

Coworker Support and OCB: Mediating Effects of Job Satisfaction and Motivation

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This study looks at how colleague support affects Organisational Citizenship Behaviour (OCB) among nurses at RSUD Embung Fatimah, Batam, with an emphasis on the mediating functions of work relationship between colleague support and OCB. The study employed a quantitative methodology and an explanatory research design, with 146 nurses chosen by stratified random sampling. SEM-PLS, or structural equation modeling-partial least squares, was used to analyse the data after it was gathered through the use of standardised questionnaires. Job satisfaction strongly mediates the association between coworker support and OCB, according to the results, which also suggest that coworker support has a favourable impact on work motivation and job satisfaction. However, OCB is neither directly impacted by nor mediates the relationship with job motivation. In order to promote behaviours that increase organisational success, these findings highlight the need of establishing a supportive work environment. To improve nurse service quality, hospital administration should concentrate on creating a collaborative culture

Keywords: Coworker Support; Organizational Citizenship Behavior (OCB); Job Satisfaction; Work Motivation, Nurses.

INTRODUCTION

Hospitals, as institutions responsible for providing healthcare services, bear a significant responsibility in ensuring the quality of care given to patients, with nurses playing a central role in the success of this service. According to the Indonesian Ministry of Health (2019), nurses contribute approximately 40-60% of the total services delivered in hospitals. However, despite their crucial role, the diversity of professions within hospitals necessitates effective interprofessional collaboration (IPC). IPC has been shown to enhance communication, coordination, and patient satisfaction (Patima, 2021). Unfortunately, at RSUD Embung Fatimah in Batam, IPC has not been optimally implemented, as reflected in several unmet quality indicators, including low compliance with clinical pathways, inadequate employee training, and a high number of patient safety incidents, especially prescription errors, with 119 incidents reported over a three-month period (April–June 2025). These issues indicate serious communication breakdowns between units, delays in medication administration, and the absence of standardized patient transfer processes, all of which impact the overall quality of care.

A deeper issue also lies in the level of Organizational Citizenship Behavior (OCB) among the nursing staff. OCB, which includes voluntary behaviors such as helping colleagues without being asked, engaging in quality improvement efforts, and demonstrating loyalty to the organization, is essential for improving team effectiveness and service quality. Research has shown that OCB can enhance team performance and the quality of hospital services (Organ, 1988). However, at RSUD Embung Fatimah, a significant number of nurses do not exhibit high levels of OCB. According to a study by Joy Juita Lumban Raja (2025), 60% of nurses do not display OCB in their work environment. This lack of OCB negatively affects interprofessional collaboration, team effectiveness, and the overall quality of patient care. One primary reason for this low OCB is the insufficient co-worker support. Social support from colleagues is vital for improving job satisfaction and work motivation, which in turn fosters OCB among nurses. Previous research by Liu et al. (2023) emphasizes that social support can enhance OCB through mediation by job satisfaction and work engagement. However, many nurses at RSUD Embung Fatimah feel a lack of support from colleagues, which hinders the development of OCB.

Therefore, this study aims to explore how coworker support influences OCB among nurses, with job satisfaction and work motivation serving as mediators in this relationship. The research will also examine how improving social support among colleagues can enhance OCB, ultimately leading to better quality of care at RSUD Embung Fatimah. The findings of this study are expected to provide valuable insights for hospital management to develop more effective strategies to improve job satisfaction, work motivation, and create a supportive work environment that fosters interprofessional collaboration, ultimately helping the hospital meet its service standards

LITERATURE REVIEW

Grand Theory: Social Exchange Theory (SET)

Social Exchange Theory (SET), developed by George C. Homans in 1958, serves as the foundational grand theory for this research. SET posits that human behavior in social interactions is driven by the goal of maximizing rewards and minimizing costs. Homans emphasized that all social behavior can be understood as an exchange of valued resources, which may include tangible goods, social approval, respect, or status.

