



The Influence of Human Capital and Organizational Citizenship Behavior (OCB) on Performance with Organizational Commitment as A Mediating Variable in Paramedics at The Health Center of The South Leitimur Sub-District of Ambon City

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Article Info	Abstract
<p>Article History Received: 2023-09-17 Revised: 2023-10-23 Published: 2023-11-04</p> <p>Keywords: <i>Human Resources; Citizenship Behavior; Performance; Organizational Commitment.</i></p>	<p>The purpose of this study was to determine the Effect of Human Capital & OCB on Performance and Organizational Commitment at the Leitimur Selatan Health Center - Ambon City with a total of 76 medical staff respondents. Judging from the results of this study it is proven that the influence of human capital has no significant effect on performance. This result can be seen from the t-statistics value on the path coefficient test where the t-count value is 1.881, which is smaller than the t-table 1.96 and the p-value is 0.061 greater than the criterion of 0.05. Human capital has no significant effect on organizational commitment These results can be seen from the t-statistics value in the path coefficient test where the t-count value is 0.816 which is smaller than the t-table of 1.96 and the p-value of 0.415 is greater than the criterion of 0.05. Organizational commitment has a positive and significant effect on the performance of medical personnel. These results can be seen from the t-statistics value in the path coefficients test where the t-value of 2.698 is greater than the t-table of 1.96 and the p-value of 0.007 is smaller than the criterion of 0.05. Organizational citizenship behavior has a positive and significant influence on the performance of medical personnel. These results can be seen from the t-statistics value in the path coefficient test where the t-count value is 2.205 which is greater than the t-table of 1.96 and the p-value is 0.028 which is smaller than the criterion of 0.05. Organizational citizenship behavior has a positive and significant influence on organizational commitment. These results can be seen from the t-statistics value in the path coefficients test where the t-count value is 3.199 which is greater than the t-table of 1.96 and the p-value of 0.001 is smaller than the criterion of 0.05.</p>

Artikel Info	Abstrak
<p>Sejarah Artikel Diterima: 2023-09-17 Direvisi: 2023-10-23 Dipublikasi: 2023-11-04</p> <p>Kata kunci: <i>Sumber Daya Manusia; Perilaku Kewarganegaraan; Kinerja; Komitmen Organisasi.</i></p>	<p>Tujuan penelitian ini adalah untuk mengetahui Pengaruh Human Capital & OCB terhadap Kinerja dan Komitmen Organisasi di Puskesmas Leitimur Selatan – Kota Ambon dengan jumlah responden tenaga medis sebanyak 76 orang. Dilihat dari hasil penelitian ini terbukti bahwa pengaruh human capital tidak berpengaruh signifikan terhadap kinerja. Hasil tersebut terlihat dari nilai t-statistik pada uji koefisien jalur dimana nilai t-hitung sebesar 1,881 lebih kecil dari t-tabel 1,96 dan p-value sebesar 0,061 lebih besar dari kriteria 0,05. Human capital tidak berpengaruh signifikan terhadap komitmen organisasi Hasil ini terlihat dari nilai t-statistik pada uji koefisien jalur dimana nilai t-hitung sebesar 0,816 lebih kecil dari t-tabel sebesar 1,96 dan p-value sebesar 0,415 lebih besar dari kriteria 0,05. Komitmen organisasi berpengaruh positif dan signifikan terhadap kinerja tenaga medis. Hasil tersebut terlihat dari nilai t-statistik pada uji koefisien jalur dimana nilai t-hitung sebesar 2,698 lebih besar dari t-tabel sebesar 1,96 dan nilai p-value sebesar 0,007 lebih kecil dari kriteria 0,05. Organizational Citizenship Behavior mempunyai pengaruh positif dan signifikan terhadap kinerja tenaga medis. Hasil tersebut terlihat dari nilai t-statistik pada uji koefisien jalur dimana nilai t-hitung sebesar 2,205 lebih besar dari t-tabel sebesar 1,96 dan nilai p-value sebesar 0,028 lebih kecil dari kriteria 0,05. Organizational citizen behavior mempunyai pengaruh positif dan signifikan terhadap komitmen organisasi. Hasil tersebut terlihat dari nilai t-statistik pada uji koefisien jalur dimana nilai t-hitung sebesar 3,199 lebih besar dari t-tabel sebesar 1,96 dan p-value sebesar 0,001 lebih kecil dari kriteria 0,05.</p>

