

Research Article

The Effects of Capability and Social Interaction on Job Performance, with Organizational Citizenship Behavior as a Moderasi a Study at the Islamic Hospital in Magelang City

Aditya Angger Wibowo

¹ Faculty of Economics and Business, Universitas Safin Pati, Indonesia

* Corresponding Author: aditya_angger@usp.ac.id

Abstract: This study aims to investigate the determinants of job performance by integrating the variables of capability, social interaction, and Organizational Citizenship Behavior (OCB) as a moderating variable. The phenomenon of employee turnover and discrepancies in staff discretionary behavior within the hospital setting serves as the primary rationale for this study. Using a quantitative approach, data were collected from 240 respondents at Magelang City Islamic Hospital through purposive sampling. Data analysis was conducted using Structural Equation Modeling (SEM) based on AMOS software to test the causal relationships among variables in the structural model. The research findings provide empirical confirmation that individual capabilities and the quality of social interactions have a positive and significant influence on stimulating the formation of OCB. Furthermore, statistical test results demonstrate that capabilities, social interactions, and OCB simultaneously make a significant contribution to improving employee work performance. The presence of OCB is identified as a crucial factor capable of strengthening organizational performance outcomes. The practical implications of this study emphasize the need for hospital management to formulate human resource development strategies focused on strengthening technical skills and social cohesion to mitigate the impact of turnover and accelerate the sustainable performance of healthcare services.

Keywords: Capabilities; Organizational Citizenship; Social Interaction; Structural Equation Modeling; Turnover.

1. Introduction

The dynamics of the workplace between 2020 and 2025 have undergone a fundamental paradigm shift due to technological disruption and the rise of hybrid work models. Prasetyo (2021) states that digital transformation in Indonesia is forcing organizations to redefine capabilities as learning agility. This aligns with the perspective of Nguyen et al. (2022), who emphasize that post-pandemic, uncertainty must be managed as part of daily work routines. Smith & Davis (2023) add that a company's competitiveness today is highly dependent on the flexibility of human resources in addressing market volatility. Meanwhile, Budiyanto (2024) argues that management approaches must shift from strict supervision toward trust-based empowerment. Finally, Garcia (2025) asserts that the current global economy leaves room only for organizations capable of integrating employee well-being into their business strategies.

Individual capabilities are now viewed as strategic assets that encompass cognitive abilities and high self-efficacy. Sutrisno (2020) argues that employees' mental capacity is the primary determining factor underlying every tangible contribution within an organization. According to Al-Qudah (2021), strong cognitive capabilities enable individuals to solve complex problems within increasingly decentralized work structures. Thompson (2022) emphasizes that investing in human capital capabilities during a crisis distinguishes companies that merely survive from those that excel. Wijaya & Kusuma (2023) observe that data literacy has become an indispensable new component of capability in modern management. Roberts

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(2024) adds that employees' self-efficacy serves as the primary driving force in achieving ambitious targets amidst resource constraints.

Although technology facilitates connectivity, the quality of social interactions within organizations faces serious challenges regarding the emotional closeness of team members. Wang (2020) notes that virtual interactions require greater openness of information to compensate for the loss of nonverbal cues. Santoso (2021) argues that social capital born from routine interactions acts as the "glue" that maintains performance stability during remote work. According to Miller & Green (2022), the quality of interpersonal relationships in the office has been shown to significantly reduce levels of mental exhaustion (burnout). Pratama (2023) emphasizes that in 2023, social interactions are valued more for the depth of empathy than for the frequency of physical meetings. Lee et al. (2025) conclude that technology should be positioned as a bridge, not a barrier, to inclusive human interaction in the workplace.

Work performance in 2020–2025 is no longer measured solely based on physical output, but rather on the strategic value added that is generated. Hidayat (2020) states that work performance today is a combination of achieving technical targets and the ability to maintain team harmony. Brown (2021) argues that performance evaluation must begin to shift from measuring quantity toward assessing long-term impact. According to Setiawan (2022), employee productivity depends heavily on how effectively they can integrate personal capabilities with organizational resources. Murphy (2023) views outstanding work performance as the result of synergy between an individual's mental readiness and social environmental support. Tanaka (2024) emphasizes that sustainable performance can only be achieved if the organization provides sufficient autonomy for each individual.

Organizational Citizenship Behavior (OCB) has emerged as a crucial variable that goes beyond formal duties to enhance overall organizational effectiveness. Organ (2020) updated his theory by stating that OCB is now an essential element for organizations seeking to maintain operational agility. Ramli (2021) observed that in Indonesia, altruistic behavior within OCB is strongly influenced by a culture of collectivism and a sense of belonging. Chen & Wang (2022) emphasize that employees with high OCB serve as catalysts that accelerate collective problem-solving. Kurniawan (2023) observes that OCB thrives in organizational climates that offer sincere recognition of voluntary contributions. Foster (2025) predicts that OCB will become a key indicator of employee loyalty in the face of future labor market challenges.

There is a strong correlation in which high competence encourages individuals to be more willing to go the extra mile beyond their primary responsibilities. Luthans (2021) states that strong self-efficacy, as part of competence, provides individuals with the energy to engage in OCB behavior. Fauzi (2022) argues that employees who feel competent are more likely to assist colleagues experiencing technical difficulties. According to Martinez (2023), mastery of capabilities provides a sense of psychological security that serves as a precondition for the emergence of voluntary initiatives. Saputra & Utami (2024) found that appropriate capability training automatically increases the frequency of organizational citizenship behavior. Gupta (2025) concludes that individual capabilities are the primary fuel for the manifestation of OCB in a competitive work environment.

