

## The Effect of Organizational Citizenship Behavior and Employee Psychological Capital on Employee Performance at Bank Sumut with Job Satisfaction as a Moderating Variable

Michael Hutapea<sup>1\*</sup>, Ritha F. Dalimunthe<sup>2</sup>, Sirozujilam<sup>3</sup>

Magister Ilmu Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Sumatera Utara, Indonesia

**Corresponding Author:** Michael Hutapea [Michaelhtp97@gmail.com](mailto:Michaelhtp97@gmail.com)

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### ABSTRACT

In an increasingly dynamic work environment, employees' ability to voluntarily contribute through Organizational Citizenship Behavior (OCB) and possess high Psychological Capital, such as optimism, hope, resilience, and self-efficacy, is considered a critical factor influencing performance. Moreover, job satisfaction is often regarded as a key element that strengthens the relationship between these variables and performance. This study aims to analyze the influence of Organizational Citizenship Behavior (OCB) and Psychological Capital on employee performance at Bank Sumut, with job satisfaction as a moderating variable. A quantitative approach was employed in this study. The sample consisted of 83 employees out of 473 employees at Bank Sumut, selected using a simple random sampling technique. Data analysis was conducted using Structural Equation Modeling (SEM). The study's findings show that psychological capital and organizational citizenship behavior (OCB) both have a positive impact on employee performance. Job satisfaction also has a positive impact on employee performance, while psychological capital has a stronger effect on Bank Sumut employees' performance thanks to job satisfaction.

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## INTRODUCTION

In the era of globalization, organizations with superior employee performance will have a competitive advantage. High-performing employees are able to provide better service, produce innovative products, and expand the organization's market share. Employee performance directly affects customer satisfaction (Mukmin & Prasetyo, 2021). High-performing employees are able to provide superior service which in turn increases customer satisfaction and loyalty. Good employee performance also increases the motivation and work spirit of their colleagues, creating a positive work environment (Sembiring, 2020).

The object of this study is PT. Bank Sumut. Bank Sumut is a regional development bank with a foreign exchange nature established on November 4, 1961.

High employee performance will have a direct impact on the organization's profits and profitability (Chaidir et al., 2023). By producing more output, increasing sales, and reducing costs, high-performing employees will help improve the organization's overall financial results. Therefore, it is important for organizations to manage and improve employee performance as part of their overall employee strategy.

Internal factors are an important point in shaping the quality of work and employee performance. *Organizational Citizenship Behavior* (OCB) is a significant factor (Jufrizen et al., 2020). OCB includes employee voluntary behavior in helping the organization achieve its goals, such as helping coworkers, doing additional tasks, or maintaining the work environment. OCB can improve employee performance by strengthening cooperation, work enthusiasm, sense of belonging, and creating a positive work environment (Suparjo et al., 2023).

Employees at Bank Sumut face psychological capital (PsyCap) issues because they do not feel supported by coworkers or management, are undermotivated, or do not have positive expectations for their work. This non-conducive work environment is considered to be able to inhibit employee resilience, making them more susceptible to burnout and decreased performance. There is still a lack of specific PsyCap development programs, such as training to build optimism, stress management training, or mental resilience development, so that this causes employees who lack PsyCap to tend to have difficulty in maintaining stable performance.

In line with research conducted by Adhi Prastistha Silen (2016) that psychological capital has a positive and significant effect on employee performance. This finding is consistent with previous research by Amaliah and Wardani (2021), which states that PsyCap can improve employee performance by strengthening motivation, ability to cope with stress, creativity, and learning ability. Therefore, the results of this pre-survey provide a deeper understanding of the importance of PsyCap in the context of employee performance at Bank Sumut, as well as its relevance in exploring the influence of PsyCap on employee performance with job satisfaction as a moderating variable. In addition, Liwarto and Kurniawan (2015) found that overall PsyCap is positively and significantly related to individual employee performance, with a significance value of  $0.000 < 0.05$  and a strong correlation coefficient of 0.652.

Previous research has provided a fairly strong understanding of the importance of job satisfaction as a moderating variable in the relationship between *Organizational Citizenship Behavior* (OCB), Psychological Capital (PsyCap), and employee performance. The results of research by Endah Rahayu Lestari and Nur Kholifatul Fithriyah Ghaby (2018) showed that OCB has a positive influence on employee job satisfaction and performance. Furthermore, research by Pratiwi (2020) and Hariani et al. (2019) strengthened these findings by showing that job satisfaction strengthens the relationship between OCB, PsyCap, and employee performance. However, there is a gap in previous research that needs to be explored further. Although there has been research linking OCB to employee job satisfaction and performance, further research can explore in more depth how these factors interact in different contexts, including the influence of moderating variables such as Organizational Commitment, Worklife Balance, and Job Stress.