I. INTRODUCTION

An organization that achieves impressive and competitive success, the members of that organization will be happy to come to work with

strong morale and higher productivity. Organizations need passionate people, participatory management, and focused and integrated work teams in the workplace so as to make employees

perform better. Currently, the Government has tried to meet the public's need for health services by establishing Hospitals and Community Health Centers (PUSKESMAS) throughout Indonesia. To reach areas in all corners of the country, the health centers are strengthened by auxiliary health centers and mobile health centers. For areas far from referral service facilities, puskesmas are equipped with inpatient facilities. Organizations in the business, government, social, religious and educational fields that utilize limited resources must strive to achieve the planned results. An excellent organization is one that fosters everyone's commitment and enhances learning capacity at all levels of the organization.

The Puskesmas is a technical implementing unit of the Health Office that carries out the operational tasks of health development. The construction of puskesmas in each sub-district has a very important role in restoring public health. Puskesmas must be able to respond quickly to community needs with organizational consequences requiring human resources who have unique skills and abilities. To realize this, the puskesmas must be oriented towards the formation of quality human resources that are able to respond to demands for change. This can be realized if employees work better with a high level of satisfaction. Total number of Community Health Centers in Ambon City is 22 units. However, of the five sub-districts, only one puskesmas has the ability to organize inpatient care, namely the Hutumuri puskesmas, South Leitimur sub-district, which is useful for helping the local community, especially in emergencies and is useful for long distances from referral facilities. the number of staff in the two health centers

This is fairly adequate because all employment positions are filled by the existing workforce. However, there are several categories of workers that are only filled by one worker, including pharmacists, administrative staff and lab experts. This shows an uneven distribution of employee placement allocations. During the initial data collection, several employees admitted that they did not cooperate in helping colleagues in completing work even though their work was not piling up. Another complaint that is often heard from the public is that the performance of employees in providing services, in this case the timeliness in providing services. The working hours of the puskesmas services

which should start at 08:00 WIT are often delayed from working hours which makes patients have to wait and then queue in queues which is quite time-consuming due to delays in the working hours of puskesmas employees in providing health services. In addition, people who are recipients of health services admit that there have been several times when there was inaccuracy in providing services, such as errors in entering patient data and others.

The low performance of employee services will build a bad image at the puskesmas, where patients will feel dissatisfied with the services provided. And vice versa, the higher the performance of employee services provided will be a plus for the Puskesmas, in this case the patient will feel satisfied with the services provided by the Puskesmas while also providing satisfaction with good performance for Puskesmas employees.

Community Health Centers in Ambon City, especially Leitimur Selatan District, in implementing their vision and mission, efforts to develop human resources are needed to improve employee performance. Seeing the phenomena that occur, human capital, work commitment and Organizational Citizenship Behavior (OCB) in this regard are also seen as very decisive. In fact, the basis for driving the performance of the company is human capital with all the knowledge, ideas and innovations it has. In addition, human capital is also the core of an employee's performance in a company or organization. As good company performance can be seen from the management of human capital.

The knowledge assets owned by the company are in human capital. Good management of human resources (human capital) can make human resources an asset or capital of an organization. Utilization of human resources (human capital) as the main capital of the organization can make the goals of the organization achieved. Activities that can be used to facilitate the achievement of an organization are one of the implementation of employee performance targets within the organization (Nugraha, Susilo, & Aini, 2018). Moreover, the puskesmas is a health facility which is one of the important community needs, so it requires good management of human capital.

Likewise, Organizational Citizenship Behavior (OCB) can be interpreted as organizational behavior that patriotically devotes its work to extra work time, without being asked before

doing work or being forced, and is voluntary and optimistic in the spirit of work. Good employee performance will be realized if there is Organizational Citizenship Behavior (OCB) in it.

The success of an organization if its members do not only do their main tasks, but also want to do extra tasks, such as the willingness to cooperate, help each other, provide input, play an active role, provide extra service, and want to use their working time effectively (Robbins & Judge, 2013).). Furthermore, Turnipseed and Rassuli (2005) revealed that OCB is an extra behavior from someone that is beneficial to the organization. and is a habit or behavior that is done voluntarily, is not part of a formal job, and is indirectly recognized by the reward system. Therefore, OCB is known to increase the effectiveness, efficiency, and performance of an organization (Podsakoff, MacKenzie, Paine, & Bachrah, 2000).