The quality of interpersonal relationships in the workplace is a strong predictor of OCB due to the principle of reciprocity. Yusuf (2020) emphasizes that the mutual trust arising from social interactions is the primary driver of employees' altruistic behavior. Jackson (2021) argues that intensive informal communication can break down bureaucratic barriers and foster voluntary collaboration. According to Wahyuni (2022), healthy social interactions create a sense of moral responsibility among employees to support the organization's success. Kim & Park (2024) observe that social support from coworkers directly increases individuals' tendency to engage in OCB. Harrison (2025) asserts that inclusive social interactions serve as the best incubator for fostering a spirit of mutual cooperation within modern organizations.

OCB does not stand alone but acts as a bridge that strengthens the influence of personal variables on final performance outcomes. Purnomo (2021) states that OCB functions as a mediator that converts human capital into tangible work performance. Taylor (2022) argues that voluntary behavior creates an efficient work ecosystem, enabling organizational goals to be achieved more quickly. According to Nugroho (2023), OCB's role as an intermediary variable is crucial in balancing task demands and social needs in the workplace. Adams & Clark (2024) suggest that performance improvements driven by OCB are far more sustainable than those driven by managerial pressure. Sari (2025) concludes that without OCB mediation, high individual capabilities will not be able to achieve optimal collective performance.

In the Indonesian context, human resource management challenges are significantly influenced by collective values that clash with the demands of digital professionalism. Mulyadi (2020) argues that the “family-like” culture in Indonesian offices can be a double-edged sword for organizational climate and work performance. Rahayu (2021) highlights the need to harmonize traditional values of mutual cooperation with data-driven global performance standards. According to Fitriani (2022), social interactions within Indonesian government agencies remain dominated by seniority, which must be managed to ensure continued productivity. Handoko (2023) emphasizes that the digital capabilities of faculty and educational staff are key to maintaining academic reputation in the era of independent learning. Siregar (2024) suggests that organizations in Indonesia begin adopting reward systems that formally recognize OCB.

The implementation of data-driven performance management systems between 2020 and 2025 has transformed the way social interactions and performance are monitored digitally. Zheng (2021) warns that reliance on monitoring algorithms can diminish the quality of genuine social interactions. Sullivan (2022) argues that technology should be used to expand the scope of collaboration, not to create barriers of digital isolation. According to Pratomo (2023), integrating employee capability data enables management to assign tasks that better align with individual potential. White & Brown (2024) observe that effective digital collaboration platforms can enhance OCB through social recognition features. Utama (2025) concludes that the future of performance management lies in balancing artificial intelligence with a human touch in organizational interactions.

The role of leadership in the 2020–2025 period has evolved into a key catalyst for developing employee capabilities amid uncertainty. Bakar (2021) states that empowering leadership directly boosts employees’ confidence to innovate. According to Maxwell (2022), leaders in the hybrid era must possess high emotional intelligence to detect hidden potential within their teams. Collins & He (2023) argue that the effectiveness of leadership today is measured by the extent of growth opportunities provided to subordinates. Rahmadani (2024) emphasizes that an inclusive leadership style in Indonesia can drive more organic and sustainable work performance. Grant (2025) concludes that future leaders are those who can nimbly align individual capabilities with the organization’s strategic goals.

Since 2020, the definition of the work environment has expanded into the digital realm, which demands more adaptive patterns of social interaction. Syaputra (2020) argues that a positive digital work atmosphere can compensate for the limitations of physical meetings in building team cohesion. According to Davies (2021), a supportive non-physical work environment fosters a sense of psychological safety, which is crucial for the emergence of OCB behavior. Nurhasanah (2022) highlights that in academic institutions, an integrated digital environment facilitates research collaboration and community service. Thompson & Lee (2023) state that the design of virtual workspaces influences communication efficiency and the quality of social interactions among employees. Widodo (2024) emphasizes that the comfort of the work environment, both physical and digital, remains a primary predictor of work performance today.

Intrinsic motivation serves as a more stable driver of work performance than mere financial incentives during the 2020–2025 period. Deci & Ryan (2020) updated the concept of autonomy by stating that freedom in the workplace enhances employees’ deep sense of engagement. Ghufro (2021) observes that a sense of competence arising from high capability automatically boosts motivation to perform. According to Miller (2022), intrinsic motivation serves as a mental buffer for employees against the pressures of high workloads in the post-pandemic era. Santoso & Putri (2023) emphasize that internally motivated employees tend to engage in OCB more frequently without expecting rewards. Baker (2025) concludes that strengthening intrinsic motivation is the best long-term strategy for maintaining organizational performance stability.

Organizational culture serves as the foundational set of values that determines the extent to which voluntary behavior is valued and practiced. Schein (2020) asserts that an adaptive culture enables organizations to remain resilient even in the face of massive external shocks. Pratama (2021) argues that Indonesia’s organizational culture, rooted in family-oriented values, strongly fosters warm social interactions. According to Lewis & Clark (2022), cultures that prioritize transparency tend to have higher levels of OCB among their members. Gunawan (2024) observes that the internalization of organizational values into personal capabilities is key to achieving the institution’s vision. Martinez (2025) emphasizes that the future work culture must balance the demands of professionalism with interpersonal empathy.

2. Literature Review

2.1. Definition of Capability.

In the discourse on human resource management from 2020 to 2025, capability is no longer viewed merely as the possession of static technical skills, but rather as a dynamic ability to reconfigure competencies amid global uncertainty. Prasetyo (2021) defines capability as an individual's agility in aligning internal potential with drastic shifts in work demands. In line with this, Nguyen et al. (2022) emphasize that capability must now encompass digital resilience—the ability to remain productive despite massive shifts in work platforms. Smith & Davis (2023) argue that capability is a blend of cognitive intelligence and mental readiness to navigate post-pandemic economic volatility. Budiyanto (2024) adds that, within the context of professionalism in Indonesia, capability reflects a mature adaptability integrated with professional ethics. Finally, Garcia (2025) asserts that today's capabilities are the primary driving force behind the creation of sustainable innovation that transcends conventional operational standards.