Job satisfaction, or a positive evaluation of one's job, plays an important role in the relationship between OCB, PsyCap, and employee performance. Employees who are satisfied with their jobs tend to be more motivated to help their coworkers and the organization as a whole, thereby increasing their OCB. In addition, job satisfaction makes employees feel more positive and optimistic, which in turn increases their PsyCap. Job satisfaction also moderates the relationship between OCB and PsyCap with employee performance, strengthening the positive effects of both on performance. Research by Pratiwi (2020) and Hariani et al. (2019) also showed that job satisfaction strengthens the relationship between OCB, PsyCap, and employee performance.

Although various studies have shown the importance of Organizational Citizenship Behavior (OCB) and Psychological Capital (PsyCap) in improving employee performance, there are still challenges that must be overcome at Bank Sumut. Based on the results of the pre-survey that has been conducted, several aspects of performance such as creativity, compliance with instructions, and motivation for self-development have not reached optimal levels. In addition, although most employees show the ability to maintain distance from the problem and have concrete steps in achieving goals, the ability to provide positive attribution in various situations still needs to be improved. Therefore, this study will further explore the role of OCB and PsyCap in improving employee performance, by considering moderating factors such as job satisfaction, in order to find effective solutions to improve overall performance at Bank Sumut. So in this thesis the author takes the title "The Influence of Organizational Citizenship Behavior and Psychological Capital Employee Satisfaction on Employee Performance at Bank Sumut with Job Satisfaction as a Moderating Variable".

## LITERATURE REVIEW

### *Organizational Citizenship Behavior*

Definition of Organizational Citizenship According to Aprianti (2019), is defined as individual behavior that is free (discretionary), is not directly and openly expected from the formal incentive system, and promotes the effectiveness of organizational functions in general. Free, helpful, obedient to regulations, sporty, and happy attitude since the conduct is not needed by role

criteria or job descriptions that are explicitly required as part of a contract with the business, but rather as a personal decision. According to Putri and Segala (2017), Organizational Citizenship Behavior (OCB) is a term used to describe employees who give value to the work they do or to the firm. Individual activity that is voluntary, not directly or officially recognized in the incentive system, and contributes to the company's efficient operation. OCB is also known as additional role behavior because employees' behavior goes beyond their primary job.

According to Gunara (2018), Organizational Citizenship activity (OCB) is "employee behavior that is carried out voluntarily, is not directly or indirectly related to the reward system, and overall can support the effectiveness and efficiency of the organization". While the personality basis for Organizational Citizenship Behavior (OCB) displays employees that are cooperative, helpful, compassionate, and serious."

### ***Psychological Capital***

Suvonova et al., (2019) stated that Psychological capital is a collection of positive traits of a person that can trigger innovative behavior, where the collection of traits must be well aligned so that each trait supports each other. Positive psychological capital is defined by self-efficacy in taking action, attempting to finish difficult activities, remaining optimistic about the present or the future, persevering in reaching goals, and having the resilience to overcome a challenge. Kusuma and Prihatsanti, (2020) define Psychological capital as a positive individual brush that aims to help the individual himself to develop. This development is distinguished by a high level of self-confidence in completing work, a strong sense of optimism for success, persistence in obtaining success, and steadfastness and strength in dealing with challenges until success is achieved.

Anggraini, (2021) argues that Psychological capital is a variable that if owned by a worker will have a positive impact on aspects of work, such as having job satisfaction, organizational commitment, job happiness, job performance, and increased performance. According to Giancaspro et al, (2022) defines that Psychological capital is a collection of positive traits managed by individuals in the workplace that can produce a positive emotional feeling that can be used by individuals as an extra proactive role such as sharing creative ideas or making suggestions for improvements that are useful for the success of the organization because it can be a driver of employee performance.

Based on the descriptions provided in the preceding studies, it is possible to conclude that psychological capital is a state of positive psychological development in individuals that is characterized by self-confidence, persistence in achieving goals, positive psychology, and the ability to survive and face various problems.

### ***Employee Performance***

Nurjaya (2021) stated that performance is the level of achievement of results from carrying out certain tasks. Company performance is the level of achievement of results in order to realize company goals. Putri (2020) stated that performance is the results of a person's or group's work functions in an

organization over a certain period of time that reflects how well a person or group meets the requirements of a job in an effort to achieve organizational goals. Lilyana, De Yusa, and Yatami (2021) stated that performance is the result of work that has been achieved by completing tasks and responsibilities that have been given within a certain period of time.

According to Aziz and Fauzah (2018), performance is a description of the level of achievement of the implementation of a program of activities or policies in attaining an organization's goals, objectives, vision, and mission as specified in the organization's strategic plan. According to Farisi, Irnawati, and Fahmi (2020), performance is the consequence of a person meeting the applicable standards for the position in question. According to Arisanti, Santoso, and Wahyuni (2019), performance is a person's or group's willingness to carry out and perfect actions in accordance with their duties and expected outcomes.

### ***Job Satisfaction***

Job satisfaction is an affective or emotional response to different facets of one's job. A collection of employee opinions on whether or not their employment is fun. A general attitude about one's workplace that reveals the disparity between the number of rewards employees receive and the amount they consider they should receive. Afandi (2018:73).

