

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Social Capital, Employee Personal Value, Job Performance, and Organizational Citizenship Behaviour: Case among Employees in Private Hospitals in West Jakarta

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ARTICLE HISTORY

Received: December 4, 2025
Revised: December 23, 2025
Accepted: January 20, 2026

DOI

<https://doi.org/10.52970/grhrm.v6i1.1920>

ABSTRACT

The purpose of this research is to explain the influence of Social Capital and Employee Personal Value on Job Performance with Organizational Citizenship Behavior as an intervening variable in a private hospital in West Jakarta. This research fills in the gap of previous fact-finding by investigating Social Capital and Employee Personal Value as a whole influencing variable, which is mediated by Organizational Citizenship Behaviour toward Job Performance in private hospitals in Indonesia. This work has a quantitative approach, offering a cross-sectional survey with 200 participants who were recruited by using the purposive sampling method (online questionnaires). Four established theoretical constructs were measured using a modified five-point Likert scale, making them suitable for Structural Equation Modeling (SEM) analysis. The findings suggest that all measurement indices are valid and reliable, and the full structural model has an acceptable fit. The results reveal that the Social Capital and Employee Personal Value have a positive and significant ($p < 0.05$) impact on both the OCB and Job Performance. Furthermore, Job Performance is enhanced by Organizational Citizenship Behavior as a mediator among Social Capital, Employee Personal Value, and performance. These findings imply that in a working context with high trust psychological work contract and a good mutual social network, warm personal worth attributes can facilitate extra-role behavior for superior performance. Practical implications: This study emphasizes the need to develop integration among the chain of command, stronger implementation of positive employee values, and a supportive organizational culture in the private hospital context.

Keywords: Social Capital, Employee Personal Value, Organizational Citizenship Behaviour, Job Performance.

JEL Code: M12, M54, D23, Z13, I11.

I. Introduction

The growth of the health sector in Indonesia is also following a similar trend, where it develops rapidly and is accompanied by higher public awareness of better and preventative medical care (Katadata, 2022). In the area of public health, hospitals have a crucial role. According to the Republic of Indonesia Law Number 44, year 2009, about hospitals stated that a hospital is an execution institution for health services where everyone



can expect the comprehensive health service consisting of promotive (act against diseases), preventive, curative, and rehabilit in the same time. With the development of health as one of the industries, the hospital in Indonesia is required to provide excellent, fast, and secure service. The growing cases and competition between hospitals make managing human resources an important issue to preserve the quality of services and efficiency (Abbasi-Moghaddam et al., 2019). According to the Indonesian Health Profile (2023), the number of hospitals in Indonesia is 3,155, consisting of 2,636 RSU and 519 RSK, with a substantial increase seen for private hospitals, increasing from about 1,400 in 2019 to more than the given figure by writing. In DKI Jakarta, the number of hospitals reached 188 are derived from the same West that has only 27, very small when compared to other areas, let alone a heavy burden afflicting patients. It demands HCWs to work in challenging conditions, including prolonged working hours, a limited period of service, pressure for quality services, and high patient expectations. Therefore, it is critical to improve employees' performance in the healthcare sector. In this line, both social capital and the personal value of employees are important antecedents that result in interpersonal relationships and voluntary behaviors, which facilitate the delivery of service quality and organizational effectiveness. (Krijgsheld et al. 2022; Vainieri et al. 2019).

Social Capital Global Press has a strong ability to enhance job performance. Trusting employees in the organisation who have strong social support from both their peers and leaders can lead to low turnover intentions and high performance. A trustful work context is associated with social support and positive interpersonal relationships, which are conducive to psychological well-being and work motivation; subsequently, it enhances performance and service quality (Fujikawa et al., 2024). Employee Personal Value too respect and support of colleagues, sharing information and knowledge, also influences the effectiveness of working and contribution towards performance-goal accomplishment (Ionescu et al., 2024). OCB acts as a significant mediating role between Social Capital and Employees' Personal Value in strengthening job performance. OCB, conducted voluntarily beyond the formal job duties, has been found to enhance contextual performance and employee well-being. When employees help coworkers, uphold the organization, and engage in spontaneous behaviour at work, it enhances not only the organizational climate but also performance development (Santos et al., 2023). This study aims to analyze the effect of social capital and employee personal value on the job performance of a private hospital in West Jakarta, with Organizational Citizenship Behavior (OCB) as a mediating variable. In addition to its empirical contribution, the study makes a theoretical contribution, stretching social capital and personal value in healthcare organizations. Practically, the results suggest areas for hospital managers to focus on in building cooperative relationships, trust, and value-based behaviors to improve employee performance as well as service quality.