According to SET, individuals engage in interactions with the intention of gaining more than what they give, seeking to achieve a balance between the benefits they receive and the costs they incur. Homans outlined several key propositions of SET: the Success Proposition states that actions that yield rewards are more likely to be

repeated; the Stimulus Proposition explains that stimuli associated with rewards prompt similar actions in the future; the Value Proposition suggests that the greater the value of the reward, the more likely an individual will exert effort to obtain it; the Deprivation–Satiation Proposition indicates that the more frequently a reward is given, the less valuable it becomes; and the Aggression Approval Proposition states that if a reward is not received as expected, individuals may exhibit aggression, while when rewards are received as expected, individuals tend to express approval.

Blau (1967) extended SET to the macro level by incorporating dimensions of power, dominance, and social structure into the theory. Blau's contributions highlight how power imbalances and unequal dependencies between individuals or groups lead to the formation of social hierarchies, and how these imbalances can influence organizational behavior. Blau's work helps explain the dynamics of organizational behavior in large institutions such as hospitals, where the exchange of resources between employees and their superiors directly impacts organizational outcomes.

Middle Theory: Job Demands–Resources (JD-R) Model

The Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2001, 2007) extends previous theories on motivation and work stress by integrating these aspects into a unified framework. The JD-R model posits that job demands and job resources influence both stress levels and motivation at work. Job resources, such as coworker support and autonomy, are crucial for increasing job satisfaction and work motivation, while job demands, such as emotional strain and workload, can lead to stress if not managed properly.

The JD-R model emphasizes two primary processes. The first is the Health Impairment Process, where high job demands (e.g., work pressure and emotional labor) lead to exhaustion and burnout if not mitigated by sufficient job resources. The second is the Motivational Process, where job resources (e.g., support from colleagues and career development opportunities) enhance engagement and motivation at work, fostering job satisfaction and organizational commitment.

In the context of healthcare, job resources like coworker support are vital in combating the negative effects of high job demands. Support from colleagues helps buffer stress, enhances job satisfaction and motivation, and ultimately leads to higher performance and Organizational Citizenship Behavior (OCB).

Applied Theory: Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary actions that employees take to benefit their organization beyond their formal job requirements. OCB is not directly rewarded by formal compensation systems but contributes significantly to the overall effectiveness of the organization. Organ (2009) defines OCB as discretionary behavior that supports the organization's social and psychological environment.

Organ identified five primary dimensions of OCB: Altruism, which involves helping colleagues without formal obligation; Conscientiousness, which refers to going beyond formal job expectations in terms of punctuality and effort; Sportsmanship, which reflects maintaining a positive attitude despite challenges; Courtesy, which involves preventing interpersonal conflicts by maintaining good relationships with colleagues; and Civic Virtue, which refers to actively participating in organizational activities and supporting the organization's goals.

OCB has been found to significantly enhance organizational effectiveness and team performance in healthcare settings. Research suggests that supportive organizational cultures, effective leadership, and positive interpersonal relationships foster higher levels of OCB (Podsakoff et al., 2000). Additionally, Self-Determination Theory (SDT)

highlights that when employees' basic psychological needs for autonomy, competence, and relatedness are met, they are more likely to engage in OCB.

Job Satisfaction and Work Motivation

Job satisfaction and work motivation are crucial factors in understanding why employees engage in OCB. According to Herzberg's Two-Factor Theory (1966), job satisfaction is influenced by motivators (e.g., recognition and achievement) and hygiene factors (e.g., salary and working conditions). While hygiene factors prevent dissatisfaction, motivators are essential for increasing satisfaction and work motivation. Work motivation is integral to understanding why employees engage in extra-role behaviors like OCB. Self-Determination Theory (SDT) posits that motivation is enhanced when individuals feel autonomous, competent, and connected to others. In the context of healthcare, when nurses experience supportive work environments and meaningful work, their intrinsic motivation becomes stronger, leading to greater job satisfaction and OCB.

Coworker Support and Its Impact

Coworker support is a critical job resource that influences both job satisfaction and OCB. Social support in the workplace contributes to psychological well-being, reduces stress, and fosters a collaborative work environment. Coworker support is particularly vital in healthcare settings where high stress and emotional demands are common.