Job satisfaction is an employee's attitude toward work connected to work settings, collaboration amongst employees, rewards earned at work, and matters relating to physical and psychological elements Edy Sutrisno (2019:74).

Handoko (2020:193) describes job satisfaction as an employee's pleasant or unpleasant feelings about their work, which may be demonstrated in the employee's positive attitude toward work and everything experienced in the work environment.

As a result, the definition of job satisfaction is a positive attitude of the workforce, including sentiments and behavior toward their work, as evidenced by an assessment of one's work as a sense of appreciation for accomplishing one of the work's main values.

### ***Conceptual Framework***

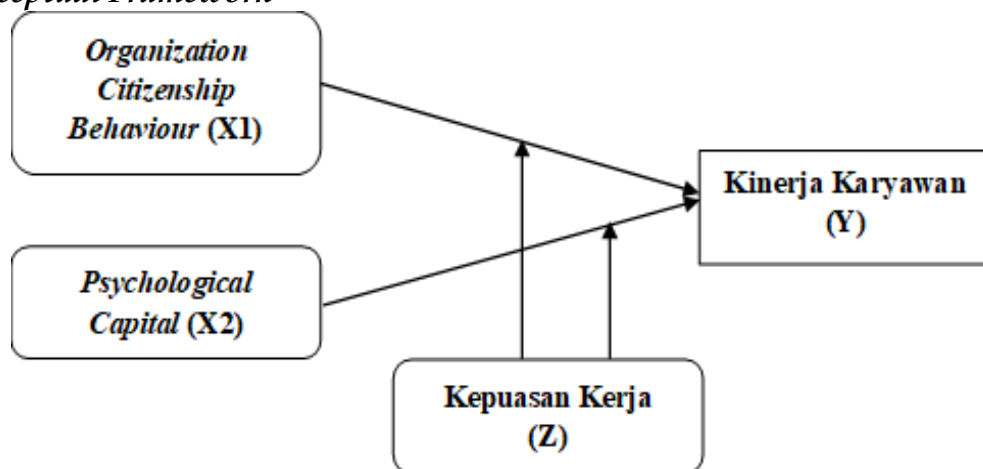


Figure 1 Conceptual Framework

**Hypothesis**

Based on the conceptual description that has been presented, the researcher developed a hypothesis as follows:

- H1: *Organizational Citizenship Behavior* (OCB) has a positive effect on employee performance.
- H2: *Psychological Capital* has a positive effect on employee performance.
- H3: Job Satisfaction strengthens the influence *Organizational Citizenship Behavior* on Employee Performance.
- H4: Job Satisfaction strengthens the influence *Psychological Capital* on Employee Performance.

**METHODOLOGY**

This research is a quantitative research with explanatory research design. Explanatory research aims to explain the causal relationship between independent and dependent variables. In this study, the independent variables are organizational citizenship behavior (OCB) and Psychological capital (PsyCap), and the dependent variable is employee performance. Job satisfaction is tested as a moderator variable. This research was conducted at Bank Sumut, Jl. Imam Bonjol No.18, Madras Hulu, Medan Polonia District, Medan, North Sumatra. The research period starts from February 2024 to December 2024. The population of this study is all employees of Bank Sumut totaling 473 people from OJK data PT. BPD SUMATERA UTARA. In this study, the technique used in determining the sample is simple random sampling. According to Sugiyono (2016) the simple random sampling technique is a sampling technique from population members which is carried out randomly without considering the strata in the population. This study uses several methods and techniques of data collection, namely primary data, namely data obtained directly from research respondents, namely Bank Sumut employees. Primary data is obtained through questionnaires. While secondary data is data obtained from other sources, such as the Bank Sumut website, Bank Sumut annual reports, scientific journals, and books.

**RESEARCH RESULT**

***Organizational Citizenship Behavior Variable***

Table 1 Descriptive Variables of Organizational Citizenship Behavior

No.	Statement	Frequency										Mean	Caption
		STS		TS		KS		S		SS			
		f	%	f	%	f	%	f	%	f	%		
1.	Willing to help coworkers	0	0	2	2.4	20	24.1	46	55.4	15	18.1	3.89	S
2.	Demonstrates concern for the success of coworkers	0	0	2	2.4	23	27.7	42	50.6	16	19.3	3.87	S
3.	Comply with procedures appropriate to the	0	0	5	6	26	31.3	41	49.4	11	13.3	3.7	S

No.	Statement	Frequency										Mean	Caption	
		STS		TS		KS		S		SS				
		f	%	f	%	f	%	f	%	f	%			
	organization in completing tasks													
4.	Work with discipline without the need for direct supervision	0	0	2	2.4	21	25.3	43	51.8	17	20.5	3.9	S	
5.	Maintain good relationships with coworkers to prevent conflict	0	0	3	3.6	20	24.1	53	63.9	7	8.4	3.77	S	
6.	Able to accept criticism or input	0	0	3	3.5	18	21.7	40	48.2	22	26.5	3.98	S	
7.	Participate in supporting activities held by the organization	0	0	1	1.2	20	24.1	52	62.7	10	12	3.86	S	
8.	Looking for important information that is useful for the organization	0	0	1	1.2	17	20.5	61	73.5	4	4.8	3.82	S	
<b>Average of Organizational Citizenship Behavior Variables</b>												3.85	S	

