

# Enhancing Healthcare Employee Performance Through Organizational Citizenship Behavior

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## Abstract

**Purpose:** This study aimed to analyze the influence of authentic leadership and psychological contracts on employee performance satisfaction, with OCB as an intervening variable at PKU Muhammadiyah Purbalingga Hospital.

**Methodology/approach:** This study applied a quantitative method with accidental sampling and included 136 participants. Data were obtained using a Likert scale questionnaire and processed using SmartPLS version 3.0.

**Results:** Authentic leadership, psychological contracts, and OCB as mediating variables significantly influenced employee performance. Simultaneously, all the independent variables significantly influenced employee performance.

**Conclusions:** Employee performance is enhanced through authentic leadership, the fulfillment of psychological contracts, and stronger Organizational Citizenship Behavior (OCB). This study recommends leadership development, fair and transparent contract management, and consistent recognition of OCB. Future research should be expanded to multiple institutions and include additional variables for broader generalization.

**Limitations:** This study was conducted in only one hospital with similar respondents; therefore, the results may not be applicable to other settings. Furthermore, the study only collected data from a single point in time, so it cannot examine changes over time. Furthermore, data were collected via questionnaire, so respondents' answers may not fully reflect the actual situation. This study only examined authentic leadership, psychological contracts, and OCB; therefore, other factors that could influence employee performance were not addressed.

**Contributions:** This study was limited to examining authentic leadership, psychological contracts, and OCB, while other possible determinants of employee performance were not explored. Additionally, since the research was conducted only at PKU Muhammadiyah General Hospital in Purbalingga, the scope of the study is constrained.

**Keywords:** *Authentic Leadership, Employee Performance, Organizational Citizenship Behavior, Psychological Contract*

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## 1. Introduction

Every organization, whether operating in the public or private sector, is required to continuously enhance its operational effectiveness and efficiency to survive and grow in a rapidly changing environment. Organizational sustainability largely depends on the ability of institutions to adapt to technological developments, intensifying competition, and evolving stakeholder expectations, especially in health sector organizations (Daft, 2018; Dessler, 2020; Stephen P. Robbins & Judge, 2017). In this context, human resources play a crucial role as strategic assets that determine the success

of organizational performance and service delivery ([Armstrong & Taylor, 2020](#); [Mathis, Jackson, & Valentine, 2017](#)). This issue is particularly critical for public service institutions, such as hospitals, where the quality of healthcare services is strongly influenced by the competence, commitment, and performance of employees.

Hospitals rely heavily on professional human resources to ensure the effectiveness, efficiency, and reliability of healthcare services provided to patients ([Alshammari, Jennings, & Williams, 2021](#); [Budiyanto & Wikan, 2020](#); [Paais & Pattiruhu, 2020](#)). Therefore, better employee performance is considered a vital element in promoting organizational effectiveness and ensuring the continuity of service quality within healthcare institutions ([Nguyen, 2022](#)). Prior studies have indicated that effective human resource management is essential for boosting employee performance and supporting organizational effectiveness ([Hairudin & Oktaria, 2022](#); [Okto et al., 2024](#)). [Anwar and Abdullah \(2021\)](#) likewise contend that the success of an organization in attaining its goals is greatly determined by the quality of its human resources. Accordingly, human resource management must be designed optimally and efficiently to support operational sustainability and the achievement of organizational goals, especially in the healthcare sector.

Human Resources (HR) are a critical asset and the primary factor underpinning the continuity of healthcare services in hospitals. While medical personnel are responsible for delivering core clinical services, non-medical staff play essential managerial and technical roles that indirectly support healthcare delivery ([Kadir & Badwi, 2023](#)). With advances in healthcare technology and rising public expectations regarding service quality, human resource management in hospitals has become increasingly complex. Previous studies have indicated that employee competence, motivation, and organizational support significantly contribute to improving employee performance in organizational settings ([Hairudin & Oktaria, 2022](#)).

A significant issue is the elevated turnover rate of healthcare workers in Indonesia, which ranges from 13% to 25% annually, substantially exceeding the ideal benchmark of 5–10% ([Aisyah & Ardan, 2024](#)). Under these circumstances, hospital management is urged to prioritize the improvement of human resource quality, especially employee performance, as demonstrated by important healthcare performance indicators such as Bed Occupancy Rate (BOR), Average Length of Stay (ALOS), Bed Turnover Rate (BTO), and patient satisfaction, which are widely used to assess service efficiency, resource use, and overall standard of care ([Kementerian Kesehatan Republik, 2018](#); [World Health, 2010](#)).

Hospitals are not merely medical institutions but are highly complex organizations involving multiple professional groups with distinct roles. Employee performance often deteriorates due to ineffective leadership and violations of psychological expectations. Inequitable leadership practices in task allocation can increase work-related stress ([Finarti, Bachri, and Arifin \(2020\)](#)) and undermine a conducive work environment ([Ryandini & Nurhadani, 2020](#)). These conditions are further exacerbated by breaches of the psychological contract, defined as discrepancies between employees' expectations and organizational actions ([Conway & Briner, 2005](#)). When employee dedication is insufficiently recognized, organizational commitment declines ([Hadi and Nugraheni \(2018\)](#)) and turnover intention increases ([Irawan, Herlina, & Faruk, 2021](#)), ultimately harming service quality.