There are several types of coworker support: Emotional Support, which involves providing empathy and understanding during challenging times; Instrumental Support, which refers to offering practical help in completing tasks; Informational Support, which includes sharing knowledge and advice to assist in problem-solving; and Appreciative Support, which involves recognizing and valuing coworkers' contributions.

Research has shown that social support from coworkers plays a significant role in reducing burnout, enhancing motivation, and fostering a positive work environment, which ultimately promotes OCB (House, 1981). Coworker support, as both social and instrumental resources, enables employees to engage in voluntary extra-role behaviors that benefit the organization.

Research Gaps and Hypotheses

While there is extensive research on coworker support, job satisfaction, work motivation, and OCB, there remains a gap in understanding how these variables interact and mediate each other within the healthcare context. Specifically, the role of coworker support in enhancing job satisfaction and work motivation, and how these factors subsequently lead to higher OCB, has not been fully explored.

The following hypotheses are proposed to investigate these relationships:

H1: Coworker support has a positive direct effect on Organizational Citizenship Behavior (OCB).

H2: Job satisfaction has a positive direct effect on Organizational Citizenship Behavior (OCB).

H3: Work motivation has a positive direct effect on Organizational Citizenship Behavior (OCB).

H4: Coworker support has a positive direct effect on job satisfaction.

H5: Coworker support has a positive direct effect on work motivation.

H6: Job satisfaction has a positive direct effect on work motivation.

H7: Coworker support has an indirect effect on Organizational Citizenship Behavior (OCB) through job satisfaction.

H8: Coworker support has an indirect effect on Organizational Citizenship Behavior (OCB) through work motivation.

H9: Job satisfaction has an indirect effect on Organizational Citizenship Behavior (OCB) through work motivation.

These hypotheses aim to fill the gap in the literature by providing a deeper understanding of how coworker support influences OCB and how job satisfaction and work motivation mediate these relationships within the context of healthcare organizations.

Conceptual Framework

Figure 1 illustrates the research model describing the relationships between coworker support, job satisfaction, work motivation, and Organizational Citizenship Behavior (OCB) among nurses at Embung Fatimah General Hospital in Batam. The model proposes both direct and indirect relationships between the variables, with job satisfaction and work motivation acting as mediators. Nine hypotheses (H1–H9) represent the proposed causal relationships between the constructs. Coworker support is expected to enhance job satisfaction and work motivation, which in turn will improve Organizational Citizenship Behavior (OCB) in the workplace.

RESEARCH METHOD

This study aims to examine the influence of coworker support on Organizational Citizenship Behavior (OCB) among nurses, with job satisfaction and work motivation acting as mediating variables. Using a quantitative approach with a causal–explanatory design, the study tests the hypothesized relationships between these variables in a hospital setting. The objective is to provide empirical evidence on how coworker support influences OCB, particularly through the mediating effects of job satisfaction and work motivation. The data for this study are collected through a structured questionnaire utilizing a 5-point Likert scale to measure the variables based on existing literature and theoretical frameworks.

The survey gathers primary data from a sample of 146 nurses at a public hospital in Batam, selected through proportional stratified random sampling to ensure representation across different work units and career levels. The questionnaire includes items related to coworker support, job satisfaction (measured using Herzberg’s Two-Factor Theory), work motivation (based on Self-Determination Theory), and Organizational Citizenship Behavior (OCB) as outlined in Organ’s model. This quantitative data allows for statistical analysis of the relationships between these variables.

Data analysis is conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The analysis includes both measurement model evaluation (to assess validity and reliability) and structural model testing to examine the direct and indirect effects among the variables. The hypotheses are tested using bootstrapping with a significance level of $p < 0.05$ to ensure the robustness of the results. This methodology provides a comprehensive understanding of the factors influencing Organizational Citizenship Behavior (OCB) among nurses, particularly the role of coworker support and its impact on job satisfaction and work motivation.

