

The Mediating Role of Organizational Citizenship Behavior (OCB) on Employee Performance: Locus of Control and Self-Efficacy

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ABSTRACT: This research aimed to determine and analyze the influence of locus of control, self-efficacy, and Organizational Citizenship Behavior (OCB) on employee performance, on OCB, and through OCB and to find out and analyze the influence of self-efficacy, on employee performance through OCB at a Hospital Company in Medan. The population in this study was 180 employees of the Hospital Company in Medan, with a research sample of 64 employees who were measured using the Slovin formula. The data collection techniques used in this research were questionnaires and interviews. Meanwhile, the analysis technique used SmartPLS (Partial Least Square), starting from model measurement (outer model), model structure (inner model), and hypothesis testing. The research results showed that locus of control, self-efficacy, and OCB influence employee performance, locus of control and self-efficacy influence OCB, locus of control influences employee performance through OCB and self-efficacy influences employee performance through OCB at a Hospital Company in Medan.

Keywords: Locus of control, self-efficacy, OCB, employee performance

I. INTRODUCTION

Human resources are one of the most valuable assets owned by an organization because humans are the only resource that can mobilize other resources. Many factors cause companies to win in competitions. Management of company resources, both human resources, financial resources, and other physical resources can be used as a reference to assess the company's capabilities so that it can anticipate defeat in the competition. Several companies are paying more attention to employees who are deemed competent to develop the company [1]. It is in line with [2] that in most organizations, the performance of individual employees is the primary factor that determines organizational success [3].

Locus of control is also a factor that influences performance. According to [4] locus of control is the perspective or belief that an individual has that affects him because of his decisions and actions. Locus of control is the degree to which individuals accept personal responsibility for what happens to them. If the work situation is unattractive, they believe there is no one to blame but themselves. Besides locus of control, self-efficacy is also a factor that influences performance. The more individuals believe they will perform well, the more effort they will put into goals and achieving those goals [5]. Self-efficacy is a person's evaluation of his or her ability or competence to carry out a task, achieve goals, and overcome obstacles. Self-efficacy occurs in a definite situation phenomenon. Other researchers have differentiated self-efficacy into general or generalized self-efficacy. All in all, self-efficacy describes a self-assessment of how well a person can act in various situations.

Another factor that is no less important in influencing employee performance is OCB. The OCB is an attitude expressed through needs based on individuals or workers. In increasing productivity, attitudes, and behavior are applied, and all behavior leads to positive characteristics [6, 7]. OCB is a person's attitudes and actions that do not have the rules of an office or organization, and the formal reward system is not considered. However, the behavior can improve the overall function of the organization efficiently. In this case, service companies

that operate in the field of providing services, such as Hospital Companies in Medan, pay attention to the performance of their employees because the factor that most determines the success of an organization is employee performance. A hospital is needed by the wider community, so it provides good service to the community.

In research conducted at a Hospital Company in Medan, from the survey results, there were several problems in employee performance related to locus of control. Based on the interviews and observations results, the researchers found that employees did not have confidence in themselves in doing a new job they cannot do, so the resulting performance is not optimal. Based on the survey that the researcher conducted, there is a problem that occurs with self-efficacy in encouraging employee performance abilities, which has not yet been achieved. It can be seen from the existence of several employees who lack seriousness and perseverance in completing the tasks given, several employees who lack self-confidence or are not sure that the work they are doing is not by their abilities and the motivation given by their leadership is not enough satisfying employees. It can be seen from the lack of attention and giving awards to employees who work hard.

Based on a survey conducted by the author, there is a problem that occurs at the Hospital Company in Medan City, where organizational citizenship behavior is still low. This condition can be seen from the lack of cooperation between employees in completing work, where employees are more concerned with their work without caring about other co-workers to each other and help complete work voluntarily.