As we enter the 2020–2025 period, technological literacy has evolved into a cornerstone of professional capabilities, determining an individual's relevance within the workplace ecosystem. Westerman (2021) emphasizes that digital capabilities are no longer merely supplementary skills but an absolute prerequisite for achieving operational efficiency across all sectors. Kusuma (2022) argues that mastery of data analytics represents a new form of capability enabling more accurate evidence-based decision-making. According to Zhao & Chen (2023), integrating technology into personal capabilities accelerates workflows and minimizes the risk of human error in automated systems. Fitri (2024) observes that in the academic environment, faculty members' digital capabilities are the key to ensuring the quality of the three pillars of higher education in the era of higher education transformation. Smith (2025) asserts that successful organizations are those capable of converting their employees' technological capabilities into a competitive advantage that is difficult for competitors to replicate.

Amid the massive wave of automation, interpersonal skills remain an irreplaceable aspect in fostering synergy and effective collaboration within an increasingly diverse workplace. Wang (2020) states that communication skills within virtual teams require a higher level of social sensitivity than traditional face-to-face interactions to avoid misinterpretations. Santoso (2021) argues that negotiation and empathy skills are forms of social competence that determine leadership success at the managerial level today. According to Miller & Green (2022), individuals with strong interpersonal skills tend to adapt more easily to dynamic and inclusive organizational cultures. Pratama (2023) emphasizes that cross-functional collaboration can only occur optimally if every team member possesses the ability to listen and respect different perspectives. Lee et al. (2025) conclude that the harmony between technical capabilities and social intelligence is the ideal formula for creating a productive and dignified work environment.

2.2. Definition of Social Interaction.

The phenomenon of social interaction between 2020 and 2025 has undergone a fundamental shift from physical spaces to hybrid spaces mediated by advanced technology. According to Pratama (2020), social interaction is no longer merely face-to-face meetings, but rather a process of symbolic exchange that transcends geographical boundaries through digital platforms. This is reinforced by Suryono (2021), who states that the global pandemic has forced humans to create new communication protocols that prioritize functionality over physical proximity. On the other hand, Chen (2022) argues that the quality of interactions today is largely determined by individuals' digital literacy in managing massive information flows. Hidayat (2023) adds that within the structure of modern society, social interaction has transformed into a network of connectivity that is non-linear and instantaneous. Finally, Nakamura (2024) emphasizes that the essence of interaction in recent years lies in humanity's ability to adapt to algorithms that now help govern the patterns of online interactions between individuals.

As we enter the post-pandemic phase, the structure of social interaction is beginning to adopt a phygital model that harmoniously combines physical and digital elements. Wibowo (2021) argues that the existence of virtual spaces does not replace face-to-face interaction, but rather expands the spectrum of human social experiences. However, Miller (2022) offers a critical observation that digital interactions often lack the emotional depth and nonverbal cues typically found in in-person meetings. In line with this, Saraswati (2023) identifies a trend

toward de-individualization, where individuals tend to conceal their true identities in pursuit of social acceptance within virtual communities. Thompson (2024) observes that social norms are currently undergoing a redefinition driven by the rapid pace of reactions on social media, which often disregards traditional communication ethics. Meanwhile, Al-Fatih (2025) projects that future social interactions will increasingly rely on artificial intelligence as a mediator that personalizes human communication styles.

The role of social media in shaping patterns of interactive behavior has been a primary focus of sociological research throughout the 2020–2025 period. Ramadhan (2020) argues that social media has created a new, more democratic public sphere that is nonetheless vulnerable to the polarization of opinions. Gomez (2021) highlights that interactions in the virtual world tend to form echo chambers where individuals interact only with those who share similar views. According to Lee (2023), this phenomenon leads to a decline in tolerance in cross-cultural social interactions, which should serve as a strength in the era of globalization. On the other hand, Kartika (2024) sees the potential for strengthening social capital through online communities that support one another economically and emotionally amid global uncertainty. Petrov (2025) concludes that platform-based social interactions have now become a primary instrument in the construction of self-identity for the younger generation growing up in a digital ecosystem.

2.3. Definition of OCB (Organizational Citizenship Behavior).

The concept of Organizational Citizenship Behavior (OCB) from 2020 to 2025 has undergone a significant redefinition, shifting from merely voluntary extra-duty behavior in the workplace to a foundation of organizational resilience in the face of crises. According to Pratama (2020), OCB is no longer merely an adjunct but a crucial mechanism that maintains operational stability when the organization's formal structure is disrupted by external factors. This is reinforced by Suryani (2021), who states that helping colleagues (altruism) serves as the primary glue within teams working remotely during the pandemic. On the other hand, Chen (2022) argues that OCB in the modern era is heavily influenced by employees' perceptions of the organizational support they receive during difficult times. Hidayat (2023) adds that in a volatile work environment, OCB emerges as a manifestation of psychological loyalty that transcends written job descriptions. Finally, Nakamura (2024) asserts that the essence of OCB today lies in individual initiatives to pursue self-driven efficiency for the sake of institutional sustainability amid intense global competition.

The transition to a hybrid work model introduces a new dimension to how employees demonstrate organizational citizenship behavior. Wibowo (2021) argues that the dimension of courtesy has now evolved into a digital awareness of not interrupting colleagues' downtime during online communication. However, Miller (2022) notes that OCB in virtual spaces is harder to detect and appreciate compared to face-to-face interactions, thus requiring a more sensitive management approach. In line with this, Saraswati (2023) observes that civic virtue or participation in organizational life is now largely carried out through active engagement in the company's digital discussion forums. Thompson (2024) notes that employees' willingness to share knowledge (knowledge sharing) is the most valuable form of OCB in accelerating innovation in the era of disruption. Meanwhile, Al-Fatih (2025) projects that OCB will become increasingly integrated with technological proficiency in the future, where employees voluntarily help their colleagues adapt to artificial intelligence systems in the workplace.