Source: Processed Data, 2024

Based on Table 1, it can be seen that the average value of perceived Organizational Citizenship Behavior is 3.85 and in Figure 4.3 it can be seen that there are 5 indicators that have an average above 3.85 while the other 3 indicators get an average value below 3.85 where the indicators are seeking important information that is useful for the organization, maintaining good relationships with coworkers to prevent conflict, and complying with procedures in accordance with the organization in completing tasks. This indicates that on average the perceived Organizational Citizenship Behavior is quite good, the agency listens to input and provides direction to employees. This open communication helps build better relationships between employees and management, which is a major factor in encouraging OCB behavior, in addition the agency ensures that employees are given facilities and benefits that are balanced with their contributions, including welfare policies, allowances, and career development opportunities. This creates a sense of fairness which is an important foundation for OCB.

**Psychological Capital Variables**

**Table 2 Descriptive Variables of Psychological Capital**

No.	Statement	Frequency										Mean	Caption
		STS		TS		KS		S		SS			
		f	%	f	%	f	%	f	%	f	%		
1.	Able to motivate yourself to see opportunities	0	0	0	0	18	21.7	45	54.2	20	24.1	4.02	S
2.	Using skills to fulfill desires	0	0	1	1.2	13	15.7	51	61.4	18	21.7	4.04	S
3.	Have concrete steps in achieving goals	0	0	2	2.4	13	15.7	47	56.6	21	25.3	4.05	S
4.	Seeing difficult situations as opportunities to learn and grow	0	0	0	0	17	20.5	47	56.6	19	22.9	4.02	S
5.	Able to provide positive attribution in all situations	0	0	1	1.2	16	19.3	50	60.2	16	19.3	3.98	S
6.	Have long-term goals that you want to achieve in your career	0	0	2	2.4	18	21.7	44	53	19	22.9	3.96	S
7.	Able to provide distance (emotional and physical) from the source of the problem	0	0	2	2.4	20	24.1	39	47	22	26.5	3.98	S
8.	Giving positive energy to coworkers	0	0	1	1.2	12	14.5	45	54.2	25	30.1	4.13	S
9.	Enthusiasm in carrying out daily tasks	0	0	1	1.2	13	15.7	43	51.8	26	31.3	4.13	S
<b>Average Psychological Capital Variable</b>											4.03	S	

*Source: Processed Data, 2024*

Based on Table 2, it can be seen that the average value of psychological capital is 4.03. It can be seen that there are 4 indicators that have an average value above 4.03 while the other 5 indicators get an average value below 4.03 where the



indicators are seeing difficult situations as opportunities to learn and develop, being able to motivate oneself to see opportunities, being able to provide positive attribution in all situations, being able to provide distance (emotional and physical) from the source of the problem, and having long-term goals that they want to achieve in their careers. This indicates that Bank Sumut employees' psychological capital is quite high; employees are able to apply their skills at work; employees have concrete steps for achieving goals; employees are able to provide positive energy for their work environment; and employees are enthusiastic about carrying out their daily tasks. However, there are still employees who find it difficult to motivate themselves, see difficult situations as opportunities to learn and develop, and some employees have not been able to distance themselves (emotionally or physically) from the source of the problem, and do not have long-term goals to achieve in their careers; this is caused by high work pressure, monotonous routines, lack of appreciation, and a work culture that is too result-oriented, making it difficult to Furthermore, the lack of support for stress management makes it harder for employees to remove themselves from the issues they are confronting.

**Employee Performance Variables**

Table 3 Descriptive Employee Performance Variables

No.	Statement	Frequency										Mean	Caption
		STS		TS		KS		S		SS			
		f	%	f	%	f	%	f	%	f	%		
1.	Complete work according to target	0	0	0	0	13	15.7	48	57.8	22	26.5	4.11	S
2.	Don't procrastinate in completing work	0	0	0	0	14	16.9	37	44.6	32	38.6	4.22	S
3.	Produce accurate and error-free work	0	0	4	4.8	19	22.9	41	49.4	19	22.9	3.9	S
4.	Meet the quality standards set by the company	0	0	0	0	13	15.7	43	51.8	27	32.5	4.17	S
5.	Understanding job duties and responsibilities	0	0	1	1.2	20	24.1	39	47	23	27.7	4.01	S
6.	Have knowledge of work procedures	0	0	0	0	14	16.9	43	51.8	26	31.3	4.14	S
7.	Creating innovative solutions	0	0	0	0	21	25.3	34	41	28	33.7	4.08	S

No.	Statement	Frequency										Mean	Caption
		STS		TS		KS		S		SS			
		f	%	f	%	f	%	f	%	f	%		
8.	Actively contribute to the team and support other members	0	0	0	0	16	19.3	48	57.8	19	22.9	4.04	S
9.	Looking for ways to improve work processes without being asked	0	0	0	0	17	20.5	46	55.4	20	24.1	4.04	S
10.	Dare to take calculated risks to achieve better results	0	0	1	1.2	12	14.5	53	63.9	17	20.5	4.04	S
<b>Average Employee Performance Variables</b>												4.08	S