RSU PKU Muhammadiyah Purbalingga is a Class D hospital established in 1997 with a capacity of more than 50 beds ([Purbalingga \(2023\)](#)), serving communities in Purbalingga and surrounding areas. However, internal surveys indicate that certain employees have not met performance standards, as evidenced by delayed shift changes, fingerprint attendance violations, and unexcused absences ([Purbalingga, 2023](#)). These issues highlight the need for improvements in leadership and human resource management. In this context, employee performance is a key determinant of the quality of service delivered to patients. [Esthi \(2020\)](#) notes that optimal performance contributes significantly to organizational effectiveness and to human resource development. Similar findings indicate that employee performance reflects the ability of employees to achieve organizational goals effectively and contributes to the overall sustainability of organizational performance ([Syitharini & Achmadi, 2025](#)).

Prior evidence suggests that authentic leadership is strongly associated with employee performance because authentic leaders foster empowering environments that enhance employee effectiveness ([Wong & Laschinger, 2013](#)). Authentic leadership can be understood as a leadership pattern rooted in self-awareness, moral integrity, relational transparency, balanced processing, and internalized ethical values ([Avolio, Gardner, Walumbwa, Luthans, & May, 2004](#)). [Xie, Binti Ahmad, and Xiaoyang \(2024\)](#) also explain authentic leadership as a leadership style rooted in authenticity, where leaders behave consistently with their core values, preserve transparency in relationships, and make ethical and objective decisions.

The motivation for this study arises from inconsistent findings in prior research, indicating the need for further empirical investigations. [Duarte, Ribeiro, Semedo, and Gomes \(2021\)](#) reported a significant positive effect of authentic leadership on performance, which was supported by subsequent studies ([Ali, Lodhi, Raza, & Ali, 2021](#); [Ayça, 2023](#); [Jang, 2022](#); [Podder & Saha, 2024](#); [Pratama & Suryosukmono, 2024](#); [Sarwar, Aamir, Bichao, & Chen, 2023](#); [Sumarmi, Tjahjono, Qamari, & Shaikh, 2024](#)). In contrast, other studies have found no significant relationship between authentic leadership and performance ([Alilyyani, 2022](#); [Tawfik & Mahgoub, 2024](#)).

Beyond leadership style, the psychological contract is another critical factor influencing employee performance. The psychological contract refers to individuals' beliefs regarding implicit reciprocal obligations between employees and organizations beyond formal employment contracts ([She, Xu, Wu, Tian, & Tong, 2020](#)). [Jehanzeb and Bashir \(2025\)](#) conceptualized the psychological contract as an implicit emotional agreement encompassing transactional (short-term economic rewards) and relational (long-term socio-emotional exchanges) components. When organizations fulfill employee expectations, such as job security, development opportunities, and fair treatment, employees are more likely to contribute optimally ([Rousseau, 1995](#)).

Research findings on the association between psychological contracts and employee performance remain inconsistent. Several studies indicate a significant positive association, particularly in frontline service contexts, as evidenced by [Cai, Yij, and Pathak \(2024\)](#) and supported by previous research ([Elsouk, 2021](#); [Mardiana, 2024](#); [Muhajiroh & Noermijati, 2024](#); [Nayak, Nayak, & Mahapatra, 2021](#); [Peng & Li, 2021](#); [Sofyanty & Setiawan, 2022](#)). In contrast, [Wonda, Engidaw, Ning, Kead, and Belay \(2024\)](#) reported no significant effects, highlighting the ongoing debate in the literature.

Organizational success in the modern era relies not only on formal work performance but also on voluntary extra-role behaviors that support the attainment of organizational objectives. This type of behavior is called Organizational Citizenship Behavior (OCB), referring to discretionary actions that are not explicitly compensated by formal reward systems but are important for organizational effectiveness ([Organ, 1988](#); [Podsakoff, Mackenzie, & Bachrach, 2000](#)). OCB reflects employees' initiative, social concern, and moral responsibility toward the workplace, manifested through helping behaviors, harmonious relationships, and active organizations ([Podsakoff, Mackenzie, & Whiting, 2013](#)). [S. P. Robbins \(2016\)](#) emphasized that OCB is a key factor in fostering a positive work culture and collaboration.

Within healthcare institutions, particularly hospitals, OCB serves a crucial function in maintaining service quality because effectiveness depends greatly on teamwork, empathy, and support among staff members. Employees with a high level of OCB tend to be more collaborative, compassionate, and committed to patient care quality. [Mahmood, Bashir, and Shabbir \(2022\)](#) reported that OCB significantly strengthens employee performance through enhanced engagement and psychological satisfaction ([Kurniawan & Lestari, 2021](#); [Laili, Sari, & Rahayu, 2023](#); [Saraswati, 2024](#)). Similar findings indicate that voluntary employee behavior and organizational support contribute significantly to improving employee performance and organizational effectiveness ([Lestari et al., 2024](#)).

OCB do not emerge spontaneously but are shaped by leadership style and employees' perceptions of organizational support. Authentic leadership has been shown to effectively foster OCB through integrity, transparency, and value-based leadership ([Walumbwa, Avolio, Gardner, Wernsing, &](#)

[Peterson, 2008](#)). Authentic leaders cultivate psychological safety and trust, encouraging employees to engage in proactive and voluntary behaviors that support the organization ([Iqbal, Ma, Khattak, & Khan, 2020](#); [Tjahjono & Palupi, 2022](#)). [Putra, Supriyadi, and Nugroho \(2023\)](#) further confirmed that authentic leadership positively influences OCB through enhanced trust and emotional engagement. Similarly, psychological contract fulfillment contributes significantly to OCB formation. When organizations meet employees' expectations regarding support, fairness, and recognition, employees reciprocate with loyalty and voluntary contributions ([Zhao, Wayne, Glibkowski, & Bravo, 2007](#)). [Rahmadani and Sunaryo \(2022\)](#) found that psychological contract fulfillment significantly influences OCB, particularly in work environments requiring intensive social interaction and teamwork, a finding reinforced by ([Chen, Xia, & Yang, 2021](#)).