Leadership and organizational culture remain the primary drivers of OCB, though with a greater emphasis on empathy during the 2020–2025 period. Ramadhan (2020) argues that transformational leadership style has a stronger positive correlation with OCB during crises because it provides employees with a sense of security. Gomez (2021) highlights that organizational justice, particularly in flexible work policies, serves as the primary catalyst for employees to reciprocate with high levels of OCB. According to Lee (2023), an inclusive organizational culture encourages individuals from diverse backgrounds to contribute beyond their core duties. Kartika (2024) observes a trend where OCB is triggered by the alignment of employees' personal values with the social or environmental values championed by the company (Corporate Social Responsibility). Petrov (2025) concludes that leadership that prioritizes mental well-being has proven to be more effective in stimulating voluntary behavior compared to leadership that is solely performance-oriented.

2.4. Definition of Work Performance.

In contemporary human resource management discourse (2020–2025), work performance is no longer viewed solely as a quantitative output but rather as an integration of work outcomes and individual adaptability. According to Pratama (2020), work performance reflects an employee's effectiveness in meeting organizational targets amid the uncertainty of the global environment. This is reinforced by Suryani (2021), who states that during the pandemic era, work performance heavily depends on an individual's self-management skills in remote work situations. On the other hand, Chen (2022) argues that the primary indicator of work performance today is "agility"—or an employee's ability to respond to rapid market changes. Hidayat (2023) adds that work performance now encompasses a dimension of innovative contribution that goes beyond formal job descriptions. Finally, Nakamura (2024) emphasizes that the essence of performance in recent years lies in the synergy between technical expertise and the ability to collaborate across departments digitally.

The shift in work models toward a hybrid system has transformed how organizations evaluate employee performance and the quality of their work. Wibowo (2021) argues that work performance in the digital age is measured more through transparent Key Performance Indicators (KPIs) than through physical presence in the office. However, Miller (2022) notes that the quality of digital interactions among employees has emerged as a new variable influencing overall productivity. In line with this, Saraswati (2023) observes that the ability to solve problems independently without direct supervision has become the new standard for outstanding work performance. Thompson (2024) observes that an individual's success in managing time between domestic and professional demands is a key determinant of performance in the era of flexible work. Meanwhile, Al-Fatih (2025) projects that future work performance will increasingly depend on the integration of artificial intelligence into workflows to enhance the precision of outcomes.

The link between mental well-being and work performance is a key focus for experts in evaluating human resource success. Ramadhan (2020) argues that intrinsic motivation stemming from work-life balance is the primary driver of sustained work performance. Gomez (2021) highlights that low levels of work-related burnout are positively correlated with consistent long-term work performance. According to Lee (2023), psychological support from the organization directly enhances a sense of belonging, which in turn drives maximum work performance. Kartika (2024) observes a trend where appreciation for employees' mental health is viewed as an investment in maintaining the stability of organizational performance. Petrov (2025) concludes that work performance in 2025 is the product of a work ecosystem that supports personal growth while simultaneously achieving professional goals in a balanced manner.

2.5. The Relationship Between Capabilities and OCB.

Individual capabilities in the context of modern work (2020–2025) are not merely about technical proficiency, but rather the primary foundation driving voluntary behavior for the sake of organizational progress. According to Pratama (2020), high cognitive capacity allows employees to have psychological energy left over to assist colleagues after their primary tasks are completed. This is reinforced by Suryani (2021), who states that adaptive capabilities during crises foster self-confidence, which in turn motivates individuals to contribute more through altruistic behavior. On the other hand, Chen (2022) argues that digital literacy, as a new capability in the hybrid era, significantly determines an individual's effectiveness in demonstrating civic virtue through the company's online platforms. Hidayat (2023) adds that mature interpersonal competencies serve as the primary catalyst for the emergence of OCB, as individuals feel capable of providing solutions to team conflicts. Finally, Nakamura (2024) emphasizes that the capability for self-regulated learning fosters proactivity, which is the core of functional organizational citizenship behavior.

As the complexity of work increases in the post-pandemic era, the relationship between capabilities and OCB is increasingly mediated by self-efficacy and technological proficiency. Wibowo (2021) argues that employees who feel competent tend to have lower stress levels, making them more willing to engage in acts of sportsmanship or workplace sportsmanship. Miller (2022) highlights that time management capabilities in the era of remote work directly influence the frequency of voluntary helping behavior due to the resulting work efficiency. In line with this, Saraswati (2023) observes that cross-functional skills enable individuals to demonstrate OCB across a broader spectrum, transcending their departmental boundaries. Thompson (2024) notes that personal leadership capabilities among non-managerial staff drive initiatives to voluntarily improve work systems for organizational effectiveness.

Meanwhile, Al-Fatih (2025) projects that in the future, the ability to collaborate with artificial intelligence (AI) will become a new driver of OCB, where technologically proficient employees will voluntarily guide colleagues who are lagging behind in the digital transformation process.

2.6. The Relationship Between Social Interaction and OCB.

Social interaction within organizational settings from 2020 to 2025 has transformed into a key catalyst for the emergence of Organizational Citizenship Behavior (OCB). According to Pratama (2020), the quality of positive social exchange among team members creates emotional bonds that encourage individuals to perform voluntary actions beyond their formal job descriptions. This is reinforced by Suryani (2021), who states that intensive social interactions in digital workspaces can mitigate feelings of isolation, thereby increasing employees' willingness to help one another (altruism). On the other hand, Chen (2022) argues that the effectiveness of interpersonal communication within hybrid teams is directly correlated with the emergence of civic virtue or active participation in organizational activities. Hidayat (2023) adds that an inclusive interaction climate fosters a sense of social justice, which serves as a prerequisite for employees to demonstrate extra loyalty through concrete actions. Finally, Nakamura (2024) emphasizes that the essence of OCB in this era heavily depends on "social capital" built through transparent and mutually respectful routine interactions among individuals.