II. LITERATURE REVIEW

1. EMPLOYEE PERFORMANCE

According to [8] performance is about behavior or what employees do, not what is produced or what results from their work. According to [9], performance is the work result that can be achieved by a person or group of people in an organization by their respective authority and responsibilities to achieve goals. According to [10], performance is a description of the achievement level of an activity program or policy in realizing an organization's goals, objectives, vision, and mission as outlined through an organization's strategic planning. According to [11] Mellany and Ibrahim (2015), the factors that influence performance include:

1. Psychological ability factors. Employee abilities consist of potential (IQ) and actual abilities (education). Therefore, employees need to be placed in jobs that suit their skills.
2. Motivational factors are formed from an employee's attitude in facing work situations. Motivation is a condition that moves employees to achieve work goals. Employee performance appraisal has several goals that must be achieved. [12] states that the general objectives of performance assessment are as follows:
 - Review employee performance in the past.
 - Obtain factual and systematic data in determining the value of a job.
 - Identify organizational capabilities.
 - Analyze employee abilities individually.
 - Set future goals.
 - View employee performance achievements realistically.
 - Obtain justice in the wage and salary system implemented within the organization.
 - Obtain data to determine wage and salary structures by general implementation.
 - Assist management in measuring and monitoring more accurately the costs used by the company.
 - Enable management to negotiate rationally and objectively with labor unions and directly with employees.
 - Create a framework for thinking and standards in the implementation of periodic reviews of the wage and salary payment system.

Performance indicators are something that will be calculated and measured. According to [13], the performance indicators are:

- Quality of work.
- Work quality is the quality that must be produced in work.
- Working quantity.
- Work quantity is the amount that must be completed and achieved in work.
- Reliable or not.
- Whether an employee can be relied upon or not is whether an employee can follow instructions, has initiative, and is careful and diligent at work.
- Attitude.
- The attitude held towards the company's other employees working cooperatively.

According to [14], there are several dimensions and indicators in performance assessment, namely:

- The indicators for work results are quality and quantity of work results and efficiency in carrying out tasks.
- Work behavior indicators are work discipline, initiative, and thoroughness.
- Personal characteristics include honesty and creativity.

2. LOCUS OF CONTROL

Locus of control includes the idea that individuals have in their lives, analyze events because of their behavior where they believe that these events are because of chance, fate, or forces beyond their control [15]. According to [16], locus of control is the level at which individuals believe they are the determinants of their destiny. Internal factors are individuals who believe that they can control everything that happens, while external factors are those who believe that everything that happens to them is controlled by external forces such as luck and opportunity. Locus of control is when people tend to look for the cause of an event in a definite direction [17]. It can be divided into internal and external sources of control. According to [18], locus of control is a person's beliefs regarding the sources determining their behavior. Locus of control is one of the factors that determine individual behavior. The concept of locus of control developed by Rotter has four basic concepts [18], namely, Behavioral potential refers to the probability that a particular behavior will occur in each situation. This probability is determined by referring to the reinforcement that can follow the behavior. Hope is a person's belief to perform well in a particular situation, which will be reinforced as expected. This belief is based on increasing the probability/likelihood of what might happen. Reinforcement value, it is the level of choice for reinforcement as a substitute for something else. Each person finds different reinforcers of different values in various activities. The choice of reinforcement comes from experiences that connect previous reinforcements with what is happening now. Therefore, there is a relationship between hope (expectancy) and reinforcement value (Reinforcement value). Psychological Situation, it is a paramount thing in determining behavior. Rotter () believed that people would continually react to the internal and external environment and to both that environment. This combination is a psychological condition because people respond to the environment according to the perception pattern of external stimuli, so they consider it a psychological condition.

According to [20], factors that influence an individual's locus of control are (1) family factors, the family environment in which an individual grows up can have an influence. Parents who educate children represent the values and attitudes of their social class. The social class mentioned here is not only about economic status but also has a broad meaning, including education level, habits, income, and lifestyle. (2) Motivational factors, job satisfaction and self-esteem improve quality of life (internal motivation) and better work. Job promotions and higher salaries (external motivation) can influence a person's locus of control. In addition, reward and punishment (external motivation) also influence the locus of control. (4) Training programs have been proven to be effective in influencing an individual's locus of control as a means of increasing the training participant's ability to overcome things that have negative effects. Training is a therapeutic approach to restore control over the results you want to obtain. It is to encourage a higher internal locus of control, increase achievement, and improve career decisions. There are several differences in the character of individuals who have an internal locus of control [16] namely, interest in working hard, have high initiative, always try to find solutions to problems, think selectively, have the perception that effort must be made if

you want to succeed. According to [21], the indicators for measuring variables are as follows: internal locus of control, namely, ability, interest, effort. external locus of control, namely, fate and luck, socioeconomic, influence of people.