Thus, Organizational Citizenship Behavior can be understood as a key intermediary between authentic leadership, psychological contract, and employee performance. Employees with high OCB demonstrate greater dedication, responsibility, and loyalty, indirectly enhancing their effectiveness, productivity, and performance quality. Prior studies [Hwang \(2022\)](#); [Iqbal et al. \(2020\)](#) confirm OCB's mediating role of OCB in explaining the relationships among leadership, psychological contract, and employee performance. In light of this background, the current study intends to examine how authentic leadership and psychological contract affect employee performance, with Organizational Citizenship Behavior functioning as an intervening variable, at RSU PKU Muhammadiyah Purbalingga. The study findings are expected to make meaningful theoretical and practical contributions, particularly to the improvement of human resource management practices in healthcare institutions.

## **2. Literature Review and Hypothesis Development**

### **2.1 Literature Review**

#### *2.1.1 Social Exchange Theory (SET)*

[Blau \(1964\)](#) posits that the relationships between individuals and organizations are grounded in reciprocity. When employees perceive fair treatment and appreciation through authentic leadership and the fulfillment of the psychological contract, they are motivated to reciprocate with positive behaviors such as Organizational Citizenship Behavior (OCB). Authentic leadership fosters open and trust-based relationships, whereas psychological contracts reflect employees' expectations regarding organizational treatment. Together, these factors encourage the emergence of OCB, which subsequently enhances the employee performance. Viewed through the lens of SET, OCB reflects employees' reciprocal social response to positive treatment provided to them.

#### *2.1.2 Employee Performance*

Employee performance may be understood as a comprehensive evaluation of an individual's abilities, competencies, and accomplishments within an organization, including the responsibilities assumed and contributions made toward organizational success ([Al Montaser et al., 2025](#)). It reflects the degree to which employees can achieve work targets and expected outcomes, such as productivity, quality of work, initiative, and contributions to organizational objectives ([Ángeles López-Cabarcos, Vázquez-Rodríguez, & Quiñoá-Piñeiro, 2022](#)). In addition, employee performance is shaped by external factors, including managerial leadership styles, interpersonal relationships among coworkers, and the physical work environment ([Ulyanah, Syafrudin, & Hussien, 2021](#)). Therefore, the quality of managerial leadership plays a crucial role in determining the operational success of an organization.

### **2.2 Hypothesis Development**

#### *2.2.1 Effect of Authentic Leadership on Employee Performance*

Authentic leadership emphasizes honesty, transparency, and moral integrity, thereby building trust and engaging employees. A considerable number of empirical studies have shown that authentic leadership exerts a positive and significant impact on employee performance ([Ayça, 2023](#); [Fadhilah, Heriyadi, Daud, Shalahuddin, & Fahrana, 2023](#); [Yasmin, Santoso, & Setiawan, 2021](#)). However, other studies have documented non-significant effects ([Alilyyani, 2022](#); [Tawfik & Mahgoub, 2024](#)). These inconsistent findings indicate an empirical gap, suggesting that the effect of authentic leadership on performance may depend on specific behavioral mechanisms within the organization. Therefore, this study re-examines this relationship in the context of healthcare organizations.

$H_1$ : Authentic Leadership ( $X_1$ ) exerts a positive and significant influence on Employee Performance ( $Y$ )

### 2.2.2 Effect of Psychological Contract on Employee Performance

The psychological contract can be understood as employees' perceptions of whether an organization has fulfilled its implicit promises and expectations. Several studies have found that psychological contract fulfillment positively and significantly affects employee performance ([Wu & Yu, 2022](#); [Yuliani & Rizki, 2025](#)). In contrast, [Wonda et al. \(2024\)](#) reported no significant effects. These mixed findings highlight an empirical gap and justify further investigation to better understand this relationship.

$H_2$ : The Psychological Contract ( $X_2$ ) exerts a positive and significant influence on Employee Performance ( $Y$ )

### 2.2.3 Effect of Authentic Leadership on Organizational Citizenship Behavior

Defined by honesty, value alignment, and transparency, authentic leadership encourages employees to engage in voluntary behaviors beyond formal work requirements. Earlier research has shown that authentic leadership positively and significantly affects OCB ([Emur, Widiasari, Kinnary, & Putra, 2023](#); [Korkmazyürek, Orçanlı, & Korkmazyürek, 2021](#)). Nevertheless, some studies report that this relationship may not be significant in particular organizational contexts [Alilyyani \(2022\)](#), which points to contextual variation.

$H_3$ : Authentic Leadership ( $X_1$ ) exerts a positive and significant influence on Organizational Citizenship Behavior ( $Z$ )

### 2.2.4 Effect of Psychological Contract on Organizational Citizenship Behavior

In terms of social exchange, when the psychological contract is fulfilled, employees tend to respond through reciprocal behaviors beyond formal job duties, such as OCB. Previous empirical evidence further confirms a positive and significant link between psychological contract fulfillment and OCB ([Al-Ahmadi, 2020](#); [Samman, Muttar, & Abdulaziz, 2022](#); [Wibowo & Rahmawati, 2022](#)). Nevertheless, [Chen et al. \(2021\)](#) found that this relationship may weaken in high-pressure organizational contexts, indicating an empirical gap.