II. Literature Review and Hypothesis Development

2.1. Theoretical Review

a. Social Capital

The social capital is also an organizational resource that is an element in establishing trust and cooperative relationships between staff. (Rajabi & Hasanzadehtabrizi 2025). It can be described as the commonality of values and beliefs that reinforce the connection between people and increase their social relations, which results in a high level of organizational commitment and performance. In accordance with this view, Cao et al. (2025) define social capital as actual and potential resources that are part of an individual's network to which one can appeal to enhance well-being, engagement at work, and performance. From this point of view, social capital works remarkably well in a culture and organization distinguished by cooperative relationships. These common expectations and support strengthen the effectiveness of the workplace. There are dimensions and indicators of social capital which require that require employees interact with each other and work together. Gao et al. (2025) discuss various factors, such as social trust, sense of belonging, social participation, reciprocity, etc., that may help in building a strong relational structure at work. For example, Saraniemi et al. (2022) acknowledge that trust, reciprocity, and networking, participation in decision-making,

and identity are significant to the degree of strength of social capital. Furthermore, perceived, potential, and activated social capital refers to how employees perceive, access, and employ their work-related networks to achieve individual and organisational objectives that result in a positive working environment for successful collaboration (Banadinovic et al., 2025).

b. Employee Personal Value

Personal value of employee: The values, beliefs, and personal interests that shape behavior and provide guidance to the employee's decision-making at work, in an organization. The principles that guide personal values as motivation among personnel are the core of all arguments in support (Zhou et al., 2024). This is, in accordance with Duong & Phan. (2024) Personal values are equivalent to an individual's predisposition for self-enhancement, social connection, and value agenda, which in turn guide the loyalty and benefits in the workplace (Purc & Lagun, 2019). Employee personal value is a cognitive motivational structure that influences how people react to work encounters and career decisions, thus having at-work effects. Knardahl & Christensen. (2024) differentiate between two general subdimensions of employee personal value; one value is represented by internal work motive values such as creativity, personal growth, and independence, and the second aspect includes external work-motive values such as stability, clear rules, and security. Simultaneously, Arieli et al. (2020) emphasize key factors influencing personal values, such as life experiences and education, or cultural and personality traits, such as openness or moral orientation, which together affect the way in which individuals grow, prioritize, and live their values regarding business. This, in particular, suggests that personal value of the worker does more than rationally follow from structural traits and instead depends on developmental (or dynamic) processes or patterns along with contextual antecedents that shape how workers behave in relation to the firm.

c. Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behaviour (OCB) is extra-role behaviour that is not part of the formal job description yet plays a vital role in team and organization performance (Lee et al., 2024). Herliyanti et al. (2025) OCB is represented by employees' individual voluntary behavior to help colleagues beyond their formal duties. Organizational Citizenship Behavior is a conscious, voluntary behavior of an employee to exceed the formal requirements of job duty in the organization (Widarko & Anwarodin, 2022). This behavior also leads to the social and psychological atmosphere of an organization that is able to positively support the performance of an organization by creating a sound to each person in the organization (Romadhania et al., 2023). Besides, OCB is referred to as the discretionary behavior that lies beyond formal role expectations, which are not rewarded by an organization's rewards system, and helps to enhance organizational effectiveness and performance (Emilisa et al., 2022). Organizational Citizenship Behaviour has five dimensions, these are Altruism (voluntary help to coworkers), Conscientiousness (responsibility and discipline beyond the call of duty), Courtesy (spreading good communication to keep relationship harmony), Sportsmanship (being positive towards unpleasantness in working condition) and Civic Virtue (involving in an active part with organization's concern) (Priatna et al., 2024). The antecedent of OCB is the organizational commitment, which means the bond which employee has to the organization makes him feel invested in expectations and do dispositional work (Suryadi et al., 2023).

d. Job Performance

The task related activities that an employee needs to fulfill to make a difference and achieve organizational strategic goals Yang et al. (2024) found Job Performance is significantly determined on PSWB and so does Job Satisfaction, meanwhile Employees trust in supervisor a greater extent to realize organization goal and honest consideration from employee contributes towards enhancement of motivational level and (taking initiative over assigned task). Styvans Dion et al. (2022) Job Performance: reflects how well a person performs a job. Furthermore, Putra et al. (2024) observed that Job Performance is influenced by variables like authentic leadership, information management, organizational identification, and knowledge management

in helping an employee work effectively as to the attainment of the organization's objectives. The dimension in Job Performance that we aim to study based on the MP model is Task Performance, among the ones considered, because it indicates an employee's adequacy to their job duties (Reig-Botella et al., 2024).