RESULTS

Table 1. Results of Descriptive Statistical Analysis

Variabel	Mean	Median	Min	Max	Standar Deviation	N
Organizational Citizenship Behavior (OCB)	88,19	91,50	44	114	13,913	146
Job Satisfaction	53,66	57,00	19	73	10,029	146

Work Motivation	74,93	80,00	21	100	17,444	146
Coworker Support	52,22	56,00	14	70	9,881	146

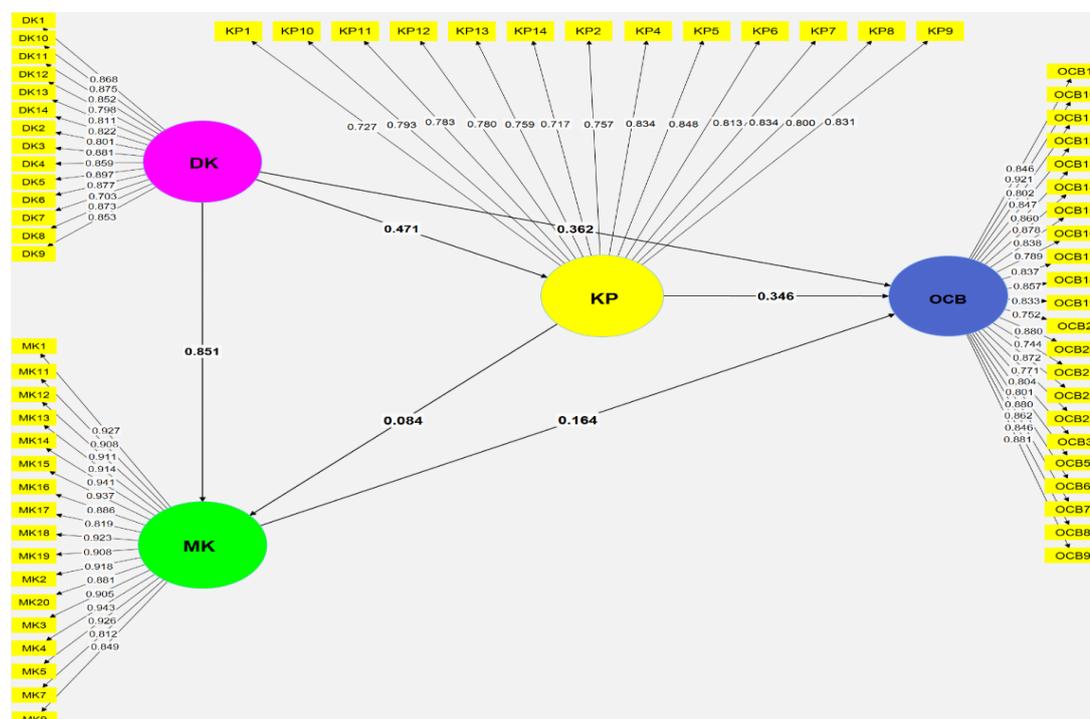
Based on the table above, the variable Organizational Citizenship Behavior (OCB) shows the highest average score of 88.19, while Coworker Support has the lowest average at 52.22. In most variables, the median is higher than the mean—for example, Job Satisfaction (Median = 57.00; Mean = 53.66) and Work Motivation (Median = 80.00; Mean = 74.93)—indicating a negatively skewed distribution. The wide range between minimum and maximum values reflects considerable variation in respondents' perceptions. Furthermore, Work Motivation has the highest standard deviation (17.444), suggesting it is the most varied response among the four variables.

Outer Model Test Results (Measurement Model)

The outer model test was conducted to evaluate the validity and reliability of the constructs using SmartPLS. The evaluation focuses on three main aspects: construct reliability (based on Cronbach's Alpha, Composite Reliability, and rho_A) and convergent validity (assessed through Average Variance Extracted/AVE and outer loading values). Indicators are considered valid if they have an outer loading value above 0.70. The test was applied to the variables Coworker Support, Job Satisfaction, Work Motivation, and OCB. The results ensure that each indicator consistently and accurately represents its construct.

Results of Outer Model Testing (Measurement Model)

Figure 1 presents the results of the outer model test.



Based on the outer loading results, most indicators of the constructs Coworker Support, Job Satisfaction, Work Motivation, and Organizational Citizenship Behavior (OCB) demonstrated good convergent validity with outer loading values above 0.70. However, six indicators fell below the minimum threshold and were considered invalid: KP3 (0.651) and KP15 (0.655) for Job Satisfaction; MK6 (0.656), MK8 (0.676), and MK10 (0.673) for Work Motivation; and OCB4 (0.580) for OCB. These indicators were removed from the model because they did not meet the convergent validity criteria.