Source: Processed Data, 2024

Based on Table 3, it can be seen that the average value of perceived Employee Performance is 4.08 and in Figure 4.5 it can be seen that there are 5 indicators that have an average above 4.08 while the other 5 indicators get an average value below 4.08 where the indicators dare to take measurable risks to achieve better results, find ways to improve work processes without being asked, actively contribute to the team and support other members, and produce accurate and error-free work. This indicates that on average the perceived Employee Performance is quite good, in facing changes in technology and the dynamics of the banking industry, Bank Sumut employees are able to adapt well. Bank Sumut employees consistently show good performance in achieving operational targets such as increasing the number of customers, achieving revenue, and growing assets. This reflects their ability to carry out their duties effectively. In addition to focusing on core work, Bank Sumut employees are also active in supporting corporate social responsibility programs. This reflects their commitment to community development outside of formal work.

**Job Satisfaction Variables**

Table 4 Descriptive Variables of Job Satisfaction

No.	Statement	Frequency										Mean	Caption
		STS		TS		KS		S		SS			
		f	%	f	%	f	%	f	%	f	%		
1.	Satisfaction with achieving success in work	0	0	2	2.4	16	19.3	43	51.8	22	26.5	4.02	S
2.	Satisfaction with interesting and not boring work	0	0	1	1.2	13	15.7	43	51.8	26	31.3	4.13	S

No.	Statement	Frequency										Mean	Caption
		STS		TS		KS		S		SS			
		f	%	f	%	f	%	f	%	f	%		
3.	Salary compliance	0	0	0	0	20	24.1	32	38.6	31	37.3	4.13	S
4.	Compliance allowance	0	0	2	2.4	10	12	42	50.6	29	34.9	4.18	S
5.	Satisfaction with job promotion opportunities	0	0	0	0	22	26.5	36	43.4	25	30.1	4.04	S
6.	Satisfaction with current position	0	0	0	0	13	15.7	57	68.7	13	15.7	4	S
7.	The superior carries out fair and objective supervision.	0	0	1	1.2	17	20.5	41	49.4	24	28.9	4.06	S
8.	Coworkers are supportive and helpful in completing tasks	0	0	3	3.6	12	14.5	44	53	24	28.9	4.07	S
9.	Having familiarity with co-workers, both in the office and outside the office	0	0	0	0	20	24.1	40	48.2	23	27.7	4.04	S
<b>Average Job Satisfaction Variable</b>											4.07	S	

Source: Processed Data, 2024

Based on Table 4, it can be seen that the average value of job satisfaction is 4.07. It can be seen that there are 4 indicators that have an average value above 4.07 while the other 5 indicators get an average value below 4.07 where the indicators are fair supervision from superiors, having familiarity with coworkers both in the office and outside the office, satisfaction with promotion opportunities, satisfaction with achievements in work and satisfaction with the position currently held. With an average value of 4.07, this indicates that employee job satisfaction at Bank Sumut is quite good, as evidenced by employees who are satisfied with the Company's salary and benefits, employees who believe that the work they do is interesting and not boring, and employees who believe that they are supported by their coworkers, which is obviously very important in the process of completing work. Although there are still some employees who still feel dissatisfied with their work, this is because their achievements have not been in accordance with their expectations or potential, some employees also feel that the positions they hold do not support their personal goals or do not provide a good balance between work and their personal

life, in addition, employees feel that they do not receive constructive and fair feedback from their superiors.

**Convergent Validity Test**

In reflective constructs, validity testing *convergent* conducted by looking at the loading factor value. Each research indicator is measured by the loading factor value on each construct. Convergent validity testing can also be conducted by looking at the Average Variance Extracted (AVE) value. In Table 4.12. it is known that the AVE value for all variables is > 0.5 so that the value meets the validity requirements.

Table 5 Average Variance Extracted (AVE) Value

	Average Variance Extracted (AVE)
Job Satisfaction (Z)	0.655
Employee Performance (Y)	0.650
Organizational Citizenship Behavior (X1)	0.622
Psychological Capital (X2)	0.603

Source: Processed Data, 2024

Based on Table 5, it is known that the AVE value of the variables organizational citizenship behavior, psychological capital, employee performance, and job satisfaction is > 0.5 so that it meets the validity requirements.

**Discriminant Validity Test**

One way that can be used to test discriminant validity is with the Heterotrait-montrait Ratio (HTMT). The discriminant validity test with the Heterotrait-montrait Ratio (HTMT) all values <0.90 so that all constructs are declared discriminantly valid.