$H_4$ : Psychological Contract ( $X_2$ ) exerts a positive and significant influence on Organizational Citizenship Behavior ( $Z$ )

### 2.2.5 Effect of Organizational Citizenship Behavior on Employee Performance

OCB enhances work effectiveness through voluntary behaviors that support cooperation, efficiency and goal achievement. Various studies have reported that OCB exerts a positive and significant impact on employee performance ([Arifin & Narmaditya, 2024](#); [Keysha Alea, Kartika, & Noveria, 2024](#); [Luthfiyana, Widowati, & Surwanti, 2024](#); [Purwati & Sah, 2024](#)). However, other research suggests that OCB does not always directly translate into individual performance and may depend on the organizational context and performance appraisal systems ([Huang, 2021](#)).

$H_5$ : Organizational Citizenship Behavior ( $Z$ ) exerts a positive and significant influence on Employee Performance ( $Y$ )

### 2.2.6 Mediating Role of OCB in the Relationship between Authentic Leadership and Employee Performance

Inconsistent findings regarding the direct effect of authentic leadership on employee performance suggest the need for an explanatory mechanism. Within SET, authentic leadership encourages OCB as a form of social reciprocity, which subsequently enhances the performance. Various studies support the role of OCB as a mediator in this relationship ([Hwang, 2022](#); [Ribeiro, Duarte, & Filipe, 2020](#); [Sutiyatno, 2024](#)). However, [Tawfik and Mahgoub \(2024\)](#) reported non-significant mediation, warranting further examination.

$H_6$ : Authentic Leadership ( $X_1$ ) significantly influences Employee Performance ( $Y$ ) through the mediating role of Organizational Citizenship Behavior ( $Z$ )

### 2.2.7 Mediating Role of OCB in the Relationship between Psychological Contract and Employee Performance

The Fulfillment of the psychological contract promotes OCB as a reciprocal response, which can subsequently improve employee performance. Prior studies indicate that OCB mediates the relationship between the psychological contract and performance (Chen et al., 2021; Essatayeb, 2025). Conversely, Wonda et al. (2024) reported a non-significant mediation, suggesting the need for further testing in healthcare organizational settings.

*H7: Psychological Contract (X<sub>2</sub>) significantly influences Employee Performance (Y) through the mediating role of Organizational Citizenship Behavior (Z)*

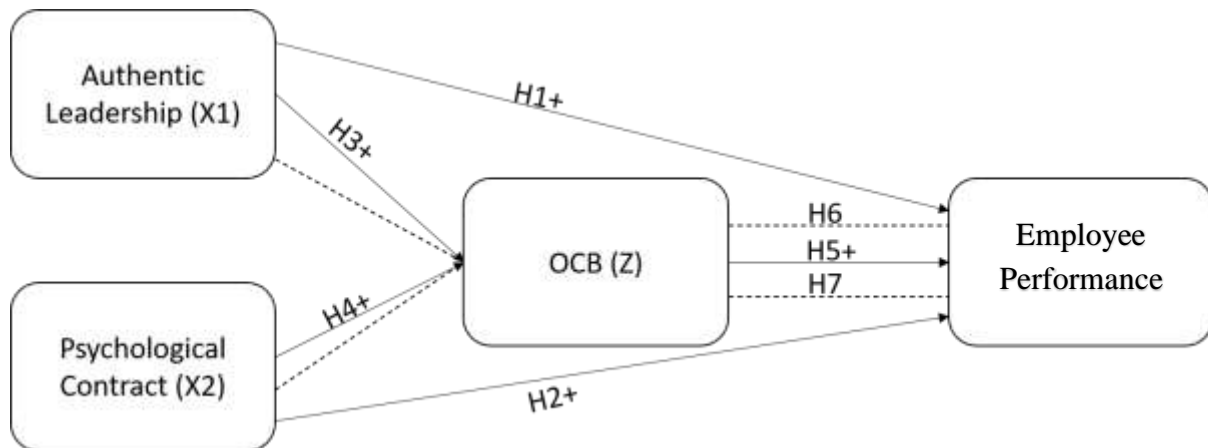


Figure 1. Conceptual framework

### 3. Research Methods

The sample size in this study was calculated using Slovin’s formula. Based on a total population of 206 employees at RSU PKU Purbalingga and a margin of error of 5 percent, the calculation was conducted by dividing the population by one plus the product of the population and the squared margin of error. The calculation indicated that 136 respondents were required as the sample, and this number was regarded as adequate to represent the population. Furthermore, the study used accidental sampling as its sampling technique for data collection. This technique is a non-probability sampling method in which respondents are selected based on incidental encounters with individuals who meet the research criteria (Sugiyono, 2019). Accidental sampling was considered appropriate because of limited access to the hospital’s formal sampling frame and operational constraints that restricted the implementation of probability sampling methods.

$$n = \frac{N}{1 + N * e^2} \quad (1)$$

$$n = \frac{206}{1 + 206 * 0,05^2} = 136 \quad (2)$$

In formal organizational settings, such as hospitals, accidental sampling has limitations in ensuring full population representativeness (Sekaran & Bougie, 2020). Therefore, the findings of this study are not intended for absolute generalization but rather to provide empirical insights into the relationships among variables within the group of respondents who meet the study’s criteria. To reduce potential selection bias, clear inclusion criteria were established, namely that respondents must be active employees directly involved in hospital operations. Nevertheless, the possibility of bias remains; therefore, the findings should be interpreted cautiously and may provide a foundation for future studies that use probability sampling techniques. A structured self-administered questionnaire was used to collect data, with indicators adapted from earlier studies. The Authentic Leadership variable was measured using indicators derived from the authentic leadership framework of Walumbwa et al. (2008), covering self-awareness, relational transparency, internalized moral perspective, and balanced processing.