After removing the invalid indicators, the measurement model became stronger and more accurate in representing each construct.

Table 2. Validity and Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability (CR)	Average Variance Extracted (AVE)
Coworker Support	0.968	0.971	0.971	0.709
Job Satisfaction	0.950	0.957	0.956	0.626
Work Motivation	0.985	0.987	0.987	0.812
OCB	0.980	0.980	0.981	0.701

Based on Table 2, all constructs Coworker Support, Job Satisfaction, Work Motivation, and Organizational Citizenship Behavior (OCB) demonstrate strong validity and reliability. The Cronbach's Alpha values for all variables exceed 0.90, indicating excellent internal consistency. Similarly, the rho_A and Composite Reliability (CR) values are all above the recommended threshold of 0.70, confirming the reliability of the constructs in measuring their respective indicators. In addition, the Average Variance Extracted (AVE) values for all constructs are above 0.50, indicating that each construct has acceptable convergent validity. Therefore, it can be concluded that the measurement instruments used in this study are both valid and reliable.

Table 3. Path Coefficients Test Results of Coworker Support, Job Satisfaction, Work Motivation, and Organizational Citizenship Behavior (OCB)

Hubungan	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-Statistics	p-Values
CWS→JS	0.471	0.479	0.094	5.005	0.000
CWS→WM	0.851	0.854	0.027	32.107	0.000
CWS→OCB	0.362	0.367	0.153	2.367	0.018
JS→WM	0.084	0.08	0.04	2.113	0.035
JS→OCB	0.346	0.346	0.075	4.632	0.0
WM→OCB	0.164	0.158	0.144	1.146	0.252

The path analysis using PLS-SEM reveals that coworker support plays a strategic role in shaping nurses' Organizational Citizenship Behavior (OCB). It has a significant positive effect on job satisfaction ($\beta = 0.471$; $p < 0.001$), work motivation ($\beta = 0.851$; $p < 0.001$), and directly on OCB ($\beta = 0.362$; $p = 0.018$). Furthermore, job satisfaction significantly enhances both work motivation ($\beta = 0.084$; $p = 0.035$) and OCB ($\beta = 0.346$; $p < 0.001$). Interestingly, work motivation does not have a significant effect on OCB ($\beta = 0.164$; $p = 0.252$). This suggests that, although motivation is important, in hospital settings nurses' extra-role behaviors are more strongly influenced by supportive work environments and overall job satisfaction rather than motivation alone. Therefore, efforts to enhance OCB should prioritize strengthening social support and job satisfaction rather than focusing solely on individual motivational factors.

Table 4. R² Analysis Results

Dependent Variable	RSquare	RSquare Adjusted	Category
Job Satisfaction	0.222	0.217	Weak
Work Motivation	0.799	0.796	Strong
Organizational Citizenship Behavior (OCB)	0.557	0.548	Moderately Strong

The R² analysis reveals the predictive power of the structural model involving Coworker Support, Job Satisfaction, Work Motivation, and Organizational Citizenship Behavior (OCB). Job Satisfaction has a weak explanatory power with an R² value of 0.222, indicating limited influence of the model's predictors on this variable. Work Motivation is strongly explained by the model with an R² of 0.799, showing that most of its variance is accounted for. OCB, with an R² of 0.557, demonstrates a moderately strong influence of the predictors.