The importance of human capital, work commitment and Organizational Citizenship Behavior (OCB) is high for puskesmas employees because this is related to improving the performance of puskesmas employees which will have an impact on service quality. So it is a matter worthy of further study. Based on the background above, the researcher is interested in conducting research with the title "Analysis of the Influence of Human Capital, Work Commitment and Organizational Citizenship Behavior on the Performance of Public Health Center Employees in Leitimur Selatan District"

II. METHOD

This research is a quantitative research with a statistical approach to measure various variables that have been determined previously based on the theory chosen to support the analysis.

A. Population

The population according to Sugiono (2010; 117) is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study totaled 76 people.

B. Sample

According to Sugiono (2010; 118) states that the sample is part of the number of characteristics possessed by the population. Researchers use a type of saturated sample or census sample where the number of samples is the same as the number of population. The

respondents in this study were all employees of the hutumuri health center and factory health center, totaling 76 employees.

C. Primary Data.

Primary data is data obtained through direct research results on the object under study, namely the employees of the Leitimur Selatan sub-district health center. Primary data in this research were obtained from questionnaires that would be distributed to respondents who were employees of the Leitimur Selatan Health Center consisting of respondent identity, respondents' responses to working capital, organizational commitment Organizational Citizenship Behavior and employee performance.

D. Secondary Data

Secondary data, namely data obtained from various sources of documents or other written reports at the Leitimur Selatan sub-district health center, such as data on the number of puskesmas staff.

E. Data Collection Methods

1. Questionnaire

The writer chose the questionnaire method, because the questionnaire is the main thing for data collection. The results of the questionnaire will be translated into figures, tables, statistical analysis and descriptions and conclusions of the research results. The main purpose of the questionnaire is to obtain information that is relevant to the research objectives.

2. Observation (Observation)

Data collection conducted by researchers is to make observations or observations. Through observation it is possible to see and observe the processes that take place and events that occur in by the subject verbally so that the writer can better understand the actual situation.

III. RESULT AND DISCUSSION

A. The Influence of Human Capital on the Performance of Medical Personnel at the Leitimur Selatan Health Center

From the results of the research tested, it proves that Human Capital on the Performance of Paramedics at the Leitimur Selatan Health Center. The Human Capital variable has a statistical/countable t value of

2.681 and a P Value of $0.047 < 0.05$. Thus the results of the t test contain the meaning of analysis, namely, Human Capital on the Performance of Paramedics at the Leitimur Selatan Health Center, Reject H_0 and accept H_a or the hypothesis is proven. Human Capital influences the Performance of Paramedics at the Leitimur Selatan Health Center. It can be explained that human capital with indicators: the responsibility of nursing paramedics in carrying out work according to the standards set by the Puskesmas, this is indicated by the way paramedics complete the work with full accuracy according to the specified time. so that nurses must always have the initiative in finding strategies to realize work programs, this can be demonstrated by completing work with full accuracy and work is completed according to company plans.

Paramedic nursing completes work effectively so the work is completed according to the specified quantity and quality specified. prioritizing efficiency in work so that completing work above the standard determined by nursing paramedics in completing work in accordance with existing work procedures and demonstrating the ability to develop ideas for the development of Leitimur Selatan Health Center paramedics have carried out work according to work standards and have taken the initiative to seek strategies, prioritize efficiency in work and has even completed work according to applicable work procedures and has demonstrated work ability through the development of ideas, this shows a real influence on the performance of nursing paramedics at the Leitimur Selatan Health Center.

These results are not in line with research conducted by Ritongga (2019) which states that human capital has no significant effect on performance. However, this research is inversely proportional to the results of research conducted by Nugraha, Prayed Cahya (2018) which states that human capital has a positive and significant effect on performance. As this theory develops, the concept of human capital. (Alan et al, 2008) divide into three. The first concept is human capital as an individual aspect. This concept states that human capital is an ability that exists in humans, such as knowledge and skills. The second concept states that human capital is knowledge and skills obtained

through various educational activities such as schools, courses and training. The main concept of this model is that human capital is something that is obtained through the accumulation of a certain process. The third concept looks at human capital through a production orientation perspective.

