

Analysis of the Influence of Human Capital and OCB on the Service Performance of Medical Personnel at Dr. M. Haulussy Ambon Public Hospital

^a Novalien Carolina Lewaherilla, ^b Harvey Hiariej

^{a,b} Faculty of Economics and Business, University Pattimura, Ambon, Indonesia

ABSTRAK

Masalah human capital dan organizational citizenship behavior berhubungan erat dengan kinerja pelayanan di rumah sakit. Kajian tentang hal itu masih sangat terbatas. Oleh karena itu, lewat penelitian ini permasalahan ini di eksplorasi. Tujuan penelitian ini adalah menganalisis pengaruh antara human capital dan OCB terhadap kinerja pelayanan tenaga medis rumah sakit umum dr Haulussy Ambon. Desain penelitian ini bersifat eksplanatori, yakni bertujuan mengungkapkan korelasi dan kontribusi antarvariabel human capital dan OCB terhadap kinerja pelayanan. Objek penelitian, ini adalah yakni di Rumah Sakit Dr. M. Haulussy Ambon dengan sampel dalam penelitian ini berjumlah 66 orang tenaga medis yang dijadikan sebagai responden penelitian. Hasil Penelitian menunjukkan bahwa terdapat pengaruh secara signifikan dan positif antara human capital dan kinerja pelayanan tenaga medis, organizational citizenship behavior berpengaruh signifikan dan positif terhadap kinerja pelayanan medis. Adapun Saran yang dapat diajukan adalah mengutamakan human capital dalam mengoptimalkan kinerja pelayanan dengan mendorong peningkatan pengetahuan, keahlian, ketrampilan dan kemampuan tenaga medis terkait dengan kebutuhan pelayanan yang harus diwujudkan di Rumah Sakit Umum dr Haulussy Ambon.

ABSTRACT

The problem of human capital and organizational citizenship behavior is related to the performance of services in hospitals. Studies on this matter are very limited. Therefore, through the research, the possibility of the problems is explored. The study's purpose was to analyze the effect of human capital and OCB on the service performance of medical staff at Dr. M. Haulussy Ambon General Hospital. The research design is an associative explanatory survey, which is a study that purposes to reveal the correlation and contribution between human capital variables and OCB on service performance. The object of this research is Dr. M. Haulussy Ambon Hospital with a sample of 66 medical staff that was used as research respondents. The study's findings demonstrate that human capital has a significant and positive effect on the service performance of medical personnel; OCB has a significant and positive effect on the service performance of medical personnel. The suggestions that can be submitted are prioritizing human capital in optimizing service performance by encouraging an increase in the knowledge, expertise, skills, and abilities of medical personnel related to service needs that must be realized at Dr. Haulussy Ambon Public Hospital.

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INTRODUCTION

Hospitals tend to be a type of public service organization that has an essential role in human resources (Nafari & Rezaei, 2022). Hospitals provide professional health services to the community (Boselie et al., 2021). Adequate health personnel resources needed are required to realize competitive services (Sahetapy & Jesajas, 2023). The most crucial component for an organization's development is thought to be its human capital (Ahmed et al., 2020). Human capital management including doctors and other medical personnel are interdependent as a

sub-system within the hospital, and have an influence on the quality of service (Osibanjo et al., 2020).

Improving the quality of human capital is one of the efforts that must be achieved to comprehend the importance of the existence of human resources in the current global era (Davidescu et al., 2020). By improving the quality of human capital, employees are expected to achieve increased performance (Imran & Atiya, 2020). Skills, abilities, and knowledge are the components of human capital referred to (Pasban & Nojehdeh, 2016; Aman-Ullah et al., 2022).

According to the World Economic Forum (WEF) study on the competitiveness rankings of 141 nations worldwide, Indonesia is ranked ^{50th}, leveling down 5 ranks from the previous year. One of the reasons for this decline is the lack of human capital in Indonesia.