2.2. Conceptual Framework

As per the review of literature, this conceptual model reveals the direct and indirect effects of Social Capital and Employee Individual Value on Job Performance through mediating OCB. Job Performance that depends not only on the completion of core tasks as derived from job Descriptions but also on contextual behaviors such as how much they help colleagues and the extent to which they comprehend changes at work (Saidin et al., 2024). Social Capital is defined as the resources that are actual and potential, in an individual's social network to which he/she has access through interpersonal relationships strategically to raise the level of employee engagement and performance (Cao et al., 2025). Employee Personal Value also plays a significant role in attaining performance. The personal values that are oriented to self-development, moral integrity, and social relationships is impact on employee engagement (Nuhu et al., 2025).

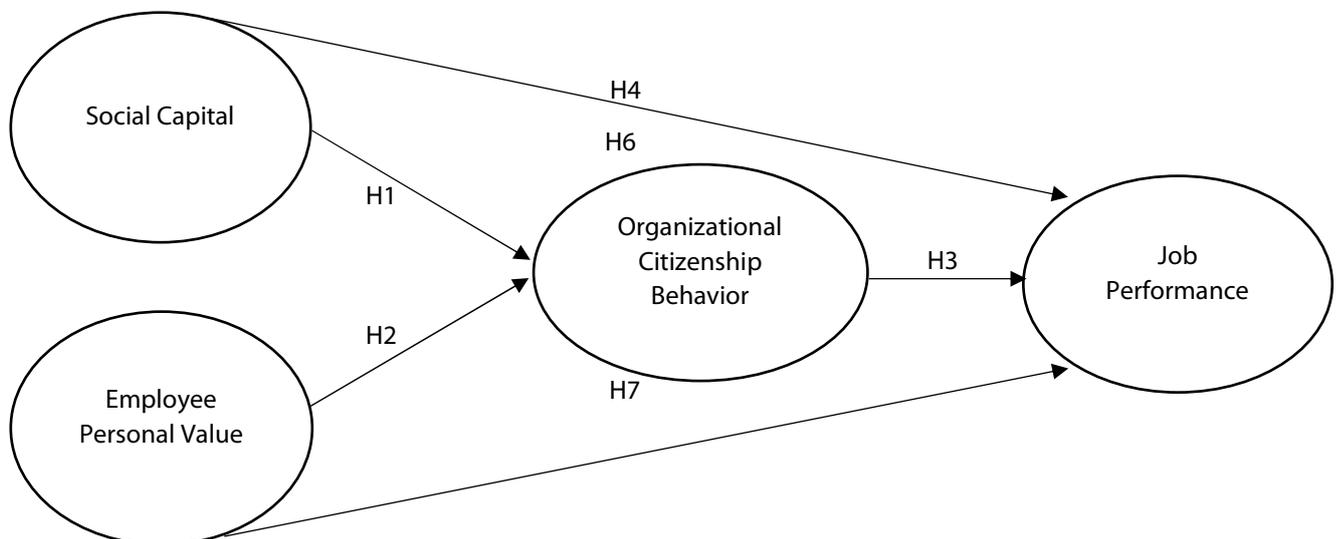


Figure 1. Conceptual Framework

2.3. Hypothesis Development

Social capital refers to the nature of relationships between people within an entity displayed in networks of cooperation that have a common purpose. Social capital serves as a job asset that facilitates information, support, and trust for employees. (Ko et al., 2018). It is argued that the higher social capital employees have, the more extra-role behaviors of employees favorable to the organization (e.g., Organizational Citizenship Behavior, OCB). OCB is defined as discretionary behaviors that are not part of the job description and are not formally rewarded, but promote organizational effectiveness (Lee et al., 2024). Based on the empirical results of Cao et al. (2025), which has shown a heavy impact of social capital on OCB, expresses that all forms of trust, cooperation, and mutual support among organization members push employees to contribute more than their formal duties in helping colleagues, developing good relations between the workplace. Thus, the present study hypothesizes that social capital has a positive impact on Organizational Citizenship Behavior. From these results, the following hypothesis is inferred:

H1: Social Capital has a positive effect on Organizational Citizenship Behaviour

In an earlier study by Nuhu et al. (2025) notes that employee personality value has a positive impact on Organizational Citizenship Behavior (OCB). When employees feel their job is consistent with their personal values, tangible results can be seen, and the work they do comes with meaning for them, they are more likely to engage in beneficial extra-role behaviors. Such behaviors involve assistance to co-workers, proactive behavior, and aiding organizational functioning. OCB is, therefore, a mediating mechanism through which personal values affect organizational outcomes: the performance of service quality in this study.