Table 5. Effect Size (f²) Analysis Results

Relationship	f ² Value	Category
Co-worker Support → Job Satisfaction	0.285	Medium
Co-worker Support → Work Motivation	2.802	Very Large
Co-worker Support → OCB	0.060	Small
Job Satisfaction → Work Motivation	0.027	Small
Job Satisfaction → OCB	0.205	Medium
Work Motivation → OCB	0.012	Very Small

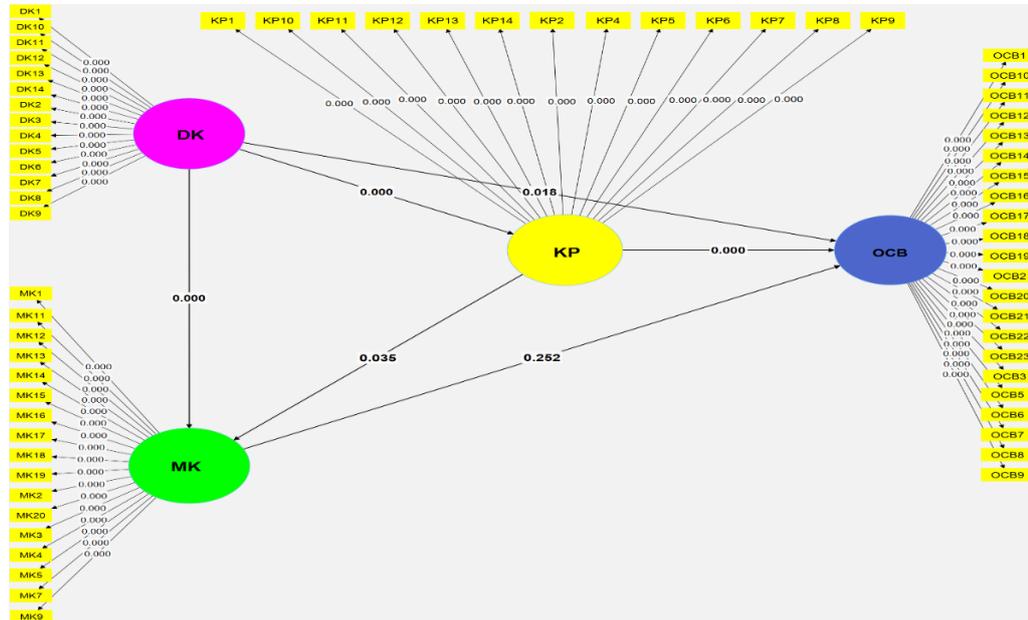
The results of the effect size (f²) analysis reveal varying levels of influence. Coworker support demonstrates a medium effect size on job satisfaction (f² = 0.285) and a very large effect on work motivation (f² = 2.802). However, its effect on OCB is relatively small (f² = 0.060). Job satisfaction has a small effect on work motivation and a medium effect on OCB, while work motivation has a very small effect on OCB.

Table 6. Q² (Predictive Relevance) Analysis

Construct	SSO	SSE	Q ²	Category
Coworker Support	2044.0	2044.0	0.000	-
Job Satisfaction	1898.0	1660.413	0.125	Low
Work Motivation	2482.0	909.322	0.634	Very Good
OCB	3212.0	2047.779	0.362	Good

The results of the Q² (Predictive Relevance) analysis indicate the predictive capability of the model constructs. Coworker Support has a Q² value of 0.000, showing no predictive relevance because it is an exogenous variable that is not predicted by other constructs. Job Satisfaction yields a Q² of 0.125, indicating low predictive relevance. Work Motivation shows a Q² value of 0.634, which reflects very good predictive relevance, demonstrating that the model can effectively predict variations in this construct. Organizational Citizenship Behavior (OCB) has a Q² of 0.362, which falls into the good category, highlighting the model's adequate ability to predict the behavior based on its predictors. Overall, the model displays robust predictive quality, especially in predicting Work Motivation and OCB.

Bootstrapping Test Results for p-Values
Figure 2. Bootstrapping Test Results – p-Value



Based on the structural model analysis, including Path Coefficients, R^2 , f^2 , and Q^2 tests, it can be concluded that Coworker Support (DK) is the most influential construct in the model, having significant direct effects on Job Satisfaction (KP), Work Motivation (MK), and Organizational Citizenship Behavior (OCB). DK shows a very large effect size on MK ($f^2 = 2.802$) and also significantly influences KP and OCB. Meanwhile, KP contributes significantly to both MK and OCB, but MK does not have a statistically significant direct effect on OCB ($p = 0.252$) and shows a very small effect size ($f^2 = 0.012$).