Meanwhile, based on the Regulation of the Minister of Health of the Republic of Indonesia Number 129 / Menkes / SK / II / 2008 concerning Minimum Service Standards for Hospitals, it explains that hospitals are health facilities for the community, which have a very strategic role in accelerating the improvement of public health status. In this case the Hospital is required to be able to provide quality services, based on established standards and be able to reach the entire community (Modi et al., 2019).

This can be seen from health metrics, the number of human resources, and the ability to employ employees (Sembiring, 2022). Human capital is a combination of knowledge, experience, skills, and encouragement for innovation owned by employees (Chiganze & Sağsan, 2022). Human capital is a quality of a person that is obtained by someone through experience, training, and education (Raghupathi & Raghupathi, 2020). Human capital also includes all employees of the organization and their ability to complete their tasks successfully (Rahman & Akhter, 2021).

According to Pasamar et al. (2019), human capital is the most important resource in public organizations and functions as a center for intellectual capital to achieve goals. There is a strong leader with the necessary expertise to manage every aspect. Human capital is one of the factors that ensure that human capital management is successful. In addition, innovative and high-quality human capital can be created through human capital investment in the form of training and development, improving work quality, and providing welfare for employees (Kruk et al., 2018).

Hospitals, as service-providing organizations, need to create qualities that are beneficial to their employees (Fiakpa et al., 2022). Everyone who works in the health service sector must try to satisfy everyone who gets health services (Mosadeghrad, 2014). This satisfaction can be achieved through external and internal users. Good service is service that makes customers feel satisfied (Upadhyai et al., 2019). It is increasingly important for hospitals to maintain employee competence, while controlling operational costs (Hannawa et al., 2022). The results of his previous research showed that human capital has a positive impact on employee performance (Perera & Weerakkody, 2018; Yimam, 2022).

Global data informs that hospitals have an important role in patient health. Research results from Nigeria state that the health quality system in Nigeria is considered weak and below expectations (Oladapo et al., 2016; Okonofua et al., 2018). Treatment ignores the quality and standards that have been set (Fiakpa et al., 2022). For the sake of safety, Nigerian citizens prefer to use private hospitals at high cost or travel abroad for quality health care (Adeloye et al., 2017). Other information explains that in China many people complain that access to health is difficult, medical resources are not available evenly distributed in China. In China,

there are not many skilled health personnel. The best medical resources are more available in coastal areas and big cities. Meanwhile, they leave medical institutions in less developed areas (Anand et al., 2008). Therefore, the level of service in hospitals is crucial (Lupo, 2013). Other data inform that in Iran the quality of service in hospitals is very well considered. This is proven by 1) The number of maternal mortality has decreased, 2) Up to 90% of the rural population and almost all urban residents have adequate access, and 3) Life expectancy at birth has increased to 73% (Mosadeghrad, 2014). In addition, Jordan has a fairly advanced healthcare system. This is demonstrated by the high level of service provided by Jordan's largest government hospital, Al-Bashir Hospital. with the provision of skilled medical nurses who have the latest technology served by expert doctors to provide high-quality health services. The hospital's vision is for Al-Bashir Hospital to become a leading institution in promoting health services and medical education for the communities they serve (Al-Damen, 2017).

For Indonesia when entering the endemic period in 2023, it does not mean that health sector services are light. The quality of service must continue to be improved. During the pandemic, the focus of health was directed at overcoming covid-19, which resulted in many health service programs being neglected. Service Standards that have been regulated in Article 58 of Law Number 36 of 2014 concerning Health Workers, which regulates the procedures for health services to patients. However, health services at several Puskesmas are not in accordance with the above rules, due to the low level of health services by health workers who are not disciplined in carrying out their duties as mandated by law (Ari Prasetyowati et al., 2019).