Similarly, Ahmad et al. (2022) Employee personal values, such as group concern and self-efficacy to perform tasks, drive extra-role behaviours in the workplace: working with colleagues, inspiring commitment towards the organization, and being proactive. This means not directly, but rather through socialising and exchanging information with colleagues, including keeping in contact via digital remote communication tools. In sum, employees with high moral sensitivity are more likely to take care and develop relationships in the organisation, which induces OCB and is a driver for internal motivation to contribute beyond formal work duty. Hypotheses. According to these results, the following hypothesis is based:

H2: Employee Personal Value has a positive effect on Organizational Citizenship Behaviour

The work of Nuhu et al. (2025) point out the positive influence of employee personal value on OCB. Workers who believe that their jobs are in harmony with core values, make a difference to the world, and are personally meaningful are significantly more likely to engage in extra-role prosocial behavior. These behaviours involve assisting colleagues, taking on more responsibility, and contributing to the effective running of an organization. Organizational citizenship behaviour as a mediating mechanism for the value - organizational service quality relationship in this study can be seen connecting personal (individual) values and organizational outcome (service quality). This association is also upheld by Ahmad et al. (2022) who showed that employees' own values, such as contribution to the collective and self-efficacy towards task completion have a significant impact on extra-role behaviors at work, including helping coworkers, showing organizational concern, and taking charge. These effects may not always be immediate effects, but they are typically mediated effects, for instance via interaction and discussion with others (witness, for example, the role of keeping up relationships over mobile communication). In simpler terms, for those high on PV, a tendency to actively create workplace relationships will contribute towards developing OCB and in-turn employ motivation to contribute more towards the organization. Based on these findings, the proposed hypothesis is:

H3: Organizational Citizenship Behaviour has a positive effect on Job Performance

Social Capital is perceived as a tangible and potential resource nesting in someone's social network circles that can be exploited through interpersonal relations to facilitate employee engagement and performance. (Cao et al., 2025). In an organizational context, social capital is defined as resources in the employee relationships, including trust, norm of reciprocity, and collaboration. (Meng et al., 2018). Our former study Cao et al. (2025) point out that social capital is an important predictor of job performance, because it facilitates trust, communication, and co-operation among organizational members. Quality of life Strong social support systems allowed employees better access to information and support, which would in turn enhance their performance and work results. Therefore, the proposed hypothesis is:

H4: Social capital positively influences job performance.

The previous study by Bhargava & Pradhan (2017) also reports that the personal values of employees influence job performance positively. The personal value system of a staff member not only directly affects their personally perceived role at work, but also dictates how they act in the workplace and thereby drives team or organisational performance in general. Employees who have individual value related to

responsibility, integrity, cooperation, and empathy usually have favorable behaviors such as positive discipline, trustfulness, and good teamwork. These values then improve the total performance of work. This result is in concord with another study of Ilhan et al. (2022), who have suggested that personal values are a powerful force in how people think, act, and do at work. It means that successful and productive work does not just happen, but it is influenced by the values of employees. In light of these findings, the following hypothesis is proposed:

H5: Employee Personal Value has a positive effect on Job Performance

It was shown in the literature that it may not be so direct between social capital and job performance. Cao et al. (2025) reported that the positive effects of social capital on job performance are higher when OCB is a mediating variable. The reason is that working social capital further facilitates employees' sense of responsibility and caring, enriching the resource-based motivation for their extra-role behaviors (e.g., assisting co-workers, being proactive) and improving team harmony. Such extra-role behaviors contribute to the operational efficiency and productivity, which ultimately enhance the job performance. This is also in agreement with the research reported by C. Yang et al. (2023) has Institutional Citizenship Behavior as a predictor of job performance. Voluntary behaviours like helping others, actively participating in team activities, etc., make employees more motivated and focused at their jobs, which leads to more performance outcomes.