B. The Effect of Human Capital on Organizational Commitment

From the results of the research tested, it proves that Human Capital on Organizational Commitment of the Leitimur Selatan Health Center. The Human Capital variable has a statistical/countable t value of 3.024 and a P Value of $0.002 < 0.05$. Thus the results of the t test contain the meaning of analysis, namely Human Capital has an influence on the Organizational Commitment of the South Leitimur Health Center, reject H_0 and accept H_a or the hypothesis is proven. Human Capital on Organizational Commitment of South Leitimur Health Center.

It can be explained that human capital with indicators of nursing paramedics in carrying out work according to standards set by the organization, therefore paramedics in completing work never complain, are always willing to provide advice to colleagues who need it even in completing work according to existing work procedures will trigger nursing paramedics to want to stay and always be willing to help the orientation process of new co-workers without being asked because this work makes nursing paramedics willing to voluntarily finish work without being asked, Suggestions always provide ideas in completing work, always provide information to co-workers, because they are willing when just helping co-workers who are unable to work, ready to work overtime to finish work and always voluntarily help co-workers (overload) thereby increasing organizational commitment. That with the ability to complete work according to work standards and procedures and nursing paramedics have the desire to remain in the organization, still enjoy the joys and sorrows of work and are proud to be part of the organization will have a real influence on organizational commitment at the Leitimur Selatan Health Center. These results are in line with research conducted by Frimayasa (2020) which states

that human capital has a significant effect on organizational commitment.

C. The Influence of Organizational Citizenship Behavior on the Performance of Medical Personnel at the Leitimur Selatan Health Center

From the results of the research tested, it proved that Organizational Citizenship Behavior on the Performance of Paramedics at the Leitimur Selatan Health Center. The Organizational Citizenship Behavior variable has a statistical/count t value of 3.024 and P Value 0.002 <0.05. Thus the results of the t test contain the meaning of analysis, namely, Organizational Citizenship Behavior on the Performance of Paramedics at the Leitimur Selatan Health Center, reject H_0 and accept H_a or the hypothesis is proven. Organizational Citizenship Behavior on the Performance of Paramedics at the Leitimur Selatan Health Center.

It can be explained that in completing work assigned by nursing paramedics, paramedic nurses are always willing to provide advice to colleagues who need it, so that they can complete the work according to the allotted time. Even in completing the work of nursing paramedics they are always ready to work overtime because the working conditions are very urgent and require nursing paramedics to work, so that nursing paramedics complete work according to the specified quality. Not only that, nursing paramedics always provide ideas in completing work through suggestions and are willing to voluntarily complete workers without being asked, always help colleagues (overload) voluntarily, complete work with full accuracy, In completing work I never complain of completing work with full accuracy, always provide information to colleagues to complete the work according to the specified amount, willing to help colleagues who are unable at any time, completing work above the specified standard, always willing to help with the orientation process of new colleagues without being asked, completing work according to the company's plan can have a significant effect on improving the performance of nursing paramedics at the South Leitimur Health Center. These results are also in line with research conducted by R Hidayatullah – 2020 which states that organizational citizenship

behavior has a significant effect on the performance of medical personnel. According to Robbins (2007), organizational citizenship behavior (OCB) is a choice behavior that is not part of the employee's formal work obligations, but supports the effective functioning of the organization.

D. The Influence of Organizational Citizenship Behavior on Organizational Commitment

From the results of the research tested, it proved that Organizational Citizenship Behavior Against Organizational Commitment of the Leitimur Selatan Health Center. The Organizational Citizenship Behavior variable has a statistical/countable t value of 1.987 and a P Value of 0.024 <0.05. Thus the results of the t test, contain the meaning of analysis, namely Organizational Citizenship Behavior Against Organizational Commitment of the Leitimur Selatan Health Center, reject H_0 and accept H_a or the hypothesis is proven. Organizational Citizenship Behavior on Organizational Commitment of South Leitimur Health Center.