Table 6 Heterotrait-montrait Ratio Values

	Job Satisfaction (Z)	Employee Performance (Y)	Organizational Citizenship Behavior (X1)	Psychological Capital (X2)
Job Satisfaction (Z)	0.809			
Employee Performance (Y)	0.752	0.806		
Organizational Citizenship Behavior (X1)	0.745	0.802	0.789	
Psychological Capital (X2)	0.832	0.815	0.784	0.776

Source: Processed Data, 2024

Based on Table 6 above, it is known that all Heterotrait Montrait Ratio (HTMT) values < 0.90, so that all constructs are declared discriminantly valid.

**Composite Reliability Test**

*Composite Reliability* is a parameter that describes how reliable a measurement instrument is. If the value obtained exceeds 0.70, it can be concluded that the construct has a high level of reliability.

Table 7 Composite Reliability Values

	Composite Reliability
Job Satisfaction (Z)	0.938
Employee Performance (Y)	0.937
Organizational Citizenship Behavior (X1)	0.929
Psychological Capital (X2)	0.924

Source: Processed Data, 2024

Based on Table 7, it can be seen that the Composite Reliability value of all research constructs is > 0.70. This indicates that each variable has achieved an adequate level of composite reliability, thus meeting the reliability requirements.

**Cronbach's Alpha Test**

Strengthening the reliability test with composite reliability above can also be supported by using the cronbach's alpha value. A variable can be considered reliable or meets the cronbach's alpha standard if its value is > 0.7.

Table 8 Cronbach's Alpha Value

	Cronbach's Alpha
Job Satisfaction (Z)	0.924
Employee Performance (Y)	0.923
Organizational Citizenship Behavior (X1)	0.913
Psychological Capital (X2)	0.905

Source: Processed Data, 2024

Based on Table 8, it can be seen that the cronbach's alpha value of each research variable is > 0.7. Therefore, it can be concluded that each research variable meets the cronbach's alpha value standard, indicating a high level of reliability in all variables.

**Structural Model Evaluation (Inner Model)**

1. R-Square

Structural model testing (Inner Model) is done by looking at the R-Square (R<sup>2</sup>) value. R-square is used to assess the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence (Hair et., al., 2021). Values of 0.75 (strong), 0.50 (moderate), and 0.25 (weak).

Table 9 R-Square Results

	<i>R Square</i>	<i>R Square Adjusted</i>
<b>Performance (Y)</b>	0.777	0.762

Source: Processed Data, 2024

Based on Table 9, it can be seen that the Adjusted R Square value explains the variation in employee performance construct (KP) by 77.7%, which is in the strong category, and there is an influence of other variables of 33.9%.

2. Coefficient of Influence Between Variables

Table 10 Influence Coefficients Between Variables

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>Job Satisfaction (Z) -&gt; Performance (Y)</b>	0.223	0.263	0.157	1,414	<b>0.158</b>
<b>Kk*Ocb -&gt; Performance (Y)</b>	-0.308	-0.271	0.121	2,542	0.011
<b>Kk*Psycap -&gt; Performance (Y)</b>	0.251	0.235	0.108	2,325	0.020
<b>Ocb (X1) -&gt; Performance (Y)</b>	0.277	0.257	0.118	2,355	0.019
<b>Psycap (X2) -&gt; Performance (Y)</b>	0.351	0.347	0.138	2,531	0.012

Source: Processed Data, 2024

**Hypothesis Test Results**

From the processing results above, the results of the research hypothesis testing were obtained as given in Table 4.18.

Table 11 Hypothesis Test Results

<b>Hypothesis</b>	<b>Influence Coefficient</b>	<b>P Values</b>	<b>Conclusion</b>
<i>Organizational Citizenship Behavior (OCB) has a positive influence on employee performance</i>	0.277	0.019	Accepted
<i>Psychological Capital has a positive effect on employee performance</i>	0.351	0.012	Accepted
<i>Job Satisfaction Strengthens the Influence of Organizational Citizenship Behavior on Employee Performance</i>	-0.308	0.11	Rejected
<i>Job Satisfaction Strengthens the Influence of Psychological Capital on Employee Performance</i>	0.251	0.02	Accepted

Source: Processed Data, 2024

Based on Table 11, it can be seen that:

1. Influence *Organizational Citizenship Behavior* (OCB) on Performance Bank Sumut employees showed a coefficient value of 0.277 with the *t* statistics value (2,355) > *t* table (1.66342) and significance (0.019) < 0.05. Thus it can be interpreted that *Organizational Citizenship Behavior* (OCB) has a positive and significant effect on Bank Sumut Employee Performance, so hypothesis 1 is accepted.
2. Influence *Psychological Capital* on Performance Bank Sumut employees showed a coefficient value of 0.351 with a *t* statistics value (2.531) > *t* table (1.66342) and significance (0.012) < 0.05. Thus it can be interpreted that *Psychological Capital* has a positive and significant effect on Bank Sumut Employee Performance, so hypothesis 2 is accepted.
3. The influence of *Organizational Citizenship Behavior* on the Performance of Bank Sumut Employees moderated by Job Satisfaction shows a coefficient value of -0.308 with the *t* statistics value (2,542) > *t* table (1.66342) and significance (0.011) < 0.05. Thus it can be interpreted that Job Satisfaction Weakens the Influence of *Organizational Citizenship Behavior* on Employee Performance Bank Sumut, so hypothesis 3 is rejected.
4. Influence *Psychological Capital* on the Performance of Bank Sumut Employees moderated by Job Satisfaction shows a coefficient value of 0.251 with the *t* statistics value (2,325) > *t* table (1.66342) and significance (0.02) < 0.05. Thus it can be interpreted that Job Satisfaction strengthens the influence *Psychological Capital* on Employee Performance Bank Sumut, so hypothesis 4 is accepted.