The Psychological Contract variable was measured using indicators representing employees' perceptions of the fulfillment of organizational obligations and implicit promises. These indicators include fair and equitable treatment, clarity of rights and job responsibilities, organizational support, opportunities for development and career advancement, recognition of work contributions, and job security and stability (Chen et al., 2021; Essatayeb, 2025; Rousseau, 1995). These measures capture both the relational and transactional dimensions of the psychological contract, which are particularly relevant in the healthcare organizational context.

The Organizational Citizenship Behavior (OCB) variable was measured using indicators of extra-role behavior, such as willingness to help coworkers, compliance with organizational rules, active participation in organizational activities, and sportsmanship, which are widely used in the organizational behavior literature (Podsakoff et al., 2000). Employee Performance, on the other hand, was measured through indicators covering work quality, work quantity, punctuality in task completion, and responsibility at work (S. P. Robbins & Judge, 2019). All items in the questionnaire were evaluated using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree.

The data analysis in this study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS version 3.0. The model evaluation first focused on the measurement model (outer model), covering examinations of convergent validity, construct reliability and discriminant validity. After all indicators fulfilled the specified outer model requirements, the analysis moved on to the structural model (inner model), which included evaluating the coefficient of determination ( $R^2$ ), multicollinearity, and path coefficients to test the proposed hypotheses and analyze the relationships between the research variables (Hair, Hult, Ringle, & Sarstedt, 2022).

## 4. Result and Discussion

### 4.1 Result

#### 4.1.1 Respondent Characteristics

Table 1. Respondent Characteristics

Characteristics	N	Percent (%)
Gender		
Male	41	30.1
Female	95	69.9
Age		
21–30 years	62	45.6
31–40 years	61	44.9
41–50 years	13	9.6
Education Level		
Senior High School or equivalent	14	10.3
Diploma	16	11.8
Bachelor's degree	106	77.9

The respondent profile indicates that the majority of participants were female (69.9%), reflecting the gender composition commonly observed in healthcare organizations. A large proportion of the respondents were aged 21–40 years, which represents the productive age category, suggesting a workforce dominated by early- and mid-career employees. In terms of educational background, the sample was largely composed of employees holding a bachelor's degree (77.9%), indicating a relatively high level of formal education among the hospital staff.

#### 4.1.2 OuterLoading Test

Table 2. Outer loading test -2

Variables	Statement	Run 1	Run 2
Authentic Leadership ( $X_1$ )	I can recognize the emotions I experience at work	0.786	0.775

Psychological Contract (X <sub>2</sub> )	I understand that my feelings influence interactions with coworkers and patients	0.622	Reject
	I am able to adjust my attitude to avoid conflict in the workplace	0.186	Reject
	I accept criticism for self-improvement	0.773	0.772
	I consider multiple perspectives before making decisions	0.795	0.777
	I consider colleagues' and supervisors' opinions before acting	0.798	0.823
	I always act in accordance with moral values and work ethics	0.794	0.816
	I am always honest and transparent in workplace communication	0.798	0.814
	I believe that my contributions will be appreciated by the hospital	0.556	Reject
	I feel that the hospital fulfills its promises to me	0.384	Reject
	I feel disappointed when my expectations are not fulfilled	0.735	0.753
	I continue working despite pressure or changes	0.742	0.793
	I plan to work at this hospital in the long term	0.697	Reject
	I feel less motivated if the hospital does not recognize me	0.047	Reject
	I realize that perceived unfairness in the workplace can trigger turnover intention	0.693	0.718
	I think the hospital should be more open in recognizing staff contributions	0.674	0.710
Organizational Citizenship Behavior (Z)	I am willing to replace coworkers who are absent or sick	0.525	Reject
	I am always willing to help others outside my department when they have problems	0.567	Reject
	I arrive early to prepare for work	0.609	Reject
	I am always ready when needed for work-related matters	0.595	Reject
	I can accept organizational conditions that do not always meet expectations	0.701	Reject
	I do not like to complain about work	0.594	Reject
	I am willing to provide suggestions and information to coworkers	0.865	0.910
	I am willing to help coworkers solve work-related problems	0.822	0.914
	I actively participate in various workplace activities	0.835	0.899
	I always read and comply with workplace regulations	0.829	0.851
	Employee Performance (Y)	I believe that the quality of my work meets established standards	0.667
I am able to achieve or exceed work targets		0.739	Reject
I can complete tasks accurately and on time		0.647	Reject
I am able to handle multiple tasks effectively		0.749	0.825
I maintain accuracy in administering medication and medical procedures		0.818	0.844
I am able to adapt to new technologies, policies, and procedures implemented in the hospital		0.756	0.825

	I act and make decisions quickly	0.820	0.898
	I can take initiative without waiting for instructions from supervisors	0.760	0.797