H6: Organizational Citizenship Behaviour mediates the relationship between Social Capital and Job Performance.

This is in line with the findings of Iqbal et al. (2022) that personal employee values have a positive influence on job performance in relation to Organizational Citizenship Behavior (OCB). Individuals with a value-driven career attitude are associated with better job performance. This value-based career approach, including the responsibility, ethics, and congruence with personal values lead employees to practice those behaviors that are beyond their job description or formal role and support other people, such as helping coworkers, being proactive in doing organizational work. These additional behaviors, referred to as Organizational Citizenship Behavior (OCB), are said to directly contribute towards job effectiveness and efficiency, resulting in increased job performance. Another study by Nuhu et al. (2025) points that OCB holds a significant mediator effect between employee personal values and job performance. The suggested hypothesis is, according to these findings:

H7: Organizational Citizenship Behavior mediates the relationship between Employee Personal Value and Job Performance

III. Research Method

Method This study used a quantitative method with a cross-sectional survey design, which aimed to analyze the correlation of Social Capital, Employees' Personal Value, Organizational Citizenship Behaviour, and Job Performance in employees of a private hospital in West Jakarta. The variable selection was based on previous research, and all survey instruments used in this study had been validated in other research analyses. Each of the variables had been given a five-point Likert scale. The major data were collected from the online questionnaire on Google Form, and the secondary data were obtained from scientific journals or articles. It is encouraging that the 200 distributed questionnaires were received and were usable, as this represents a good return rate and would indicate to some extent that the topic under study had some relevance for respondents. Sampling technique: Samples were taken by purposive sampling with certain criteria, namely, employees working in a private hospital in West Jakarta. Sample size: The final sample, 200 people, was in

accordance with the criterion of computing a required number that is (5–10) times greater than the number of questions on the questionnaire. At the validity test, for four variables, all indicators had factor loads > 0.40 (all items were valid). Furthermore, the reliability test of all variables' Cronbach's Alpha values was > 0.60, and they were considered reliable for the other analyses of the research instrument measurement used in this study. Ethical consideration: This work followed the principles of ethical research. Participation in the survey was voluntary, and participants were provided with information on the study's aims. Confidentiality and anonymity of the data were preserved, and the information collected was for academic use. In this study, the sample's employees of private hospitals in West Jakarta were mostly women (55.5%), which was dominated by the age group of 21–30 years old (70.0%). The majority of respondents were bachelor graduates (54.5%) and had less than 5 years of work experience (62.5%), meaning that a large portion of employees are at very early stages of their careers.

IV. Result and Discussion

4.1. Results of the Study

Table 1. Social Capital

No	Social Capital	Mean
1.	I am skilled at collaborating with my coworkers.	3,57
2.	I actively share information and engage in collaborative learning with my colleagues.	3,52
3.	I interact and exchange ideas with individuals from different departments or functional areas.	3,52
4.	I am willing to collaborate with my coworkers to solve problems together.	3,59
Mean		3,55

Based on Table 1, it can be seen that the mean value is 3.55, which means that the respondents sufficiently possess the Social Capital present among employees of private hospitals in West Jakarta. This shows the highest average value of 3.59, which means that they realize that work cannot be completed alone, but requires good cooperation and communication among colleagues.

Table 2. Employee Personal Value

No	Employee Personal Value	Mean
1.	I enjoy sharing knowledge with other healthcare professionals.	3,62
2.	I am happy to assist other healthcare team members.	3,58
3.	I feel pleased to help other healthcare professionals by sharing my knowledge.	3,60
4.	I have the experience needed to provide useful knowledge for the development team.	3,71
5.	I contribute significantly to the hospital's success.	3,64
Mean		3,63

Table 2 indicates the average value of 3.63, which means that the respondents have shown enough Employee Personal Value among employees in private hospitals in West Jakarta. This indicates the mean of 3.71 and describes that the respondents are confident that the knowledge and skills are within them and they can share it with their co-associate when necessary.

Table 3. Organizational Citizenship Behavior

No	Organizational Citizenship Behavior	Mean
1.	I am willing to spend time helping coworkers solve work-related problems.	3,59
2.	I help junior coworkers adapt to the organization.	4,15
3.	I genuinely care about the well-being of my coworkers.	3,96
4.	I am willing to spend time supporting coworkers with their personal challenges.	3,82
5.	I assist coworkers in completing their tasks when needed.	3,32
Mean		3,77

Referring to Table 3, the mean is 3.77, which means that for the respondents demonstrate enough OCB among employees of private hospitals in West Jakarta. This is the highest mean score, 4.15 that means, which means the staff members are used to assisting each other, and they are ready to support junior peers to help them acclimate soon with workplace and organizational customs.