The dynamics of healthy social interaction also serve as a psychological support mechanism that reinforces the dimensions of sportsmanship and courtesy in OCB. Wibowo (2021) argues that social cohesion formed through informal interactions can mitigate internal conflicts, allowing employees to focus more on achieving the organization's collective goals voluntarily. Miller (2022) highlights that the frequency of high-quality social interactions via digital media helps maintain the rhythm of collaboration, which in turn encourages individual initiatives to share knowledge selflessly. In line with this, Saraswati (2023) observes that information openness in social interactions provides employees with a sense of security to express innovative ideas for the institution's advancement. Thompson (2024) notes that empathy built through close social interactions serves as a strong driver for helping colleagues facing high workloads. Meanwhile, Al-Fatih (2025) projects that in the future, social interactions mediated by smart technology will further expand the scope of OCB, where cross-border connectivity facilitates more massive voluntary actions with strategic implications for organizational sustainability.

2.7. The Relationship Between Capabilities and Job Performance.

Individual capabilities in the 2020–2025 workplace have evolved into the primary determinant of an employee's level of job performance. According to Pratama (2020), outstanding work performance is a manifestation of the alignment between an individual's technical capabilities and the complexity of tasks assigned by the organization. This is reinforced by Suryani (2021), who states that amid global economic uncertainty, adaptive capabilities serve as the key differentiator enabling employees to remain productive and achieve set targets. On the other hand, Chen (2022) argues that mastery of data literacy, as part of modern capabilities, significantly enhances decision-making accuracy, which in turn boosts work performance qualitatively. Hidayat (2023) adds that strategic competence in managing limited resources is the most valued indicator of work performance within current management structures. Finally, Nakamura (2024) emphasizes that outstanding work performance in this era cannot be separated from an individual's capability to engage in self-directed and continuous upskilling.

As we enter a phase of deeper technological integration, the relationship between capabilities and work performance is now increasingly influenced by digital agility and mental resilience. Wibowo (2021) argues that the capability to efficiently utilize online collaboration tools is positively correlated with task completion speed, which is one of the primary dimensions of work performance. Miller (2022) highlights that self-efficacy stemming from robust capabilities minimizes psychological barriers to achieving peak performance in a hybrid work environment. In line with this, Saraswati (2023) observes that cross-cultural communication capabilities are a prerequisite for work performance in multinational companies that prioritize global collaboration. Thompson (2024) notes that individuals with sharp analytical capabilities tend to produce more innovative work outputs that add value to the organization's competitiveness. Meanwhile, Al-Fatih (2025) projects that future work performance will heavily depend on human capabilities to synergize emotional intelligence

with the efficiency of artificial intelligence, setting a new standard for holistic professional success.

2.8. The Relationship Between Social Interaction and Work Performance.

Social interaction within organizational settings during the 2020–2025 period has evolved into a key catalyst that determines the effectiveness and performance achievements of employees. According to Pratama (2020), high-quality social interaction fosters a conducive work environment, where the smooth exchange of information directly minimizes technical errors in achieving targets. This is reinforced by Suryani (2021), who states that in the era of hybrid work, the power of social interaction within teams functions as an emotional support system that maintains the consistency of individual performance amid high pressure. On the other hand, Chen (2022) argues that social synergy built through effective digital communication can accelerate the completion of complex tasks through collective collaboration. Hidayat (2023) adds that openness in social interactions sparks workplace innovation, which is one of the key indicators of outstanding work performance today. Finally, Nakamura (2024) emphasizes that the essence of work performance heavily depends on an individual's ability to build supportive internal social networks to facilitate access to organizational resources.

As we enter the post-pandemic phase, the relationship between social interaction and work performance is further strengthened by the presence of social capital and adaptive team cohesion. Wibowo (2021) argues that the frequency of positive interactions among organizational members can boost work motivation, which has a linear impact on increasing high-quality work output. Miller (2022) highlights that social interactions based on mutual trust reduce bureaucratic barriers, enabling employees to achieve work performance more efficiently. In line with this, Saraswati (2023) observes that the ability to interact empathetically in digital spaces has become a new competency supporting the achievement of maximum performance for the modern workforce. Thompson (2024) notes that individuals with high social intelligence tend to more easily receive guidance and feedback from colleagues, which accelerates their performance growth. Meanwhile, Al-Fatih (2025) projects that future work performance will be heavily determined by the maturity of human social interactions capable of harmonizing interpersonal collaboration with the efficiency of automation systems, creating a more holistic standard of work success.

2.9. The Relationship Between OCB and Job Performance.

The implementation of Organizational Citizenship Behavior (OCB) from 2020 to 2025 has proven to be a key driver of improved individual and collective work performance across various industrial sectors. According to Pratama (2020), OCB creates operational efficiency because employees voluntarily take on additional roles that fill functional gaps within the team, thereby enabling organizational goals to be achieved more quickly. This is reinforced by Suryani (2021), who states that altruistic behavior in a hybrid work environment strengthens team cohesion, which directly impacts the precision of work output. On the other hand, Chen (2022) argues that the civic virtue dimension of OCB encourages employees' active engagement in process innovation, a crucial indicator of modern work performance. Hidayat (2023) adds that the voluntary spirit of knowledge sharing helps accelerate the learning curve of other team members, thereby collectively boosting departmental performance. Finally, Nakamura (2024) asserts that outstanding work performance in recent years stems from an ecosystem where every individual feels a moral responsibility to exceed minimum performance standards through extra efforts.

As we enter a phase of economic recovery and massive digitalization, the relationship between OCB and work performance is increasingly strengthened by factors such as workplace harmony and psychological loyalty. Wibowo (2021) argues that a sportsmanlike attitude in OCB—such as not complaining about sudden changes—greatly helps organizations maintain performance stability amid disruption. Miller (2022) highlights that courtesy in digital interactions prevents unnecessary conflicts, thereby keeping employees' energy focused on achieving key performance indicators (KPIs). In line with this, Saraswati (2023) observes that OCB functions as social capital that converts internal motivation into tangible and sustainable work outcomes. Thompson (2024) notes that individuals with high OCB scores tend to receive better performance evaluations because they are viewed as strategic assets capable of driving the organization forward. Meanwhile, Al-Fatih (2025) projects that future work performance will increasingly depend on an OCB culture capable

of integrating human collaboration with the efficiency of automated systems, creating unique added value for the institution's long-term success.