The outer loading test results revealed that all indicators retained in this study possessed loading factor values above the required threshold of 0.70, meaning that they fulfilled the requirements for convergent validity. In the Authentic Leadership ( $X_1$ ) construct, indicators  $X_{1.1}$ ,  $X_{1.4}$ ,  $X_{1.5}$ ,  $X_{1.6}$ ,  $X_{1.7}$ , and  $X_{1.8}$  demonstrated strong loading values, indicating that these indicators consistently represented the concept of authentic leadership. The Psychological Contract ( $X_2$ ) construct also shows adequate validity through indicators  $X_{2.3}$ ,  $X_{2.4}$ ,  $X_{2.7}$ , and  $X_{2.8}$ ; although some are close to the lower threshold, they still contribute substantially to the latent construct. Furthermore, the Organizational Citizenship Behavior (OCB) indicators, consisting of  $M_7$ ,  $M_8$ ,  $M_9$ , and  $M_{10}$ , exhibit very high outer loading values, indicating a strong explanatory power for employees' extra-role behaviors. Meanwhile, the Employee Performance ( $Y$ ) construct, measured by indicators  $Y_4$ ,  $Y_5$ ,  $Y_6$ ,  $Y_7$ , and  $Y_8$ , also met the criteria for convergent validity with high loading values.

#### 4.1.2 Construct Validity and Reliability Analysis

Table 3. Construct Validity and Reliability Analysis

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Organizational Citizenship Behavior	0,916	0,917	0,941	0,799
Authentic Leadership	0,887	0,902	0,912	0,634
Psychological Contract	0,737	0,747	0,832	0,554
Performance	0,894	0,901	0,922	0,703

As indicated in the table above, the Average Variance Extracted (AVE) values of the Organizational Commitment, Organizational Citizenship Behavior, and Work Motivation constructs associated with Employee Performance are greater than the recommended value of 0.50, which means that all constructs exhibit acceptable reliability.

#### 4.1.3 Discriminant Validity Analysis

Table 4. Fornell-Larcker Criterion

	OCB	AL	PC	KK
Organizational Citizenship Behavior	0,894			
Authentic Leadership	0,668	0,797		
Psychological Contract	0,717	0,655	0,744	
Employee Performance	0,839	0,682	0,725	0,838

The results based on the Fornell-Larcker criterion show that the loading value for each measured indicator is higher than its related cross loading. These results suggest that all the constructs possessed sufficient discriminant validity. Furthermore, the construct validity and reliability test results indicated that all variables met the specified criteria and were thus considered reliable.

Table 5. Heterotrait-Monotrait Ratio

Mediation		$X_1$	$X_2$	$Y$
$X_1$	<b>0,702</b>			
$X_2$	0,855	<b>0,757</b>		
$Y$	<b>0,921</b>	<b>0,732</b>	0,860	

According to the Heterotrait-Monotrait Ratio (HTMT) assessment, all HTMT values among the constructs in this study model fall below the recommended threshold of 0.90, indicating that the model satisfies the requirement for discriminant validity. The HTMT value between Authentic Leadership ( $X_1$ ) and the Psychological Contract ( $X_2$ ) is 0.757, between Authentic Leadership ( $X_1$ ) and Employee

Performance ( $Y$ ) is 0.732, and between the Psychological Contract ( $X_2$ ) and Employee Performance ( $Y$ ) is 0.860, suggesting that each construct demonstrates adequate conceptual distinctiveness.

Furthermore, the HTMT values between the mediating construct (OCB) and Authentic Leadership (0.702), Psychological Contract (0.855), and Employee Performance (0.921) remained within an acceptable tolerance level, considering the maximum HTMT threshold of 0.90. These findings indicate that each construct in this study empirically measures a distinct concept and that no substantial overlap exists between the constructs. Therefore, the measurement model is deemed suitable for proceeding to the structural model analysis, in accordance with the recommendations in PLS-SEM analysis (Hair et al., 2022).

Table 6. Multicollinearity test (VIF)

Mediation		$X_1$	$X_2$	$Y$
$X_1$	1,750			2,401
$X_2$	1,750			2,041
$Y$				2,324

Based on the results of the Inner VIF Values assessment, all VIF values in the structural model were below the critical threshold of 5.0. Therefore, it can be concluded that there are no multicollinearity issues among the latent constructs in this study's research model. The VIF value on the path involving the mediating variable (OCB) is 2.401, indicating that the mediating construct does not exhibit excessive correlation with the independent variables. In addition, the VIF values for Authentic Leadership ( $X_1$ ) and Psychological Contract ( $X_2$ ) toward the mediating variable are each 1.750, while their VIF values toward Employee Performance ( $Y$ ) are 2.041 and 2.324, respectively, which fall within the low to moderate range. This finding demonstrates that each exogenous variable has its own unique role in explaining the endogenous variables without bias in the estimation caused by multicollinearity.

#### 4.1.4 R-Square Analysis

The coefficient of determination ( $R^2$ ) analysis was employed to examine the extent to which the independent variables explain the variance of the dependent variables. The results of this assessment are presented in terms of  $R^2$  values as follows:

Table 7. Analysis R-Square

Variables	R Square	R Square Adjusted
OCB	0,583	0,577
Employee Performance	0,747	0,742

Based on the coefficient of determination analysis, the OCB construct yielded an R-square value of 0.583, indicating that the predictor variables could explain 58.3% of the variance in OCB, whereas the remaining 41.7% was influenced by factors not included in the model. Moreover, the Employee Performance construct shows an R square value of 0.747, which means that 74.7% of the variation in employee performance is explained by the independent variables in the model, while 25.3% is attributable to other variables outside the scope of this study.