3. SELF-EFFICACY

Self-efficacy refers to an individual's belief (or confidence) regarding his ability to mobilize motivation, cognitive resources, and actions to successfully carry out tasks in a particular context [8]. According to [8], self-efficacy is related to personal beliefs regarding one's competence and abilities. Specifically, a person's belief in their ability to complete a task successfully. Self-efficacy is a person's belief about his ability to demonstrate definite performances that can influence his life. Self-efficacy determines how people feel, think, motivate themselves, and behave [22]. [23] defined self-efficacy as an individual's self-regulation ability. According to [24], self-efficacy can be grown and studied through four factors, namely, experience in mastering something, namely previous performance. In general, successful performance will increase an individual's self-efficacy, while experience of failure will decrease it. Once self-efficacy is strong and developed through a series of successes, the negative impact of common failures will automatically be reduced even these failures can be overcome by strengthening self-motivation if someone encounters the most difficult obstacles through continuous effort. Social modeling, observing the success of other people with comparable abilities in carrying out a task will increase the individual's self-efficacy in carrying out the same task. Vice versa, observing other people's failures will reduce the individual's assessment of his abilities, and the individual will reduce the effort he makes.

Social persuasion, individuals are directed based on suggestions, advice, and guidance so that they can increase their confidence in their abilities and help achieve the desired goals. Individuals who are convinced verbally tend to try harder to achieve success. However, the influence of persuasion is not very large because it does not provide experiences that individuals can directly experience or observe. In conditions of stress and continuous failure, the capacity for the influence of suggestion will decrease and disappear when experiencing unpleasant failure.

Physical and emotional condition, strong emotions will usually reduce performance when someone experiences intense fear, acute anxiety, or high levels of stress. They are likely to have low efficacy expectations. According to [25] there are four indicators for measuring self-efficacy, including, (1) past performance, it is the most influential source of self-efficacy information. From previous experience, we can see evidence of whether a person directed all his abilities to achieve success. (2) vicarious experience, it is a way to increase self-efficacy from experiences of success that have been demonstrated by other people. When seeing other people with the same abilities succeed in a field or task through diligent effort, individuals will also feel confident that they can succeed in that field with the same effort. (3) verbal persuasion, it is widely used to persuade someone that can achieve desired goals. People who get persuasion verbally can complete the tasks given and will exert greater effort than people who are not persuaded that they are capable in that area. (4) Emotional cues, it is when a person believes that some psychological signs provide information in assessing his abilities. Meanwhile, there are three indicators of self-efficacy [8], namely:

- Magnitude, with indicators: work difficulty, ability to complete tasks ranging from simple to complicated.
- Strength, with indicators: strength of belief, ability possessed.
- Generality, with indicators: ability to complete tasks in definite situations.

4. ORGANIZATIONAL CITIZENSHIP BEHAVIOR

OCB is how much employee effort is capable of meeting job demands and getting achievements for employee performance. According to [26], OCB is loyalty, love, and a sense of belonging from organizational members to their organization. OCB is employee behavior toward colleagues or the office where this behavior exceeds the standard behavior set by the office and provides positive benefits to the office [27]. According to [28], Organizational Citizenship Behavior involves several behaviors, namely the behavior of helping other people, volunteering for extra tasks, and obeying existing rules in the workplace. These behaviors will provide added value for employees and form positive behavior. In addition, several factors that can influence OCB. The following is an explanation of the factors [19]:

- Employee Impressions, employees can help others and need to take responsibility for additional tasks to promote a good image of themselves within their organization.
- Employee Personality such as the idea that job satisfaction is related to OCB and that personality and characteristics explain OCB in situations with no strong intensity.
- Task Characteristics, duties have a consistent relationship with citizenship behavior/OCB. The most obvious task characteristics include independence in carrying out tasks, routines, and tasks that are interdependent in goals.
- Organizational Group, the extent of organizational formalization, organizational support, and perceived distance between employees and other people and the organization is a variable that is analyzed as a predictor of employee OCB.