When the company is led by different management, then the performance will be different, and human capital is also dissimilar. In addition, the same assets managed differently will result in different added value (Tran & Vo, 2020). According to research conducted by Al-Tit et al. (2022), investment in HC has a significant positive effect on employee performance in the form of skills, knowledge, attitudes, and commitment. In addition to human capital, researchers' interest in organizational citizenship behavior (OCB) research has expanded from organizational behavior to various domains such as human capital management (Harvey et al., 2018), in the field of marketing (Podsakoff et al., 2000), the field of human capital development human beings, administration of hospitals, healthcare, and others (Rose, 2016).

The idea of OCB, which has been used extensively in the study literature, states that it is made up of five components: civic virtue, sportsmanship, general obedience, politeness, and altruism (Taye, 2023). In addition, Wahda et al. (2020) describe OCB as actions that make an indirect contribution to the organization by maintaining the social system of the organization. Variables have been the focus of OCB research. such as employee mood, organizational commitment, interpersonal trust, and job satisfaction (Na-Nan et al., 2020). In addition, performance, customer service and satisfaction, sales income, and financial efficiency are OCB's effects (Basu et al., 2017). The relationship between OCB and performance indicates that OCB is beneficial to the organization (Andrew & Cazares, 2015). Ehrhart et al. (2006) found that Unit effectiveness and OCB unit level are related. Whiting et al. (2008) stated that OCB has a major influence on performance evaluation decisions. Indicators of employee retention in an organization are Sportsmanship, civic virtue, and helping others

Following the performance of hospital services means that it relates to the work performance of medical and non-medical personnel on what is produced through service to the community. Hospitals encounter the challenge of maintaining and improving employee performance; accordingly, hospitals remain ideal because what they offer is service to customers. Customers will be satisfied with hospital services if the performance of the medical staff is appropriate (Karaca & Durna, 2019; Liu et al., 2021). Performance tends to be the most essential in

maintaining the quality of customer service remains high by organizational expectations. Employee performance has a major effect on customer satisfaction (Liu et al., 2021). Regional Public Hospital (RSUD) Dr. M. Haulussy Ambon, which is managed by the local government, can provide specialist medical services, including basic specialist doctors, supporting specialist doctors, and general practitioners.

The phenomenon of OCB is also challenging to study because not all workers can exhibit OCB behavior. Nurses who perform OCB can provide the best service to patients and their families even though the number of nurses is limited and their workload is excessive. According to the Indonesian Republic of Health Minister's Regulation, No. 340/ Menkes /Per/III/2010, standardization of general medical services includes basic medical services, emergency services, basic specialists, medical support, oral dental specialists, nursing and midwifery, sub-specialists, clinical support, non-clinical support, psychiatrists, and others. The service at Dr. Haulussy Ambon Hospital is currently being faced with competitive conditions, which is the presence of large and quite well-known private hospitals, including Siloam Hospital and also Dr. Leimena Hospital. Ambon Public Hospital medical personnel are expected to be able to maximize Human Capital and OCB Behavior.

Health workers at Dr. Haulussy Ambon Hospital is still not flexible and optimal in providing services and making procedures and administration. One important factor that determines the quality of health services in hospitals is the nurse (Choi et al., 2023). Hospitals should fulfill the community's expectations for appropriate health services by prioritizing patient interests and encouraging nurses to work together as a team (Krisyanto & Irianto, 2020). In addition, the hospital tries to provide the best service in terms of quality planning, expertise, and the right skills when acting. To meet the demands of society for good quality health services, nurses must also be willing to do "extra" tasks besides their main duties. In addition, the hospital tries to provide the best service in terms of quality planning, expertise, and the right skills when acting.

Better decision-making processes and increased competitiveness are influenced by appropriate human capital management. Human capital is considered the most important component for the progress of a company (Peprah & Ganu, 2018). As a result, human capital management becomes very important in RSUD Dr. M. Haulussy Ambon. Human capital in the health sector must continue to adapt, innovate, be effective, and perform if they want to present innovative advances in public health in this era of disruption full of digitalization advances (Iyanna et al., 2022; Iyanna et al., 2022). Previous studies have examined separately the influence of human capital and Organizational Citizenship Behavior on Service Performance in Hospitals. Based on the study above, the purpose of this study was to examine the effect of human capital and organizational citizen behavior on the performance of medical personnel at Dr. M. Haulussy Ambon Hospital.