Table 4. Job Performance

No	Job Performance	Mean
1.	My job performance is consistently above average.	4,07
2.	My job performance often exceeds expectations.	4,22
3.	I always put in extra effort in my work.	3,56
4.	I invest a great deal of energy in my job.	3,93
5.	I always do my best in completing my tasks.	3,81
6.	The quality of my work is consistently high.	3,42
Mean		3,83

According to Table 4, the mean value is 3.83 which means that respondents quite give the job performance exist on employee private hospitals in West Jakarta. This is evident with the highest average of 4.22, which proves they are not merely acting based on their task, but also have a high initiative and responsibility to give excellent service.

4.2. Hypothesis Testing

Table 5. Hypothesis Testing

Hypothesis	Description	Estimate	P-Value	Decision
H1	Social Capital has a positive effect on Organizational Citizenship Behavior.	0.442	0.000	Supported
H2	Employee Personal Value has a positive effect on Organizational Citizenship Behavior.	0.343	0.000	Supported
H3	Organizational Citizenship Behavior has a positive effect on Job Performance.	0.253	0.005	Supported
H4	Social Capital has a positive effect on Job Performance.	0.217	0.000	Supported
H5	Employee Personal Value has a positive effect on Job Performance.	0.236	0.000	Supported
H6 (Direct)	Social Capital → Job Performance	0,217	0,000	Supported
H6 (Indirect via OCB)	Social Capital → Job Performance	0,112	0,008	Supported
H7 (Direct)	Employee Personal Value → Job Performance	0,236	0,000	Supported
H7 (Indirect via OCB)	Employee Personal Value → Job Performance	0,087	0,009	Supported

Findings the results of this analyses is that all proposed hypotheses were proved by sEM, meaning that the three variables contribute to improving Job Performance. Social Capital and Employee Personal Value not only directly affect Job Performance, but also have an indirect influence on performance through OCB with remarkable mediating effects. These results emphasize that the OCB has a crucial role in reinforcing the relationship between employees as well as employee performance. These findings also suggest that all of the three variables have joint positive contributions towards Job Performance.

4.3. Discussion

a. Social Capital has a positive effect on OCB

The results from the 1st hypothesis test reveal that Social Capital has a positive and significant effect on OCB. This finding is consistent with previous studies Cao et al. (2025) which contend that the more social capital is found in an organization, the more motivation is involved for employees to modify behaviour via a variety of voluntary rather than formal mechanisms. In the Private Hospital in West Jakarta, OCB will be better when work climate by trust, human relationship and supportive norms of co-operation. "Social Capital in organizations provides (oriented) social support (e.g., information) that may lead individuals to feel like they ought to reciprocate voluntarily by helping a coworker or maintaining team functioning. Thus, high Social Capital is essential for the organization if extra-role behaviors should be promoted.

b. Employee Personal Value has a positive effect on OCB

The second hypothesis shows that Employee Personal Value has a strong positive effect on OCB. This finding is consistent with previous studies (Ahmad et al., 2022; Nuhu et al., 2025), indicating that people's values, like integrity, responsibility, care, and commitment, may predict employees' discretionary behaviors in the workplace. In West Jakarta Private Hospital, an employee who has high personal values will tend to show extra-role behavior that helps their colleagues at work in solving problems secretly, establish and maintain harmonious interpersonal relationships, & Willingly doing the task. The closer the culture at work is to the one they have in their personal life, the more staff are also more inclined towards useful (though not vital) positive behaviours that really improve how effective a team can be. It is therefore the higher OCB that is represented among employees with high personal values.

c. OCB has a positive effect on Job Performance

Third results of hypothesis testing supports that OCB has a significant positive effect on Job Performance. This finding is consistent with a study. (Vuong et al., 2024; C. Yang et al., 2023) suggests that workers who engage in OCB really do more to enhance the effectiveness and efficiency of organizational transactions. Staff in the Private Hospital West Jakarta work as a team, making a good relationship with others and doing extra roles at will work better. OCB, in addition to ushering good friendship, coordination in workplaces also pose to promote the quality of service, which makes the 2nd order or extra-role behaviors of employee to have a direct bearing on individual performance.