According to [30], there are five citizenship or extra-role behaviors implemented in the form of behavior, namely:

1. Altruism (Behavior of helping others).
2. The nature of prioritizing other's interests, for example, providing help to new coworkers and making time for other people.
3. Conscientiousness (Thoroughness and caution).
4. Prudence, such as efficient use of time and high attendance rates. Behavior that tries to satisfy the office's expectations or voluntary behavior that is not an obligation of the employee.
5. Sportsmanship (Sportsmanlike behavior)
6. Avoiding petty complaints (sportsmanship) is maximizing the total amount of time spent on constructive efforts within the organization.
7. Courtesy (Maintaining good relationships)
8. Maintaining good relationships with co-workers to avoid problems is a person who respects and pays attention to other people.
9. Civic virtue (Citizen policy).
10. Behavior that indicates responsibility for organizational life or following changes in the organization takes the initiative to recommend how the organization's operations or procedures can be improved. According to [31], there are several OCB indicators used to measure this variable, namely, sportsmanship, civic virtue, conscientiousness, and altruism.

III. MATERIALS AND METHODS

This research used an associative approach. An associative approach is an approach to finding out that there is a relationship or influence between two or three variables (independent variable, dependent variable, and intervening variable). The data collection technique used was a list of statements (questionnaire). The population of this research was 180 permanent employees of Hospital Companies in Medan. In this research, the total sample was 64 employees. According to [32], saturated sampling is a sample determination technique when all the population members are used as samples. Additionally, data processing used SEM-PLS software by testing Measurement Model Analysis (outer model) and Structural Model Analysis (inner model). From the description of the conceptual framework, the researchers created a conceptual framework as below.

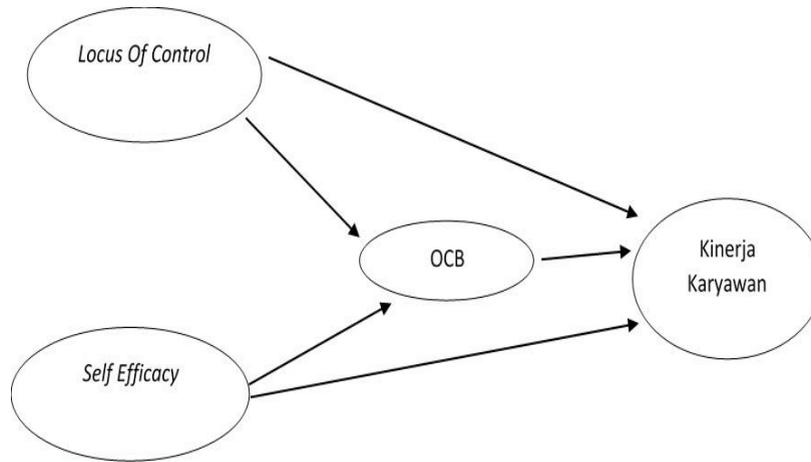


FIGURE 1. Conceptual Framework.

The hypotheses proposed are as follows:

- a. Locus of control influences employee performance at Hospital Companies in Medan.
- b. Self-efficacy influences employee performance at Hospital Companies in Medan.
- c. Locus of control influences OCB in Hospital Companies in Medan.
- d. Self-efficacy influences OCB in Hospital Companies in Medan.
- e. OCB influences employee performance at Hospital Companies in Medan.
- f. Locus of control influences employee performance through OCB at a Hospital Company in Medan.
- g. Self-efficacy influences employee performance through OCB at a Hospital Company in Medan.

IV. FINDINGS AND DISCUSSION

1. STRUCTURAL MODEL ANALYSIS (INNER MODEL)

Table 1. R-Square

	R-Square	R-Square Adjusted
Employee Performance (Y)	0.777	0.766
Organizational Citizenship Behaviour (OCB) (Z)	0.698	0.688

The conclusions on testing the R-Square value are as follows:

- a. R-Square Adjusted model path 1 = 0.766, meaning that the ability of variable X1, namely locus of control.
- b. R-Square Adjusted model path 1 = 0.688, meaning that the ability of variable X1, namely locus of control.

Table 2. F-Square

	X1	X2	Z	Y
X1			0.186	0.175
X2			0.512	0.105
Z				0.204
Y				

Source: SmartPLS 3 Processing Results

Based on the path coefficients table, the following conclusions can be obtained:

1. Variable x1 is the locus of control for variable Y, namely the employee's performance P-value of $0,001 < 0,05$, then the relationship is significant.