#### 4.1.5 Partial Test

This study tested the hypotheses using the bootstrapping technique, in which the data were derived from the previous measurement model stage. Hypothesis testing was conducted within the structural model to examine the relationships among variables through resampling procedures. In addition, the bootstrapping method can indicate the direction of the relationships as well as the level of significance of each latent variable. In this testing procedure, the t-statistic (t-value) obtained from bootstrapping was compared with the critical t-value of 1.65 at a 5% significance level ( $p$ -value < 0.05). A relationship is considered significant if the t-statistic exceeds the critical t value. The results are presented in the following table:

Table 8. Path coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
OCB → KK	0,594	0,594	0,073	8,187	0,000
AL → OCB	0,348	0,348	0,076	4,579	0,000
AL → KK	0,363	0,363	0,072	5,044	0,000
PC → OCB	0,489	0,491	0,073	6,695	0,000
PC → KK	0,487	0,490	0,063	7,754	0,000
AL → OCB → KK	0,207	0,207	0,053	3,936	0,000
PC → OCB → KK	0,290	0,292	0,059	4,931	0,000

Explanation:

1. With a p-value of 0.000, which is below the 0.05 significance level, the relationship between Authentic Leadership and Employee Performance supports  $H_1$ . This finding indicates that Authentic Leadership has a positive effect on Employee Performance.
2. The relationship between the Psychological Contract and Employee Performance records a p-value of  $0.000 < 0.05$ . Accordingly,  $H_2$  is supported, suggesting that the Psychological Contract exerts a positive influence on Employee Performance.
3. Since the relationship between Authentic Leadership and OCB had a p-value of 0.000, which is lower than 0.05,  $H_3$  is accepted. This result indicates that Authentic Leadership positively affects OCB.
4. The p-value for the relationship between Psychological Contract and OCB is 0.000, which is less than 0.05. Therefore,  $H_4$  is accepted, meaning that the Psychological Contract has a positive effect on OCB.
5. The relationship between OCB and Employee Performance shows a p-value of  $0.000 < 0.05$ . Thus,  $H_5$  is accepted, confirming that OCB positively influences Employee Performance.
6. The indirect effect of Authentic Leadership on Employee Performance through OCB has a p-value of 0.000, which is below the 0.05 threshold. Therefore,  $H_6$  is accepted, indicating that Authentic Leadership positively affects Employee Performance through OCB as a mediating variable.
7. The indirect relationship between the Psychological Contract and Employee Performance through OCB yielded a p-value of  $0.000 < 0.05$ . Accordingly,  $H_7$  is accepted, showing that the Psychological Contract has a positive influence on Employee Performance through OCB as a mediating variable.

## 4.2 Discussion

### 4.2.1 The Effect of Authentic Leadership on Employee Performance

The results of this study show that authentic leadership positively and significantly affects employee performance. This implies that leadership characterized by transparency, ethical integrity, and alignment with core values can create a workplace environment that promotes better employee performance quality. From the perspective of Social Exchange Theory (SET), authentic leadership is perceived as positive organizational treatment, thereby encouraging employees to reciprocate through enhanced performance as a form of mutual social exchange (Blau, 1964). This finding is consistent with those of previous studies (Fadhilah et al., 2023; Hwang, 2022; Ribeiro et al., 2020). Therefore, these results not only strengthen SET from a theoretical standpoint but also provide practical implications, indicating that hospital management should develop authentic leadership as a strategic approach to sustainably improve the employee performance.

### 4.2.2 The Effect of Psychological Contract on Employee Performance

This study found that the psychological contract has a positive and significant impact on employee performance. These findings indicate that employees tend to perform better when the organization can satisfy their implicit expectations, such as role clarity, justice, and opportunities for growth. In line with Social Exchange Theory (SET), the fulfillment of the psychological contract is seen as a form of organizational social investment that leads employees to reciprocate with increased dedication and

enhanced performance. ([Blau, 1964](#)). These results are consistent with earlier studies that found a positive influence of the psychological contract on employee performance ([Chen et al., 2021](#); [Rodwell & Johnson, 2022](#); [Suharti & Suliyanto, 2022](#)). This discrepancy may be attributed to differences in organizational context and workload, where the fulfillment of psychological contracts in hospital settings becomes a more critical factor in sustaining employee performance. From a theoretical perspective, this finding extends the application of SET to the healthcare service context. Hospital management should maintain consistency in fulfilling psychological contracts to promote optimal employee performance.

#### *4.2.3 The Effect of Authentic Leadership on Organizational Citizenship Behavior (OCB)*

The results of this study indicate that authentic leadership positively and significantly affects OCB. This finding suggests that authentic leadership encourages employees to engage in voluntary behaviors beyond their formal job responsibilities. From the perspective of SET, such behavior can be understood as a form of social reciprocity toward leadership that is perceived as fair, transparent, and grounded in strong moral integrity ([Blau, 1964](#)). This result is consistent with previous studies showing that authentic leadership strengthens OCB ([Emur et al., 2023](#); [Kim & Kim, 2020](#); [Nida, Husainah, Maswanto, & Ananto, 2024](#)). In the hospital setting, where cooperation and empathy are highly required, authentic leadership plays an important role in fostering employees' OCB. Therefore, in practical terms, hospital leaders must develop an authentic leadership style to build a work climate that encourages employees' voluntary contributions.