## DISCUSSION

### *The Influence of Organizational Citizenship Behavior on Bank Sumut Employee Performance*

The results of this study indicate that *Organizational Citizenship Behavior* has a positive and significant effect on Employee Performance. This means that if the organizational citizenship behavior of Bank Sumut employees is improved, it will be able to improve the performance of Bank Sumut employees.

The results of this study are reflected in the descriptive statistical analysis which shows OCB in the "High" category with an average value of 3.85. The value sequence diagram shown in Figure 4.3 Average Graph of Organization Citizenship Behavior (OCB) Variables indicates that by encouraging OCB, Bank Sumut can improve employee and organizational performance as a whole, strengthening its position as a competitive and superior financial institution. OCB acts as a catalyst that supports employee performance at Bank Sumut through increased cooperation, productivity, customer satisfaction, and adaptability to change. By encouraging OCB behavior, Bank Sumut can create a more productive and harmonious work environment, which has a direct impact on improving individual and organizational performance.

The findings of this study are consistent with the theory *Social Exchange Theory* (SET), explains that extra-curricular behavior (OCB) carried out by employees such as helping fellow co-workers, taking initiative, or participating in organizational activities builds a reciprocal relationship between employees and the organization. When employees demonstrate such behavior, the organization will respond by providing resources, support, or rewards, which in

turn can improve overall organizational performance (Blau, 1964; Cropanzano & Mitchell, 2005).

### ***The Influence of Psychological Capital on the Performance of Bank Sumut Employees***

The results of this study indicate that Psychological Capital has a positive and significant effect on Employee Performance. This means that if the psychological capital of Bank Sumut employees is increased, it will have a positive impact on optimizing employee performance.

This is because employees are able to use their skills in their work, employees also have concrete steps in achieving goals, employees are able to provide positive energy for their work environment, in addition employees are also enthusiastic in carrying out their daily tasks. They feel excited to learn new things, overcome challenges, and achieve goals in their careers. Employees who have high self-confidence in completing tasks (self-efficacy), optimism in facing challenges, hope to achieve targets (hope), and resilience in facing difficulties (resilience) tend to show more productive, innovative, and consistent performance.

The results of this study are reflected in the descriptive statistical analysis indicating that statements 8 and 9 have an average value of 4.13, stating that employees feel enthusiastic in carrying out their daily tasks, in addition they can also provide positive energy to other coworkers so that this can strengthen work relationships, improve collaboration, and encourage better team performance. Employees are also aware of the importance of skills, thus encouraging them to utilize them optimally. In addition, the motivation to achieve makes them proactive in using skills as the main tool for achieving success.

These findings are in line with the Social Cognitive Theory developed by Albert Bandura, stating that self-efficacy or an individual's belief in their ability to succeed greatly influences their achievement. Self-efficacy is one of the main components of PsyCap. Employees with high self-efficacy tend to be more confident in completing challenging tasks, so they try harder, are more persistent, and show better performance. Optimism and hope in PsyCap also contribute to a positive view of tasks and goals, which strengthens performance (Bandura in Kauffman, et al, 2023).

### ***Job Satisfaction Weakens the Influence of Organizational Citizenship Behavior on Bank Sumut Employee Performance***

The results of this study indicate that Job Satisfaction weakens the influence of Organizational Citizenship Behavior on Employee Performance. This means that if the job satisfaction of Bank Sumut employees increases, it will have a negative impact and weaken the influence of organizational citizenship behavior on the performance produced by employees.

When job satisfaction is high, employees tend to feel satisfied with their jobs, so that the motivation to do extra tasks (OCB) can decrease. This is known as the emotional burnout effect, where employees feel no need to make additional contributions outside their roles because they are satisfied with their current conditions. Conversely, low job satisfaction can be motivating. With the



reduction of OCB, which should be able to strengthen team or individual performance, its impact on employee performance at Bank Sumut can be weaker. Without OCB, even though job satisfaction is high, employees may not show optimal performance in collaborating or completing more complex tasks.

One dimension of OCB is proactivity, which encourages employees to find new ways to solve problems or improve processes. However, if job satisfaction is too high and employees feel unchallenged, they may no longer have the motivation to put in extra effort, which in turn can weaken the effect of OCB on performance. Satisfied employees may feel that they have received everything they want (such as benefits, working conditions, or recognition), but they may not exhibit OCB behaviors that can improve overall performance. At Bank Sumut, employees who feel satisfied with what they receive may not contribute more to the interests of the team or organization, which ultimately limits the positive impact of OCB on individual performance. At Bank Sumut, if employees focus too much on personal satisfaction without considering the overall performance of the organization, this can reduce their contribution to common goals, such as increasing customer satisfaction or operational efficiency. The impact is that even though employees feel satisfied, the positive effect of OCB on performance will be reduced. Not all satisfied employees have the same motivation to engage in OCB behavior. Some may be more focused on their personal work and not feel compelled to help others or show extra commitment that is directly related to the performance of the team or organization.