2. Variable $x1$ is the locus of control for variable Z , namely OCB, which obtains a P-value of $0,000 < 0,05$. It means the relationship is significant.
3. Variable $x2$ is self-efficacy for variable Y , namely employee performance, obtains a P-value of $0,047 < 0,05$. It means the relationship is significant.
4. Variable $x2$ is self-efficacy for variable Z is OCB, obtains a P-value of $0,000 < 0,05$. It means the relationship is significant.
5. Variable Z , namely OCB, against variable Y , namely employee performance, obtains a P-value of $0,004 < 0,05$. It means the relationship is significant.

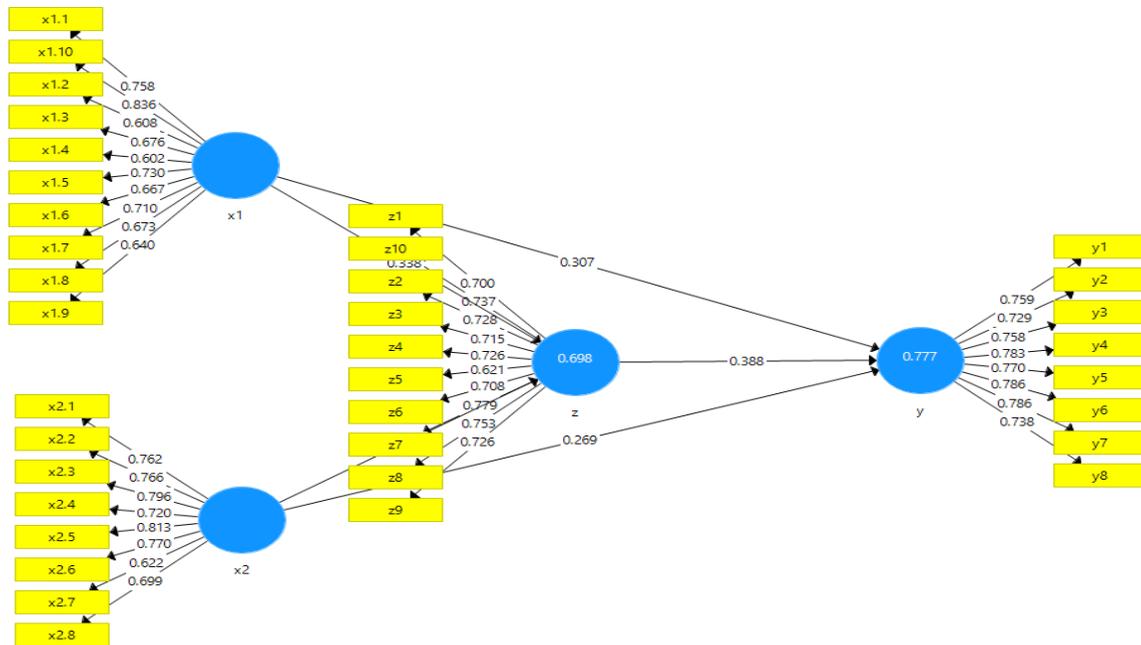


FIGURE 2. Structural model analysis.

Table 3. Indirect Effect

		Original Sample	P-Values
→	$X_1 \rightarrow Z \rightarrow Y$	0.131	0.022
→	$X_2 \rightarrow Z \rightarrow Y$	0.217	0.008

Source: SmartPLS 3 Processing Results

Based on the indirect effect table above, the conclusions are:

1. Variable $x1$ is the locus of control on variable Y , which is employee performance through variable Z , namely OCB, obtaining a P-value of $0,022 < 0,05$, then the relationship is significant, which means that the mediator variable can mediate the influence of a variable that influences an influenced variable. In other words, the influence is direct.
2. Variable $x2$ is self-efficacy towards variable Y , is employee performance through variable Z , namely OCB, obtaining a P-value of $0,008 < 0,05$, then the relationship is significant, which means that the mediator variable can mediate the influence of a variable that influences an influenced variable. In other words, the influence is direct.