Thus the Organizational Citizenship Behavior variable with indicators/items: ready to work overtime to finish the job, willing to voluntarily complete the work without being told, In completing the work of the paramedic nurse never complains and is always willing to give advice, give ideas in completing the work as well as whatever you have to face at work, even always providing information to colleagues, always willing to provide advice to colleagues who need it and take responsibility when the workplace institution experiencing problems, because of pride in having the image of the institution because it is willing to voluntarily complete workers without being asked to always help colleagues (overload) voluntarily, even willing to help the orientation process of new colleagues without being asked to be willing to help colleagues who are unable even in circumstances whatever is faced at work choosing to keep working even though there are more attractive job offers elsewhere, even in completing work I never complain. proud to be part of this institution can increase organizational commitment at the Leitimur Selatan Health Center.

The results of this study support the results of previous studies such as Arnold B.

Bakker's research, Wilmar B. Schaufeli (2008) Positive Organizational Behavior: Engaged Employees in Flourishing Organizations. The results show that organizational Citizenship Behavior has a significant effect on organizational commitment, Hendra G, et al., (2018) Effect of Organizational Commitment Competence and Good Governance on Employees Performance and Quality Asset Management. The results of this study show that Organizational Citizenship Behavior (OCB) has a significant effect on increasing organizational commitment. Imran Ramdani, (2018) Effects of personality, Organizational Citizenship Behavior (OCB) and Job Satisfaction on Organizational Commitment. The results of this study indicate that Organizational Citizenship Behavior (OCB) has a positive and significant effect on increasing Organizational Commitment.

E. The Influence of Organizational Commitment on the Performance of Medical Personnel at the Leitimur Selatan Health Center

From the results of the research tested, it proves that Organizational Commitment to the Performance of Paramedics at the Leitimur Selatan Health Center. The Organizational Commitment variable has a statistical/countable t value of 3.031 and a P Value of 0.008 < 0.05. Thus the results of the t test contain the meaning of analysis, namely Organizational Commitment to the Performance of Paramedics at the South Leitimur Health Center. reject Ho and accept Ha or the hypothesis is proven. Organizational Commitment to the Performance of Paramedics at the Leitimur Selatan Health Center.

This research proves that commitment with indicators: nursing paramedics are proud to be part of this institution, nursing paramedics are responsible when the institution where they work has problems, nursing paramedics choose to keep working even though there are more attractive job offers elsewhere, paramedic nurses are proud to have the image of an institution, nursing paramedics are proud of the achievements of the institution, employees remain loyal to work even though the regulations are very difficult, institutional problems are also a problem, employees work seriously for the institution, paramedic nurses are loyal

carrying out the work even though the regulations are very difficult can improve the performance of nursing staff at the Leitimur Selatan Health Center.

This research is in line with Muchtar Hidayat's research (2017) entitled Analysis of Commitment (Affective, Continuance and Normative) on the service quality of motor vehicle registration validation (an empirical study at the Joint Samsat office in East Kalimantan Province). -Dimensions of building commitment, in relation to employee performance. This study also pays attention to the concept developed. According to Steers (1985) the main causes of engagement and resignation (work commitment), these four factors are: payment and promotion practices, company size/size, supervisory style, patterns of interaction between group members, whether tasks are repeated or not, role clarity and job satisfaction autonomy employee age, tenure and personality and interest in the profession.

F. The Influence of Human Capital on the Performance of Medical Personnel is mediated by Organizational Commitment

From the results of the research tested, it proves that Human Capital on the Performance of Nursing Paramedics mediates Organizational Commitment at the South Leitimur Health Center. Variable Organizational Commitment value P Value 0.001 < 0.05. Thus the results of the t test contain the meaning of analysis, namely Human Capital On the Performance of Nursing Paramedics play a role in mediating Commitment. Leitimur Selatan Health Center Organization. Reject Ho and accept Ha or Proven Hypothesis. Human Capital on the Performance of Nursing Paramedics is able to mediate Organizational Commitment. Thus the organizational commitment variable has an effect on mediating Human Capital on the performance of nursing paramedics at the Leitimur Selatan Health Center.

Based on the results of the statistical test explained that nursing paramedics in carrying out work according to predetermined standards can be found through full work with accuracy, nursing paramedics complete work effectively completing work according to the company's plan, through work methods according to the specified time, nursing

paramedics complete work according to with existing work procedures completing work above the specified standard, completing the work with the full accuracy of nursing paramedics, prioritizing efficiency in working to complete the work according to the specified amount completing work according to the specified quality has an effect on increasing the performance of nursing paramedics unable to mediate by organizational commitment at the Leitimur Selatan Health Center.