Literature Reviews

Hospitals are advanced healthcare institutions that provide complete medical care to individuals. Patient safety is the main concern. Darzi et al. (2022) stated that the quality of the intended health services conforms to the requirements and expectations of patients and optimize clinical outcomes using available resources. As a result, hospital medical resources as human resources improve the quality of patient service. The skills, expertise, knowledge, and abilities of medical personnel in serving patients will be assessed by people who use hospital services (Søvold et al., 2021).

At hospitals, OCB is most important because patients need special care and good medical professionals, such as doctors, nurses, pharmacists, etc. , in dealing with them. OCB supports the patient's morale and their healing efforts (Firmansyah et al., 2022). High OCB behavior will help hospitals achieve their goals and improve their performance (Abd-Elaziem et al., 2022). Therefore OCB will improve service efficiency, patient satisfaction, improve the hospital's corporate image, and produce organizational performance achievements. Service performance refers to an achievement indicator of public services conducted by organizations or agencies aimed at the interests of the community (Gomes, 2006; Saturno-Hernández et al., 2019). Measuring the performance of public sector services is a form of evaluating the level of performance achievement that has been implemented (van der Kolk, 2022). Organizational performance is a measure of the level of achievement that has been achieved and shows the level of success of managers or entrepreneurs. Performance is also the result of how people behave in organizations (Ángeles López-Cabarcos et al., 2022). In public organizations, a performance-based management system (performance-based management) should be implemented to improve performance. This is especially true for public sector organizations.

In addition, the welfare of medical personnel in hospitals must receive attention, because it will encourage increased OCB in service to the community (Taghinezhad et al., 2015). The novelty of the research results is expected to produce something new in public services in the form of service performance for medical personnel in hospitals. Findings in the field revealed that the management of human capital and organizational behavior in service assignments in hospitals is still not optimal. Although many studies have discussed the relationship between HC and performance, there are still not many that combine the relationship between human capital and OCB with hospital performance. Much evidence shows that the knowledge, skills, and abilities that are not optimal and the low extra-role behavior of a medical worker will have an impact on the service performance of medical personnel and hospitals. Therefore, through this research, the problem is deepened by revealing the results of the problem analysis. The new paradigm resulting from this research is expected to add new insights, both theoretically and practically, and can be tested by future researchers.

RESEARCH METHODS

The research design leads to explanatory survey, which is research that aims to reveal correlations and contributions between variables that are the focus of research objects, namely human capital, OCB , and service performance at Dr. M. Haulussy Hospital Ambon. This research activity was carried out at Dr. M. Haulussy Ambon Hospital with a target time of 3 months and completion according to the time schedule. In this study, the population, namely the total number of employees, was 197 employees by calculating the sample size which was carried out using the Slovin technique. So the sample was taken as many as 66 people (respondents) consisting of 58 female medical personnel and 8 male medical personnel, who have an age range of 35-50 years, as the productive age of work. The number of respondents has met the minimum sample requirements.

The definition of a variable is a substantive explanation of a research variable; so that it has clear boundaries and does not deviate from the operationalization path which focuses on measurement towards its limits (Andrade, 2021). For this reason, a clear definition of this research variable is presented and described as follows, 1) Human Capital are the skills, experience and relevant attributes of the workforce in an organization's work force and enhance productivity, performance and achievement of strategic objectives.2) Organizational

Citichenzip Behavior is voluntary employee behavior carried out to achieve goals of the company, in which this action is a form of performance satisfaction that is not in the official rules of the organization and is not directly related to the formal reward system. 3) Service Performance is the ability or achievement produced about service to the public.