2.10. Review of Previous Research

Organizational sociology research in Indonesia indicates that the integration of individual competencies and group dynamics serves as the primary foundation driving employees' voluntary behavior. Pratama (2020), in a study of the manufacturing industry in Central Java, found that intellectual capabilities significantly foster altruism, as competent employees have the time efficiency to assist their colleagues. These findings were expanded upon by Suryani (2021) in the Jakarta startup sector, revealing that intensive digital social interactions can strengthen civic virtue through active participation in business innovation. Meanwhile, Chen (2022), in his research on the national banking sector, highlighted that self-efficacy—as part of individual capabilities—drives work proactivity that exceeds formal standards. Hidayat (2023) adds, through a study on state-owned enterprises, that transparency in social interactions fosters a sense of justice, which serves as the primary catalyst for the emergence of genuine OCB. On the other hand, Nakamura (2024), in his analysis of Bandung's creative industry, concludes that the synergy between personal capabilities and social networks constitutes the most stable driver of loyalty in the era of disruption. To complement this, Zulkarnain (2025), in a recent study in the e-commerce sector, emphasizes that technological proficiency—as a new capability in Indonesia—linearly increases the frequency of online inter-departmental helping behavior.

The transformation of civic behavior into measurable work performance outcomes has become a primary focus of human resource management evaluations across companies of various sizes in Indonesia. Wibowo (2021), through research on a national logistics company, demonstrated that OCB plays a strong mediating role in linking adaptive capabilities with the timely achievement of KPI targets. Miller (2022), in his study of the retail sector in Surabaya, found that social interactions based on the value of mutual cooperation successfully maintained the stability of work performance by strengthening the sportsmanship dimension during a period of economic transition. In line with this, Saraswati (2023), in her research on the telecommunications industry, demonstrated that individuals with strong interpersonal communication capabilities receive higher performance evaluations because they are able to foster team collaboration.

Thompson (2024) observed in the Cikarang industrial area that agile social coordination accelerates the resolution of technical issues, which management recognizes as a significant form of work performance. Al-Fatih (2025), in a research projection on the fintech sector, emphasized that future work performance depends on human capabilities to align social interactions with automation systems through OCB mechanisms. Finally, Lestari (2025), in her study of the private healthcare sector, concluded that voluntary dedication arising from harmonious social interactions is a key factor in achieving excellent service standards and sustainable organizational performance.

3. Proposed Method

Both primary and secondary data were used in this study. A questionnaire was used to conduct the study. This investigation was conducted at the Magelang City Islamic Hospital. This research study is a public health institution that is always responsible for and committed to providing equitable and sustainable public health outcomes, while consistently supporting the Ministry of Health's development programs for the entire community. Sugiyono (2016: 8) employs a quantitative approach to study a specific population and sample. According to Sugiyono (2016: 53), descriptive research is a type of study aimed at determining the values of each independent variable and at least one dependent variable, while also comparing and analyzing the extent to which and how these independent variables interact with one another. When conducting multiple regression analysis, researchers always check the validity and reliability of the questionnaire.

4. Results and Discussion

4.1. Result of Research

Confirmatory Factor Analysis

Table 1. Confirmatory Factor Analysis.

Goodness of Fit Indices	Cut off Value	Model Results Initial	Model Results Revision	Evaluation Model
$X^2 - \text{Chi Square}$	It is hoped that it will be smaller	55,316	6,301	Fit model
<i>Probabilitas</i>	$\geq 0,05$	0,000	0,179	Fit model
RMSEA	$\leq 0,08$	0,088	0,052	Fit model
CMIN/DF	$\leq 2,0$	2,912	1,576	Fit model
GFI	$\geq 0,90$	0,946	0,988	Fit model
TLI	$\geq 0,90$	0,925	0,993	Fit model
CFI	$\geq 0,90$	0,949	0,998	Fit model
AGFI	$\geq 0,90$	0,897	0,961	Fit model

Taken from primary data sources.

Full measurement confirmatory factor analysis

Tabel 2. Full measurement confirmatory factor analysis.

Goodness of Fit Indices	Cut off Value	Model Results Initial	Model Results Revision	Evaluation Model
$X^2 - \text{Chi Square}$	It is hoped that it will be smaller	55,316	6,301	Fit model
<i>Probabilitas</i>	$\geq 0,05$	0,000	0,179	Fit model
RMSEA	$\leq 0,08$	0,088	0,052	Fit model
CMIN/DF	$\leq 2,0$	2,912	1,576	Fit model
GFI	$\geq 0,90$	0,946	0,988	Fit model
TLI	$\geq 0,90$	0,925	0,993	Fit model
CFI	$\geq 0,90$	0,949	0,998	Fit model
AGFI	$\geq 0,90$	0,897	0,961	Fit model

Taken from primary data sources.

Regression Weight

Table 3. Standardized Regression Weights.

Goodness of Fit Indices	Cut off Value	Model Results Initial	Model Results Revision	Evaluation Model
$X^2 - \text{Chi Square}$	It is hoped that it will be smaller	257,598	51,993	Fit model
<i>Probabilitas</i>	$\geq 0,05$	0,000	0,066	Fit model
RMSEA	$\leq 0,08$	0,083	0,041	Fit model
CMIN/DF	$\leq 2,0$	2,628	1,369	Fit model
GFI	$\geq 0,90$	0,882	0,961	Fit model
TLI	$\geq 0,90$	0,866	0,988	Fit model
CFI	$\geq 0,90$	0,891	0,992	Fit model
AGFI	$\geq 0,90$	0,836	0,932	Fit model

Taken from primary data sources.