d. Social Capital has a positive effect on Job Performance

Social Capital has a positive significant effect on Job Performance. This findings are in line with the findings by (Clausen et al., 2019; Xu et al., 2022) Those who sustained that strong social-relational network, trust in their colleagues and mutual aid at work, may enhance the degree of one's personal work effectiveness. The presence of positive work networks and trust will enable employees in the Private Hospital in West Jakarta easily obtain resources, information, friendship, as well as emotional help by means of vertical communication that would drive the performance. Social Capital enhances the working together of employees that is crucial in a hospital with rapid coordination and accuracy. It follows that the stronger the Social Capital index is, the better employees will perform.

e. Employee Personal Value has a positive effect on Job Performance

There is a significant and positive effect of Employee Personal Value on Job Performance. This is consistent with previous studies (Ilhan et al., 2022; Roos et al., 2022) demonstrated how personal values such as responsibility, integrity, work ethic, and quality focus enhance individual performance. Strong human values among employees who work in one of Private Hospital in West Jakarta have a high motivation to work with good quality and to be concentrated on reaching the organization's purpose. Personal value is an internal driver of employees' behaviors to perform their work effectively, being disciplined and responsible.

f. Social Capital has a positive effect on Job Performance mediated by OCB

Six hypotheses have been tested, and Social Capital positively influenced Job Performance through Organizational Citizenship Behavior (OCB) among private hospitals employees in West Jakarta. It is shown that the social capital perceive of employees was significantly and positively related to their job performance, with OCB acting as a mediating mechanism. That is, these findings indicate that when a solid social relationship prevails in the working environment (a relationship based on trust, collaboration and open communication), employees are likely to exhibit positive behaviors beyond their contractual obligations, for

example, by helping colleagues and taking care of the work setting or ensuring a smooth operation of the hospital. Accordingly, employees' social capital for OCB will also be more likely than not to enhance their overall job performance, the stronger social capital they have.

This result agrees with a previous study by Cao et al. (2025) suggests that social capital has a positive impact on job performance and does so via OCB. Workers with good social relations, mutual trust, and positive communication with coworkers have a tendency to perform behavior at work beyond their core duties. However, they are more likely to assist co-workers, work well as a team, and go above and beyond without being prompted. These types of OCBs help to foster a cohesive, constructive, and supportive work atmosphere. Thus, when working in a positive work environment, employees become more effective and more energetic as the quality of their work also increases. This is also supported by the work of C. Yang et al. (2023) and indicates that OCB has a significant impact on job performance. Workers who are more willing to volunteer for additional roles like helping and actively participating in a team have more motivation, are perceived as having higher levels of performance, and will be less anxious regarding being evaluated.

From the demographics of the respondents, the only prominent ones are female, aged 21–30 years old, and holding a bachelor's degree (S1), so it can be assumed that those employees are in their early or mid-career stage, characterized as being adaptable, dynamic, and open-minded. Their higher chance of valuing a workplace characterized by co-operation and positive social relationships is most likely due to their S1 education providing them with analytical and problem-solving skills, as well as a better understanding of professional work practices. These characteristics are closely linked to the social capital concept, which highlights the importance of networks of relationships, trust, and a sense of mutual support among an organization's actors. By enhancing social capital in private hospitals, employees can share info, support, and effective cooperation, which drives the development of OCB. Workers with high social capital are more likely to engage in proactive behaviors and helping, as well as performing extra-role activities (Cross 2004, Samad and Etter 2019). OCB is an intermediary between Social Capital and Job Performance because those who participate in OCB actively are more inclined to perform work more productively, efficiently, and creatively. Thus, traits such as the female status of those aged between 21 and 30 years old and a bachelor's degree increase the relationship that Social Capital has on Job Performance via OCB. They use social networks to facilitate collaboration, innovation, and high performance accomplishment by increasing organizational commitment and decreasing the assertion of turnover intention. (Jafari et al., 2020).

g. Employee Personal Value has a positive effect on Job Performance mediated by OCB