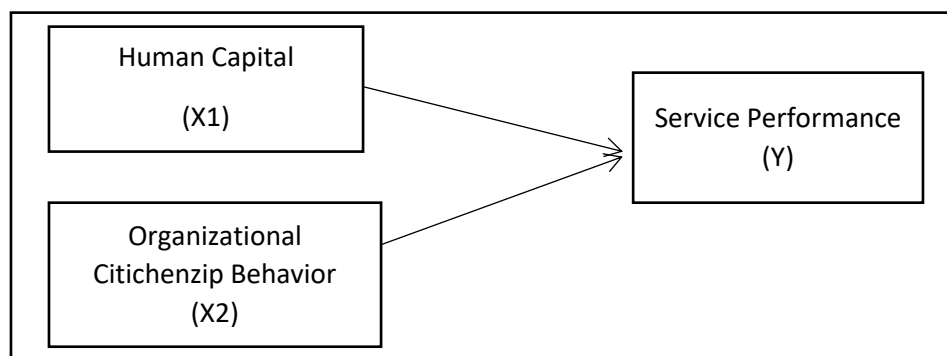
In connection with the understanding of the variables mentioned above, for operational purposes, it is explained that operational variables are carried out to determine the type of data needed by analyzing the variables and their dimensions/indicators and explained in detail according to their determination and position . The variables are Human Capital (X1) and organizational citichenzip behavior (X2) as independent variables and service performance (Y) as the dependent variable as listed in Table 1.

Table 1.
Operational variables

Variable	Indicator
Human Capital	<ol style="list-style-type: none"> 1. Knowledge 2. Skills 3. Expertise 4. Ability
Organizational Citichenzip Behavior	<ol style="list-style-type: none"> 1. Altruism: employee behavior in helping colleagues in situations that are being faced regarding organizational tasks 2. Civic Virtue: behavior that shows responsibility for organizational life, where employees tend to take initiative and follow organizational developments 3. Conscientiousness: behavior shown by trying to do more than expected by the organization which is not the responsibility or obligation of the employee concerned 4. Sportsmanship: behavior that does not oppose conditions that are not ideal in the organization.
Service Performance	<ol style="list-style-type: none"> 1. Performance-based on service quality 2. Performance-based on the quantity of service 3. Performance-based on timeliness of service 4. Performance-based on service effectiveness

In addition, if the operational variables are generated into a correlational statistical model and causality can be shown in Figure 1.

Figure 1.
Conceptual Model



RESULTS AND DISCUSSIONS

Data Validity and Reliability Test

A validity test in research is used to measure the validity of a questionnaire. If the questions in the questionnaire reveal what the questionnaire measures are, then the questionnaire is considered valid (Tsang et al., 2017).

Table 2.
Validity Test

Variables	Items	R count	R Table	Information
Human Capital (X1)	X1.1	0.786	0.278	Valid
	X1.2	0.822	0.278	Valid
	X1.3	0.773	0.278	Valid
	X1.4	0.834	0.278	Valid
	X1.5	0.663	0.278	Valid
	X1.6	0.526	0.278	Valid
	X1.7	0.695	0.278	Valid
	X1.8	0.512	0.278	Valid
Organizational Behavior (X2)	X2.1	0.487	0.278	Valid
	X2.2	0.649	0.278	Valid
	X2.3	0.672	0.278	Valid
	X2.4	0.471	0.278	Valid
	X2.5	0.453	0.278	Valid
	X2.6	0.514	0.278	Valid
	X2.7	0.765	0.278	Valid
	X2.8	0.743	0.278	Valid
Service Performance (Y)	Y. 1	0.573	0.278	Valid
	Y.2	0.660	0.278	Valid
	Y.3	0.763	0.278	Valid
	Y.4	0.566	0.278	Valid
	Y.5	0.607	0.278	Valid
	Y.6	0.647	0.278	Valid
	Y.7	0.622	0.278	Valid
	Y.8	0.560	0.278	Valid

To measure validity, this can be done by comparing the score of the question item with the total score of the construct or variable. Meanwhile, a statistical criterion is established to determine whether the score of each item is valid or not, a statistical standard is set as follows.

