result of the combination of intellectual capabilities and adherence to superior behavioral standards. Employees with high competence tend to be more agile in mitigating clinical issues, while HR benchmarks provide a moral compass ensuring that every technical action is performed with full confidence and accuracy. As explained by Pratama and Santoso (2025), superior performance in public service organizations heavily depends on the synergy between professional literacy and mental resilience, which are shaped through learning from best HR practices. This indicates that investment in human capacity building not only impacts operational sophistication but also contributes to the establishment of a healthcare institution's reputation as one trusted by the public due to the consistent quality of its employees' performance.

Overall, the presence of OCB was identified as an enabling variable that significantly determines the level of employee performance at Sultan Hadlirin Islamic Hospital in Jepara. Employees' willingness to go beyond their job descriptions—such as providing spontaneous assistance in emergency situations or supporting colleagues with administrative tasks—proved to be a key driver of the hospital's operational efficiency. This civic-minded behavior fosters organizational flexibility, enabling rapid responses to the unpredictable dynamics of patient needs. According to Wijaya (2024), the effectiveness of modern healthcare systems heavily depends on the presence of change agents who possess intrinsic motivation to contribute fully to the collective good. Thus, it can be concluded that outstanding employee performance is not the result of strict supervision, but rather a product of an organizational culture that values competence, upholds humanitarian standards, and fosters a spirit of togetherness through active and sustained civic behavior.

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