### ***Job Satisfaction Strengthens the Influence of Psychological Capital on Employee Performance***

The results of this study indicate that Job Satisfaction can strengthen the influence of Psychological Capital on Employee Performance. This means that if the job satisfaction of Bank Sumut employees increases, it will have a positive impact and strengthen the influence of psychological capital on the performance produced by employees. This is because Bank Sumut employees feel satisfied with their jobs because the supportive work environment increases their self-confidence, motivation, and emotional resilience. Employees are also satisfied with the salary and benefits provided by Bank Sumut. Employees also feel that the work they do is interesting and not boring. Job satisfaction not only affects the psychological condition of employees but also has a significant impact on their performance.

The results of this study are reflected in the descriptive statistical analysis of the job satisfaction sub-indicator of salary suitability and suitability of benefits provided by Bank Sumut. Employees feel satisfied because the income received reflects their contribution to the company, thus motivating them to continue working well, in addition, benefits such as health insurance, transportation, meals, or other welfare help them live more comfortably and support the balance between their work and personal life. In addition, employees feel that other co-workers at Bank Sumut are always ready to provide support and assistance in completing tasks, creating a collaborative and harmonious work environment. Employees feel a sense of mutual trust and good cooperation, which allows them to achieve common goals more effectively.

Based on Social Cognitive Theory, it is emphasized that self-efficacy influences how employees face challenges in the workplace. When employees have high self-efficacy, they feel more confident in achieving goals and completing tasks, which can increase job satisfaction. In addition, other components of PsyCap, such as optimism and hope, help employees stay positive and focus on long-term results, which can increase satisfaction with their jobs and work environment. (Bandurain Kauffman, et al, 2023).

## CONCLUSIONS AND RECOMMENDATIONS

### *Conclusion*

Based on the results of the analysis and discussion The Influence of Organizational Citizenship Behavior and Psychological Capital Employee Satisfaction on Employee Performance at Bank Sumut with Job Satisfaction as a Moderating Variable, then we can conclude several things as follows:

1. *Organizational citizenship behavior* (OCB) has a positive and significant effect on the performance of Bank Sumut employees.
2. *Psychological Capital* has a positive and significant influence on the performance of Bank Sumut employees.
3. Job satisfaction weakens the influence of organizational citizenship behavior on the performance of Bank Sumut employees.
4. Job satisfaction can strengthen the influence of psychological capital on the performance of Bank Sumut employees.

### *Recommendation*

Based on the results of the research and discussion, the following suggestions can be given:

- a. Based on the results of respondents' answers to the organizational citizenship behavior variable which received the lowest mean value, namely the statement "I comply with the procedures in force in the organization to complete tasks properly", it is recommended that Bank Sumut can evaluate and simplify existing procedures, ensuring that each step is easy to understand and relevant to employee tasks.
- b. Based on the results of respondents' answers to the psychological capital variable which received the lowest mean value, namely the statement "I have clear long-term goals to achieve in my career", it is recommended that Bank Sumut can hold a structured career development program, such as career management training or career planning workshops. In addition, Bank Sumut can provide mentoring or coaching sessions with superiors, where employees can discuss their career aspirations, receive guidance, and get motivation. Bank Sumut can also provide access to resources that support employee skills development, such as professional training, certification, or projects that allow employees to expand their competencies and explore areas relevant to their careers.
- c. Based on the results of respondents' answers to the employee performance variable that received the lowest mean value, namely the statement "I rarely make mistakes in my work that significantly affect the results", it is recommended that Bank Sumut conduct regular training to improve

- employee competence, especially in areas that are prone to errors. Bank Sumut must also strengthen the monitoring and feedback system, where superiors or coworkers provide regular evaluations of employee work results. In addition, Bank Sumut can create a work culture that supports collaboration and open communication, so that employees feel comfortable asking questions or discussing if they face difficulties in their work.
- d. Based on the results of respondents' answers to the job satisfaction variable which received the lowest mean value, namely the statement "I am satisfied with my current position", it is recommended that Bank Sumut evaluate the promotion and career development system to ensure that each employee has a fair and clear opportunity to move up in position according to their performance and competence.

### ADVANCED RESEARCH

Based on the limitations of this study, it is expected that further research can include new variables such as work motivation, organizational climate, or the influence of leadership style on employee performance. Further research can also compare employee performance at Bank Sumut with other banks, both government and private banks, to see the differences in strategies and approaches used to improve employee performance. Further researchers can explore how digitalization of work processes affects employee performance both at Bank Sumut, government and private banks, especially in the era of digital banking.

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