Table 4. Total Effect

	Original Sample	P-Values
X ₁ → Y	0.438	0.000
X ₁ → Z	0.338	0.000
X ₂ → Y	0.486	0.000
X ₂ → Z	0.561	0.000
Z → Y	0.388	0.004

Based on the total effect, the conclusions are:

1. The total effect of variable X₁ is the locus of control on Y, which is employee performance obtains a P-value of 0,000 < 0,05, then the relationship is significant.
2. The total effect of variable X₁ is the locus of control on Z, which is OCB, obtains a P-value of 0,000 < 0,05. It means the relationship is significant.
3. The total effect of variable X₂ is self-efficacy on Y, which is employee performance, obtains a P-value of 0,000 < 0,05. It means the relationship is significant.
4. The total effect of variable X₂ is self-efficacy on Z, which is OCB, obtains a P-value of 0,000 < 0,05. It means the relationship is significant.
5. The total effect of variable Z is OCB, on Y, which is employee performance, obtains a P-value of 0,004 < 0,05. It means the relationship is significant.

2. THE EFFECT OF LOCUS OF CONTROL ON EMPLOYEE PERFORMANCE

Locus of control influences employee performance at hospital companies in Medan. It is shown by the total effect value of 0.438, with a significant value of 0.000 < 0.05. The research results show that locus of control has a positive and significant effect on employee performance at Hospital Companies in Medan. Locus of control is the perspective or belief that an individual has and affects him as the result of his decisions and actions according to [4] Locus of control itself consists of internal locus of control and external locus of control. Internal locus of control has the dimensions of liking to work hard, always trying to find solutions to problems, having high initiative, trying to think most effectively, and always believing that effort is needed to be successful. Meanwhile, the external locus of control has dimensions of less like trying because of the belief that external factors are controlling, giving up easily, having the perception that there is little relationship between effort and success, seeking less information, being more easily influenced, and depending on other people. Locus of control is a generalized belief that a person can or cannot control his destiny, namely the belief that a person can or cannot control his destiny [33]. For this reason, performance is also influenced by the personality type of individuals with an internal Locus of Control who are more oriented towards the tasks they face so that they will improve their performance. It is due to research conducted by [33, 34, 35] and which stated that locus of control influences employee performance.

3. THE INFLUENCE OF SELF-EFFICACY ON EMPLOYEE PERFORMANCE

Self-efficacy influences employee performance at hospital companies in Medan. It is shown by the total effect value of 0.486, with a significant value of 0.000 < 0.05. The research results show that self-efficacy has a positive and significant effect on employee performance at hospital companies in Medan. Self-efficacy refers to the perception of an individual's ability to organize and implement actions to display definite skills [23]. In difficult situations, people with low self-efficacy will give up, while high self-efficacy will try harder to overcome existing challenges. Self-efficacy is an individual's self-regulation ability [23]. According to [36], self-efficacy is positive behavior for a company's goals, employees with good self-efficacy are not emotional help, while employees with poor self-efficacy only worry about the problem that their work will fail. [37, 38] conclude that self-efficacy influences performance. [39] showed that self-efficacy had a significant effect on employee performance at PDAM Tirtanadi, Sunggal Water Treatment Plant Unit. Additionally, self-efficacy had a significant effect on employee performance [40].

4. THE INFLUENCE OF LOCUS OF CONTROL ON OCB

Locus of control influences OCB in Hospital Companies in Medan. It is shown by the total effect value of 0.338, with a significant value of $0.000 < 0.05$. The research results show that locus of control has a positive and significant effect on OCB in Hospital Companies in Medan. Every individual has beliefs and perceptions about everything that affects him. This belief is called locus of control. Locus of control is a generalized belief that a person can or cannot control his destiny. Locus of control is the degree to which individuals accept personal responsibility for what happens to them. If the work situation is unattractive, they believe there is no one to blame but themselves. Individuals with a high locus of control will also have high performance because these individuals will do their work well and are willing to solve co-workers' problems whereas employees are willing not to be paid in the form of money or definite bonuses, but rather for the social behavior of each individual, to work beyond what is expected, such as helping colleagues voluntarily [16]. It is in line with [40, 41] that found that locus of control has a positive influence on organizational citizenship behavior.