These results accept the results of research conducted by R Hidayatullah - 2020 which states that human capital has a significant effect on performance through organizational commitment as a mediating variable. According to Mayo (Ongko Rahardjo et al., 2008), human capital has five components, namely:

1. Individual capability, in the form of knowledge/skills/experience/network which is the ability to achieve results, the potential to be able to develop.
2. Individual motivation, in the form of aspirations, ambitions and encouragement, work motivation and productivity
3. Leadership (leadership). Provision of top management's vision and ability to communicate it and behave in a consistent manner.
4. The organizational climate, which is in the form of organizational culture, especially in its freedom to innovate, open, flexible, and respect individuals.
5. Workgroup effectiveness (work group effectiveness), namely support, mutual respect, sharing the same goals and values.

G. The influence of Organizational Citizenship Behavior on the Performance of Medical Personnel is mediated by Organizational Commitment

From the results of the research tested, it proved that Organizational Citizenship Behavior on the Performance of Nursing Paramedics was not mediated by Organizational Commitment at the South Leitimur Health Center. The Organizational Citizenship Behavior variable has a P Value of 0.009 <0.05. Thus the results of the t test contain the meaning of analysis, namely Organizational Citizenship Behavior on the Performance of Nursing Paramedics capable of mediating

Organizational Commitment at the Leitimur Selatan Health Center, reject Ho and accept Ha or the hypothesis is proven. Organizational Citizenship Behavior on the Performance of Nursing Paramedics is able to mediate Organizational Commitment at the Leitimur Selatan Health Center. Thus Organizational Commitment plays a role in mediating Organizational Citizenship Behavior on the Performance of Nursing Paramedics at the Leitimur Selatan Health Center.

This indicates that nursing paramedics in carrying out their work always voluntarily help co-workers (overload) Institutional problems are also a problem. In completing work I never complain, remain loyal to work even though the regulations are very difficult get the job done, be responsible when the institution where you work has problems, be willing to help colleagues who are unable to work at any time, be proud of the achievements of the institution. always willing to help with the orientation process of new coworkers without being asked, choosing to keep working even though there is a more attractive job offer elsewhere, nursing paramedics are willing to voluntarily finish work without being asked, work seriously for the institution always providing information to coworkers, loyal to carry out the work even though the rules are very difficult.

Nursing paramedics are always willing to provide advice to colleagues who need to be proud of having the image of an institution, nursing paramedics always provide suggestions through ideas in completing work, because they are proud to be part of this institution so as to improve the performance of nursing paramedics with organizational commitment as a mediating variable at the Leitimur Selatan Health Center. These results are in line with research conducted by R Hidayatullah - 2020 which states that organizational citizenship behavior has a significant effect on performance through organizational commitment as a mediating variable.

IV. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

Based on the research analysis that has been done before, it can be concluded as follows:

1. Human Capital has a significant effect on the performance of medical personnel at the South Leitimur Health Center in Ambon City
2. Human Capital has a significant effect on Organizational Commitment at the Leitimur Selatan Health Center in Ambon City,
3. Organizational Citizenship Behavior influences the Performance of Medical Personnel at the Leitimur Selatan Health Center, Ambon City
4. Organizational Citizenship Behavior influences the Organizational Commitment of Medical Personnel at the Leitimur Selatan Health Center, Ambon City.
5. Organizational Commitment influences the Performance of Medical Personnel at the South Leitimur Health Center in Ambon City
6. Human Capital influences the Performance of Medical Personnel at the South Leitimur Health Center in Ambon City through Organizational Commitment as a mediating variable.
7. Organizational Citizenship Behavior influences the Performance of Medical Personnel at the Leitimur Selatan Health Center in Ambon City through Organizational Commitment as a mediating variable.

B. Suggestion

The discussion regarding this research is still very limited and requires a lot of input. The suggestion for future authors is to study it more deeply and comprehensively about The Influence of Human Capital and Organizational Citizenship Behavior (OCB) on Performance with Organizational Commitment as A Mediating Variable in Paramedics.

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