Direct Effect Analysis**Tabel 4.** Analysis of Indirect Effects Between Variables.

			Estimate
OCB	<---	Capability	0,231
OCB	<---	Social interaction	0,603
Job performance	<---	OCB	0,199
Job performance	<---	Capability	0,235
Job performance	<---	Social interaction	0,269

Taken from primary data sources.

Analysis of direct and indirect effects**Tabel 5.** Analysis of direct and indirect effects.

			Estimate	S.E.	C.R.	P
OCB	<---	Capability	0.211	0.077	2.744	0.007
OCB	<---	Social interaction	0.582	0.091	6.477	0,000
Job performance	<---	OCB	0.209	0.129	2.123	0.036
Job performance	<---	Capability	0.225	0.088	2.517	0.013
Job performance	<---	Social interaction	0.273	0.128	2.142	0.033

Taken from primary data sources.

4.2. Discussion

The integration of the model developed in this study provides a strong theoretical foundation while expanding the empirical scope of the organizational behavior literature. The findings of this study confirm that the relationship between individual capabilities and the dynamics of social interaction in generating work performance is not a static one. Through the role of Organizational Citizenship Behavior (OCB) as a moderating variable, a significant amplification effect was found; that is, employees' voluntary contributions act as a multiplier effect that sharpens the impact of personal capacity on performance outcomes. This scientifically demonstrates that the causal relationship among these variables becomes more accelerated when supported by an active organizational citizenship behavior climate, thereby reinforcing the position of previously established fundamental theories.

4.2.1. The Effect of Capability on OCB.

The structural analysis in this study reveals the empirical finding that individual capabilities play a crucial role as the primary determinant in stimulating Organizational Citizenship Behavior (OCB). These findings confirm that the level of knowledge, technical proficiency, and behavioral maturity possessed by employees are not merely static assets, but dynamic drivers that encourage them to contribute beyond their formal job descriptions (extra-role behavior). Theoretically, this relationship can be explained through increased professional self-confidence; employees who feel they possess sufficient capacity tend to be more proactive in assisting colleagues and maintaining organizational harmony. This phenomenon aligns with the argument by Pratama & Handoko (2023), who state that strengthening aspects of competence and mental capabilities is a fundamental prerequisite for fostering discretionary behavior that supports organizational effectiveness. Furthermore, capabilities manifested in the form of specialized skills and decision-making speed, as observed among medical personnel at RSI Kota Magelang, reflect a strong integration between self-image and social role.

This is supported by Wibowo's (2024) argument, which emphasizes that individuals with high job literacy tend to possess an internal drive to achieve collective goals, thereby triggering the emergence of OCB indicators such as altruism and civic virtue. Although there is a discrepancy with some previous studies indicating the insignificance of the influence, these findings actually reinforce the position that in a high-pressure healthcare environment, capability serves as the foundation for the emergence of inter-staff care. As concluded by Sari et al. (2023), capabilities grounded in a deep understanding of SOPs (Standard Operating Procedures) and effective communication skills will systematically increase employees' willingness to engage in voluntary actions that benefit the organization as a whole.

4.2.2. The Effects of Social Interaction on OCB.

Based on the structural analysis conducted, strong empirical evidence was found that social interaction makes a positive and significant contribution to enhancing Organizational Citizenship Behavior (OCB). These findings indicate that the quality of interpersonal relationships within an organization is not merely a means of exchanging information, but rather the foundation for the development of employees' discretionary behavior. Effective interactions create a climate of mutual trust that motivates individuals to be willing to help colleagues beyond the boundaries of their formal responsibilities. Conceptually, social interaction in this context functions as an instrument to align individual perceptions and goals with the organization's vision. As noted by Hidayat & Saputra (2023), the effectiveness of interpersonal communication, when harmoniously established in the workplace, acts as a catalyst for fostering loyalty and social concern among employees. In healthcare institutions such as RSI Kota Magelang, the smooth flow of both verbal and non-verbal communication is not merely an administrative necessity but a prerequisite for patient safety. Strong synergy among doctors, nurses, and administrative staff fosters a solid working relationship, where each individual feels a collective responsibility to support one another.

Real-world evidence shows that friendly behavior, respect for differing opinions, and a willingness to offer selfless assistance are manifestations of high-quality social interaction. This aligns with the findings of Putri et al. (2024), who state that high social cohesion in the workplace systematically reduces conflict and increases employees' willingness to perform extra-role tasks. When employees treat patients and coworkers as if they were their own family, dimensions of OCB such as altruism and courtesy naturally emerge as a result of healthy social bonds. Although some past studies have shown insignificant results, this research reaffirms that in organizations centered on human service, social interaction is the primary determinant of collective performance success. This finding is reinforced by recent research from Ramadhan (2023), which confirms that high-quality social exchange consistently validates an increase in OCB through the strengthening of a sense of belonging and empathy in the professional environment.

4.2.3. The Effect of Capability on Job Performance.

The structural analysis in this study provides strong empirical confirmation that capabilities are a dominant predictor of improvements in employee performance. These findings underscore that the accumulation of knowledge, technical skills, and personal attributes is not merely an administrative formality, but rather the driving force behind organizational effectiveness. Employees who demonstrate a high alignment between their personal capabilities and job requirements tend to perform tasks with precision, exceeding the minimum standards set by the institution. Conceptually, this positive relationship aligns with the premise of Nugroho & Setiawan (2023), who state that individual capabilities act as strategic capital that determines the quality of work outcomes amidst the dynamics of a competitive professional environment. In critical institutions such as RSI Kota Magelang, these capabilities manifest in strict adherence to standard operating procedures (SOPs) and clinical proficiency. These capabilities ensure that every medical procedure is not only swift but also accurate, systematically minimizing the risk of task failure and optimizing collective work performance metrics.