5. THE INFLUENCE OF SELF-EFFICACY ON OCB

Self-efficacy influences OCB in Hospital Companies in Medan. It is shown by the total effect value of 0.561, with a significant value of $0.000 < 0.05$. The research results show that self-efficacy has a positive and significant effect on OCB in Hospital Companies in Medan. One of the factors that influences the level of OCB behavior is self-efficacy. When individuals have more confidence that they will perform a task well, their efforts will increasingly be put into goals and to achieve those goals [42]. Self-efficacy is an individual's belief in his or her capacity to mobilize the cognitive, motivational, and resources needed to meet situational demands [5]. Therefore, if an organization wants to create employee OCB and achieve optimal performance by predetermined targets, an organization must have employees with a high level of self-efficacy so that they can complete all work well. Good self-confidence from employees in carrying out the work assigned. Self-efficacy is a person's belief to carry out a task and is a paramount part of self-control [43]. People with high self-confidence believe that they have the abilities needed to do definite work that is their responsibility or work out of their primary duties and functions. This condition is sure of OCB behavior, namely helping other people, volunteering for extra tasks, and obeying the workplace rules and procedures. Employee volunteerism at work shows that they can put in the necessary effort and that no outside events will prevent them from achieving the expected level of performance [43].

5. THE INFLUENCE OF OCB ON EMPLOYEE PERFORMANCE

OCB influences employee performance at hospital companies in Medan. It is shown by the total effect value of 0.388, with a significant value of $0.004 < 0.05$. The research results show that OCB has a positive and significant effect on employee performance at Hospital Companies in Medan. OCB within an organization encourages the creation of a more effective and positive organizational environment. It can support employees who have not implemented OCB to behave more and help improve their performance. It focuses on the behavior of an individual who carries out their duties beyond their job description. OCB is employee behavior that exceeds the required role, which is not directly or explicitly recognized by the formal reward system [44]. Organizational Citizenship Behavior is not found in employee job descriptions but is highly expected because it supports increasing the effectiveness and survival of the organization. Employees with high OCB toward the organization where they work will naturally feel comfortable and safe. OCB is the contribution of an individual who exceeds role demands in the workplace and is rewarded based on individual performance results. As OCB behavior improves, employee performance will increase. [25, 32] proved that OCB influences employee performance.

6. THE INFLUENCE OF LOCUS OF CONTROL ON EMPLOYEE PERFORMANCE THROUGH OCB

Locus of Control influences employee performance through OCB at Hospital Companies in Medan. It is shown by the indirect effect value of 0.131, with a significant value of $0.022 < 0.05$. The research results show that locus of control influences employee performance through OCB at Hospital Companies in Medan. Locus of control is the level to which individuals believe that they are the determinants of their destiny [16]. It is a personality dimension that explains that individuals' behavior is influenced by expectations about

themselves. Locus of control has two contributions, which are internal factors, and factors external. Internal factors are individuals who believe that they are in control of whatever happens to them. Meanwhile, external factors are individuals who believe that whatever happens to them is controlled by external forces such as luck and chance.

7. THE INFLUENCE OF SELF-EFFICACY ON EMPLOYEE PERFORMANCE THROUGH OCB

Self-efficacy influences employee performance through OCB at Hospital Companies in Medan. It is shown by the indirect effect value of 0.217, with a significant value of $0.008 < 0.05$. The research results show that self-efficacy influences employee performance through OCB at Hospital Companies in Medan.

V. CONCLUSION

The employee performance at hospital companies in Medan is intricately linked to various psychological factors. Two key factors, Locus of Control and Self-efficacy, play significant roles in shaping employee performance within these organizations. The extent to which individuals believe they have control over their own lives, known as Locus of Control, has been identified as a determinant of employee performance. Similarly, Self-efficacy, or an individual's belief in their own ability to accomplish tasks, also has a notable impact on employee performance in hospital companies in Medan. Moreover, Organizational Citizenship Behavior (OCB) emerges as another crucial dimension influencing the performance of employees in these settings. Both Locus of Control and Self-efficacy are found to exert influence on OCB in hospital companies in Medan. Furthermore, the integration of OCB into the relationship between psychological factors and employee performance adds an additional layer of complexity. Locus of Control and Self-efficacy, when combined with OCB, demonstrate a compounded effect on employee performance at hospital companies in Medan. Understanding and addressing these interconnections can provide valuable insights for enhancing overall performance and organizational effectiveness in the healthcare sector in Medan.

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