#### *4.2.4 The Effect of Psychological Contract on Organizational Citizenship Behavior (OCB)*

The results of this study indicate that the psychological contract has a positive and significant effect on employees' OCB. The fulfillment of employees' implicit expectations encourages the emergence of prosocial behaviors as a form of social exchange. Within the SET framework, OCB is understood as a reciprocal response to the organization's fulfillment of the psychological contract ([Blau, 1964](#)). This finding supports previous studies stating that the fulfillment of psychological contracts promotes higher levels of OCB ([Chen et al., 2021](#); [Kim, Lee, & Park, 2023](#); [Nie & Lian, 2023](#)). From a practical perspective, these results suggest that hospital organizations must maintain clarity, fairness, and consistency in employment relationships to foster sustainable OCB among employees.

#### *4.2.5 The Role of Organizational Citizenship Behavior in Employee Performance*

The findings of this study indicate that OCB positively and significantly influences employee performance. Extra-role behaviors, such as assisting colleagues and taking the initiative proactively, have been proven to improve both individual and organizational work effectiveness. From the perspective of SET, OCB represents a form of social reciprocity that directly contributes to improved performance outcomes ([Blau, 1964](#)). This finding supports prior research demonstrating that OCB positively influences employee performance ([Fadhlorahman & Prapanca, 2023](#); [Nurmayanti, Yusnar Kharismasyah, Septin Muji Rahayu, & Rachmawati, 2026](#); [Rizaie, Horsey, Ge, & Ahmad, 2023](#); [Triana, Hamsani, & Widokarti, 2024](#)). In the hospital context, which demands a high level of collaboration, OCB serves as a critical factor in supporting optimal employee performance.

#### *4.2.6 The Role of OCB in the Effect of Authentic Leadership on Employee Performance*

This study found that the indirect effect of authentic leadership on employee performance through OCB was significant, while the direct effect also remained significant, suggesting that OCB functions as a partial mediator. From the perspective of SET, authentic leadership encourages the emergence of OCB as a form of social reciprocity, which strengthens employee performance ([Blau, 1964](#)). This finding is consistent with previous studies demonstrating that OCB mediates the relationship between authentic leadership and employee performance ([Murtaza et al., 2024](#); [Shabbir, 2023](#); [Sutiayatno, 2024](#)). This implies that improvements in employee performance can be optimally achieved through a combination of strengthening authentic leadership practices and effectively managing employees' OCB.

#### *4.2.7 The Role of OCB in the Effect of Psychological Contract on Employee Performance*

The results of this study indicate that the indirect effect of the psychological contract on employee performance through OCB is significant, while the direct effect is relatively weaker, indicating that

OCB functions as a complete mediator. From the perspective of Social Exchange Theory (SET) (Blau, 1964), the fulfillment of the psychological contract encourages the emergence of OCB as the primary mechanism that bridges the relationship between the psychological contract and employee performance. This finding supports previous studies stating that OCB mediates the relationship between the psychological contract and employee performance (Chen et al., 2021). From a practical standpoint, these results emphasize that the fulfillment of psychological contracts should be accompanied by the creation of a work environment that fosters OCB to achieve optimal employee performance.

## **5. Conclusions**

### **5.1 Conclusion**

Based on the results of this study, several conclusions can be drawn. Employee performance can be improved through various strategic measures. First, employee performance can be enhanced by developing authentic leadership through targeted training and coaching programs for leaders. This will enable them to demonstrate honesty, transparency, and integrity in decision-making processes, fostering trust among employees. Second, the psychological contract between employees and the organization must be strengthened by ensuring alignment between employees' expectations and organizational policies, particularly in areas like compensation, career development, and performance recognition. Third, reinforcing Organizational Citizenship Behavior (OCB) can be achieved by fostering a collaborative work culture and implementing reward systems for employees who actively demonstrate positive voluntary behaviors, such as helping colleagues, showing initiative, and caring for the work environment. Finally, integrating organizational values into human resource management practices is necessary. Work programs, performance evaluations, and training activities should be aligned with organizational goals, fostering a sense of responsibility and loyalty in employees.

### **5.2 Research Limitations**

This study, while providing valuable insights, has several limitations. First, it is based on data from a single research site, namely RSU PKU Muhammadiyah Purbalingga, which may limit the generalizability of the findings. The study also focused on a specific set of core variables, primarily authentic leadership, psychological contract, and OCB, which may not capture the full range of factors influencing employee performance. As such, these results should be viewed in the context of the specific organizational environment and staff composition at the hospital. Future studies should explore a wider range of variables and consider broader organizational settings to validate and expand the findings.

### **5.3 Suggestions and Directions for Future Research**

Future research should extend the scope of this study by including data from several hospitals or organizations across different sectors to improve the generalizability of the results. The inclusion of additional relevant variables, such as job satisfaction, organizational commitment, and intrinsic motivation, is also recommended. These variables could provide a more complete and nuanced understanding of the factors that influence employee performance. Further research could also explore how other organizational dynamics, such as leadership styles or organizational culture, interact with psychological contracts and OCB to impact performance outcomes. A broader study could contribute to advancing human resource management knowledge, particularly within the healthcare sector, and provide practical guidance for improving employee performance in a variety of organizational contexts.

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## Author Contributions

ACS contributed to the conceptualization, study design, data collection, and manuscript drafting. AYK was responsible for the analysis, revision, supervision, and final approval of the manuscript. This division of roles ensures transparency and clarifies the individual responsibilities of each author in the research process.

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