- If $r \text{ count} > r \text{ table}$ and has a positive value and then the variable is valid
- If $r \text{ count} < r \text{ table}$, and then the variable is not valid.

Based on Table 2, it can be concluded that with the results of the validity test of all statement indicators contained in the questionnaire as a measuring tool for the effect of work motivation on nurse performance, the results of all statement items submitted by researchers in the questionnaire were declared valid. This proves that the $r \text{ count}$ value is greater than the $r \text{ table}$ value ($r \text{ count value} > r \text{ table value}$), where the $r \text{ table}$ value is 0.278 with a total sample of 66 nurses at the hospital.

Reliability is a prerequisite for the questionnaire to be effective for a particular purpose; the reliability test was carried out jointly on all question items in the questionnaire. Reliable instruments will provide correct data under actual conditions. A variable is said to be reliable or unreliable if it gives a *Cronbach's Alpha* value ≥ 0.60 (Taber, 2018). Table 3 shows the results of reliability testing.

Table 3.
Reliability testing

Variables	Cronbach's alpha	Standard Values	Information
Human Capital (X1)	0.798	0.60	Reliable
Organizational Citizenship Behavior (X2)	0.723	0.60	Reliable
Service performance (Y)	0.74	0.60	Reliable

Source: primary data processed by SPSS version 26

Based on the data in Table 3, it can be concluded that the results of the reliability test of all indicators in the statement items contained in the questionnaire for each variable have a standard value of 0.60. Thus it can be concluded that the questionnaire data used in this study is reliable or acceptable.

Multiple Linear Regression Analysis

Multiple linear regression is the regression model used to determine the influence of Human Capital and OCB variables on Service performance. Complete statistical calculations in multiple linear regression analysis are in the appendix and are further explained in Table 4.

Table 4.
Results of Multiple Regression Analysis

Variables	Unstandardized Coefficients	tcount	Sig	Information
(Constant)	6,154			
(X1) Human Capital	,613	6,799	.000	Significant
(X2) Organizational Citizenship Behavior	,348	3,872	,000	Significant
Constant value				

Dependent Variable: Y

Source: primary data processed by SPSS version 25

Based on the table above, the calculation analysis of the T-test is as follows:

- The t_{count} value for the Human Capital variable is 6,799 with a significant level of 0.000. The result explaining the significance value is $0.000 < 0.05$, it can be concluded that the first hypothesis is accepted; that there is a positive and significant effect of Human Capital on the performance of medical personnel services at Dr. M. Haulussy Ambon General Hospital.
- The t_{count} value for the variable Organizational Citizenship Behavior is 3,872 and significance level of $0.000 < 0.05$ so it can be concluded that the second hypothesis is accepted, namely that there is a positive and significant effect of Organizational Citizenship Behavior on the service performance of medical personnel at Dr. M. Haulussy Ambon General Hospital.

The regression equation model can be obtained by looking at the unstandardized coefficients in the table above, and then the equations of the regression can be formulated:

$$Y = 6.154 + 0.613X_1 + 0.348X_2$$

Based on the results of the regression equation, it is found that 1) the constant value is 6.154 indicating that if the value of human capital and Organizational Citizenship Behavior is 0 then service performance increases by 6.154. 2) For the Human Capital variable (X_1) it gives a positive value of 0.613 meaning that every change in Human Capital (X_1) will affect efforts to improve the service performance by 61.3. 3) In the variable (X_2) the result is a positive value of 0.348. This means that every change in Organizational Citizenship Behavior (X_2) will affect an increase in service performance (Y) of 34.8.

Model Summary

Model	R	R Square	Adjusted R Square	std. The error of the Estimate
1	.831 ^a	.691	.681	2,556

a. Predictors: (constant) X_2 , X_1 ...

b. Dependent Variable: Y

As it can be seen in the model summary table, the value in column R Square is 0.691, meaning that the contribution made by Human Capital and Organizational Citizenship Behavior on the Service Performance of Medical Personnel at Dr. Haulussy Ambon General Hospital is 69.1%, while the remaining 30.9% is influenced by other factors outside the research model.