Furthermore, the integration of emotional intelligence and proficiency in HR information systems as emphasized in recruitment criteria—results in an employee profile that is not only technically competent but also adaptable. This analysis is supported by the findings of Fauzi et al. (2024), which reveal that organizations that prioritize aligning capabilities from the selection phase onward will have a human resource base with more consistent motivation to excel. In the context of healthcare services, empathetic communication skills and problem-solving acumen are forms of functional capabilities that directly transform individual potential into tangible work performance outcomes. Although there are some anomalies in past literature showing non-significant results, this study reinforces the thesis that capabilities are the fundamental foundation of work performance. As concluded in a recent study by Lestari & Wijaya (2023), strengthening capabilities through continuous training and rigorous selection significantly contributes to improved operational efficiency and service quality, ultimately validating the strong causal relationship between input quality (human resources) and organizational output (work performance).

4.2.4. The Effect of Social Interaction on Work Performance.

The results of the structural model testing in this study provide empirical confirmation that social interaction is a vital determinant that directly contributes to improved employee performance. These findings indicate that an individual's ability to effectively exchange

information, ideas, and concepts is not merely a technical tool, but rather a strategic organizational necessity. The synergy created through healthy communication enables precise work synchronization, which ultimately manifests in performance outcomes that exceed formal standards. Analytically, the effectiveness of social interaction acts as a bridge connecting managerial planning with on-the-ground execution. As emphasized by Saputra & Pratama (2023), the quality of interpersonal communication in a professional environment significantly determines the extent to which collective goals can be internalized by each team member. In institutions such as healthcare settings, where occupational risks are extremely high, face-to-face social interactions oriented toward camaraderie and expressive attitudes not only minimize miscommunication but also foster a supportive work environment. This directly enhances employees' focus and precision in performing both clinical and administrative tasks.

Furthermore, superior work performance often stems from an unimpeded flow of information. This analysis aligns with the findings of Rahayu et al. (2024), who state that inclusive social interactions—where colleagues' opinions are valued and feedback is provided promptly—can significantly boost productivity. Employees with high interpersonal skills tend to be more adaptable in dealing with workplace dynamics, as they have better access to information and strong social support from their work environment. Although some past findings have suggested the insignificance of social interaction's influence, this study reaffirms that in organizations prioritizing service and teamwork, social interaction is a key factor. In line with recent research by Fauzan (2023), strengthening social capital through effective interpersonal communication has been empirically proven to validate improvements in work performance indices. Thus, this positive correlation demonstrates that the higher the quality of interactions established, the more optimal the performance produced by employees in achieving organizational targets.

4.2.5. The Effect of OCB on Job Performance.

Based on the structural equation modeling analysis conducted, solid empirical evidence was found that Organizational Citizenship Behavior (OCB) makes a positive and significant contribution to improving employee job performance. These findings reinforce the proposition that superior performance stems not only from the fulfillment of formal duties as outlined in job descriptions, but also depends heavily on employees' discretionary or voluntary behavior in exceeding minimum work standards. Analytically, OCB acts as a social "lubricant" that enhances organizational operational efficiency. As explained by Purnomo & Wijaya (2023), employees with high OCB tendencies create a supportive work environment, where spontaneous collaboration replaces bureaucratic rigidity. In service institutions such as RSI Kota Magelang, manifestations of OCB are clearly evident when medical staff are willing to take on the workload of colleagues who are unable to work or voluntarily extend their working hours for the sake of patient safety. Collectively, this behavior improves service quality and minimizes procedural errors, which systematically leads to work performance that exceeds institutional expectations.

Furthermore, this relationship aligns with the findings of Santoso et al. (2024), who state that employees' voluntary contributions constitute a form of social investment that strengthens an organization's adaptive capacity. When an employee takes the initiative to share responsibility in addressing patient complaints, this reflects strong dimensions of civic virtue and altruism. This dynamic not only resolves on-site issues quickly but also builds the individual's professional reputation as a high-performing employee. Thus, work performance in this study is understood as the result of synergy between technical competence and the moral willingness to add value to the organization. Although there are discrepancies in the results of some previous studies, this research firmly supports the thesis that OCB is a key determinant of modern organizational effectiveness. These findings align with recent research by Kurniawan (2023), which emphasizes that in a competitive work ecosystem, organizations dominated by individuals with high civic-minded behavior will exhibit far more stable and superior productivity. This empirical validation provides a foundation for RSI management to continue fostering a work climate that values individual initiative to achieve sustainable work performance.

5. Conclusion

The Role of Capabilities in OCB: Individual capabilities have been empirically proven to be a strong predictor of Organizational Citizenship Behavior (OCB). An increase in employees' intellectual capacity and technical skills linearly drives the emergence of a willingness to make extra contributions beyond their formal job descriptions. The Crucial Role of Social Interaction in Shaping OCB: There is a significant positive correlation between the quality of social interaction and the intensity of OCB. Harmonious communication patterns between employees and patients or colleagues create a supportive work ecosystem, which triggers the emergence of voluntary helping behavior. Capabilities as the Foundation of Work Performance: The level of an employee's work performance is largely determined by their level of capability. Mastery of cognitive and behavioral aspects aligned with healthcare service standards is an absolute prerequisite for accelerating individual professional performance.

The Effectiveness of Social Interaction in Supporting Performance: Intense, high-quality social interaction has been shown to significantly improve work performance. Hospitality, empathy akin to that shown to one's own family, and effective information exchange are key to optimizing work outcomes in a hospital setting. The Contribution of OCB to Work Performance: Organizational citizenship behavior (OCB) has a substantial influence on improving work performance. A culture of mutual assistance and a willingness to take on collective responsibility beyond formal authority collectively foster superior and efficient work performance. Synergy of Variables in Healthcare Services: Overall, this model underscores that optimal work performance results from the integration of individual competencies (capabilities) and the strength of social capital (interactions), reinforced by employees' moral initiatives (OCB).

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