The seventh hypothesis was then tested, and the result showed that Employee Personal Value significantly and positively affects Job Performance through mediation of OCB for private hospital employees in West Jakarta. The results suggest that OCB mediates the relationship between perceived individual values and expatriate job performance. That is, these findings imply that workers with high personal values like responsibility, integrity, and work ethics have a lower probability of adopting socially responsible etiquette beyond their formal responsibilities. For example, they are more willing to help their colleagues, proactively address challenges and ensure the smooth functioning of a hospital. The higher the level of personal values among employees, the more likely they are to demonstrate OCB and thus increase their job performance. This result was confirmed by Iqbal et al. (2022), which found that the EIM is positively related to job performance, mediated by OCB. Workers who have attained a career as their proxy of values are better performers. This values-based approach to work is defined as feeling responsible (responsibility), sticking to one's word (integrity), and being true to one's own convictions (if this value refers only). This affects employees' willingness or preferred conditions that lead them to engage in discretionary behaviour, for appearances can be deceptive; even workers who appear helpful may not always go beyond their formal role boundaries. This type of extra-role behavior, namely OCB, contributes directly to work effectiveness and efficiency with positive effects on overall job performance.

Another study by Nuhu et al. (2025) OCB as a mediating role, has important implications in the association between Employee Personal Value and job performance. This means that employees who feel work that is consistent with their personal values makes meaningful and tangible contributions are more inclined to go above and beyond when it comes to discretionary behaviors, such as helping co-workers, being proactive in leaders' decision-making processes, ensuring the smooth running of the organization, or performing well on the job. From the descriptive profiles of respondents, who are mostly female and aged 21–30 years, with a bachelor's degree (S1), one can infer that these employees are relatively young and junior to middle-tier professionals who have characteristics such as energy, adaptability, and restlessness in terms of ideas. They are more likely to appreciate a workplace that encourages collaboration and good social behaviour because their S1 education will have nurtured critical thinking, problem-solving, and a global

recognition of what professional work entails. These respondent attributes are correlated with the Employee Personal Value, which reflects a focus on personal ethics, sincerity, responsibility, and commitment to work.

High personal values in private hospitals allow employees to perform organizational citizenship behaviours (helping coworkers, taking initiative, and doing extra for the organization), extrarole that is beyond one's formal roles. OCB mediates the role of Employee Personal Value and Job Performance since employees who are engaged in OCB will behave more productively, efficiently, and creatively. Therefore, by having certain personal and formative features (i.e., female and aged from 21 to 30 years with a university degree), it becomes possible to enhance the effect between Employee Personal Value and Job Performance through OCB. They use their personal values to facilitate work collaborations, innovation, and high performance attainment as well as improve organizational commitment, whilst lowering turnover intentions. (Luthfiyana et al., 2024).

V. Conclusion

This study provides an empirical analysis of the influence of two constructs, Social Capital and Employee Personal Value, on Job Performance through the partial mediating effect of Organizational Citizenship Behaviour (OCB) in private hospital employees in West Jakarta. Results from the data of 200 employees and analyzed by Structural Equation Modeling have revealed that Social Capital and Employee Personal Value significantly improve OCB, which in turn shows a significant relationship with Job Performance. Meanwhile, the impact of more than two distant antecedent variables on Job Performance is also significant away from OCB. In this way, OCB is a complementing, rather than a full mediation effect. More specifically, the findings suggest that these relational resources (i.e., trust, cooperation, and supportive social networks) in the workplace are critical to motivate employees toward engaging in extra-role behaviors beyond their formal job duties. Employees are more likely to help colleagues, keep the work atmosphere positive, and engage in behaviors beneficial for outcomes when they believe there is a good network of social relationships and shared values within their organization. In explaining employee performance in healthcare organizations, such a result emphasizes the necessity of considering both social and personal value dimensions.

From an applied level perspective, the results indicate that hospital managers should not count exclusively on formal performance assessment practices. Rather than focusing on increasing the depth of social capital through formal mentoring, team-based work systems, and trust-building exercises, managers' efforts should also focus on aligning personal values of employees to their institutional experiences as a result of regular performance appraisals, shared performance goals, and incentives for skill development. Such specific interventions may contribute to OCB and, in turn, job performance in the hospital through these top-down and bottom-up influences. However, the results of this study need to be approached with caution. The study was conducted at one private hospital in West Jakarta and only on a few variables. Accordingly, the results may not adequately reflect performance relations in other organizational and cultural settings. Future investigation should aim at the extension of this model to longitudinal design, comparison among different organizations or industries, and other psychological variables (like Work Engagement and Psychological Capital). Such approaches would provide the opportunity to delve more fine-grained into how social and individual factors mutually interact over time in driving employee performance.

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