Human Capital in Dr. M. Haulussy Ambon Hospital is the main asset of the organization. Human Capital includes all employees of the organization and their ability to complete their tasks (Lenihan et al., 2019).

The results of this study show that Human Capital significantly influences on service performance. If Knowledge, skills, expertise, and human abilities must be managed properly, the service performance of medical personnel can increase. Optimal employee work performance can only occur if company leaders can control human resources until they become reliable human resources. Leaders are people who play a big role in creating an ideal and supportive work environment (Notanubun et al., 2019; Kempa et al., 2019). Each Leader is unique with different talents, an organization such as a hospital needs to have talent mapping for the chosen structural position. Talent mapping is used to identify prospective leaders who have competence and fit the culture and work environment so it can improve employee performance. Therefore talent management is required in the current era (Eliyana et al., 2019). It is important to note that the importance of medical personnel services cannot be replaced by technology. If the management of human capital is not managed properly, it will affect the low quality of service to the public. In addition, human capital has a positive and significant effect on employee performance (Felićio et al., 2014); (Baig et al., 2021).

The results of this study also show that OCB significantly influences on service performance. OCB is voluntary behavior outside of primary responsibility. OCB for medical personnel is very important because services to patients are often carried out in full and outside working hours. The OCB behavior of medical personnel is also seen in helping colleagues, taking full responsibility for work, and being able to work without limits. This finding confirms the findings of previous studies which have found that OCB helps managers and co-workers do their jobs by aiding more efficient scheduling, problem-solving, and planning (Dubey et al.,

2023). In addition, OCB helps improve service quality (Hadjali & Salimi, 2012) and high OCB behavior will help hospitals achieve their goals and improve their performance (Obamiro et al., 2014). These findings are in line with research in China that doctors practicing in hospitals as the main providers of medical services play an important role in determining the quality of health services and promoting OCB behavior. The doctor-patient relationship is a strong predictor of physician OCB. Doctor-patient communication directly affects the OCB of specialist doctors. OCB is considered to be discretionary work behavior that enhances the effective functioning of the organization. OCB can improve the quality of service by facilitating the achievement of hospital goals and improving the performance of doctors. This is reflected in more efficient medical personnel services and improved relationships with patients and medical personnel (Han et al., 2018). Therefore OCB affects social capital; where communication and behavior greatly affect the relationship between employees and customers (Jafari et al., 2020).

The research results achieved at the same time prove that the conceptual approach to human capital theory and OCB and theoretical and practical service performance has been successfully operationalized and tested in answering research problems. In addition, it is proven that the research results that have been achieved also differ in correlational and contribution sizes and levels of significance (Kizilos et al., 2013; Iqbal et al., 2022). OCB is not only important for building organizational culture and performance, but also an effective element in building human capital. In leadership development, OCB greatly contributes to job satisfaction; which encourages employees to work well to achieve customer satisfaction (Bambale et al., 2011); (Jeong et al., 2019).

CONCLUSIONS

Several conclusions that can be put forward based on these findings can be expressed as follows: 1) Human Capital has a positive and significant effect on service performance of Medical Personnel at Dr. M. Haulussy Ambon General Hospital. 2) OCB has a positive and significant effect on service performance of Medical Personnel at Dr. Haulussy Ambon public hospital. The limitation of this research is that the object of research is limited to public services, namely public hospitals so that it cannot be generalized to other companies or organizations. The theoretical implication of this research is that it can enrich the theoretical repertoire of Human Capital, OCB and service performance. Suggestions that can be submitted are prioritizing Human Capital. In optimizing service performance by encouraging an increase in the knowledge, expertise, skills, and abilities of medical personnel related to the demands for service needs that must be realized at the Dr. Haulussy Ambon public hospital. Besides that, the output of the results of this study can be developed and used as a model of human capital and organizational behavior as a follow-up to operationalization at Dr. Haulussy Ambon public hospital.

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