The R^2 and Q^2 values indicate that the model has excellent predictive power for MK ($R^2 = 0.799$; $Q^2 = 0.634$), good predictive ability for OCB ($R^2 = 0.557$; $Q^2 = 0.362$), but weak prediction for KP ($R^2 = 0.222$; $Q^2 = 0.125$). Overall, the model highlights that Coworker Support and Job Satisfaction are the key factors in enhancing Organizational Citizenship Behavior (OCB), while the direct role of Work Motivation in shaping OCB is not supported in this model.

Hypothesis	Hypothesis-Path Connection	t-statistic	p-value	Decision	Conclusion of the Decision
					affects motivation at work.
H6	Job Satisfaction → Work Motivation	2.113	0.035	Accepted	Work motivation is positively and significantly impacted by job satisfaction.
H7	Coworker Support → Job Satisfaction → OCB	3.443	0.001	Accepted	Through job satisfaction, accepted coworker support significantly influences OCB indirectly.
H8	Coworker Support → Work Motivation → OCB	1.113	0.256	Rejected	Through work motivation, coworker support has no discernible indirect impact on OCB.
H9	Job Satisfaction → Work Motivation → OCB	0.988	0.323	Rejected	Through work motivation, job satisfaction has no discernible indirect impact on OCB.

The findings confirm that coworker support and job satisfaction are critical determinants in fostering Organizational Citizenship Behavior (OCB) among nurses. Coworker support significantly influences OCB directly and indirectly through job satisfaction. Conversely, work motivation does not show a significant direct or mediating effect on OCB. These results suggest that extra-role behavior in healthcare settings is more strongly influenced by relational and affective workplace dynamics rather than individual motivation alone.

DISCUSSION

Descriptive Test Discussion

According to the findings of the descriptive analysis, the majority of nurses at RSUD Embung Fatimah Batam in 2025 expressed relatively low levels of work motivation, job satisfaction, coworker support, and Organizational Citizenship Behavior (OCB). Social Support Theory, which emphasizes the importance of coworker support in promoting psychological well-being and organizational engagement, helps explain this condition. Furthermore, according to Herzberg's Two-Factor Theory, low job satisfaction can occur when both motivational factors and hygiene factors are not adequately fulfilled. In addition, Self-Determination Theory suggests that motivation is directly affected when psychological needs such as competence, autonomy, and relatedness are not sufficiently met. Social Exchange Theory, which proposes that extra-role behaviors emerge when individuals feel valued and supported in their workplace, can also be used to explain the low level of OCB observed in this context. These findings are consistent with the study conducted by Pandra et al. (2020), which found a strong relationship between nurses' OCB, job satisfaction, motivation, and coworker support.

Discussion of Hypotheses

Hypothesis H1: Coworker support directly improves Organizational Citizenship Behavior (OCB)

According to Social Support Theory and previous studies by Long et al. (2022), Liu et al. (2023), and Orgambidez (2022), coworker support has a direct and significant influence on Organizational Citizenship Behavior (OCB). This finding suggests that social support encourages extra-role behavior by strengthening interpersonal relationships and organizational commitment. However, the use of a single hospital setting may limit the generalizability of the results. Nevertheless, the findings imply that hospitals should foster a supportive work environment to encourage OCB among employees.

Hypothesis H2: Job satisfaction positively influences Organizational Citizenship Behavior (OCB)

The findings indicate that job satisfaction has a significant positive effect on OCB. This result is consistent with the theories of equity and social exchange, as well as the findings of Liu et al. (2023). Job satisfaction acts as a psychological reinforcement that strengthens employees' commitment and encourages them to contribute beyond their formal roles. Although the cross-sectional design of the study is a limitation, the findings highlight the importance of professional development programs and incentive systems in promoting OCB among nurses.

Hypothesis H3: Work motivation positively influences Organizational Citizenship Behavior (OCB)

The results indicate that work motivation does not have a statistically significant direct effect on OCB ($t = 1.146$; $p = 0.252$), and therefore Hypothesis H3 is rejected. Although Self-Determination Theory (Deci & Ryan, 1985) suggests that intrinsic motivation can encourage voluntary behaviors such as OCB, the findings of this study indicate that motivation alone is insufficient to directly influence OCB in the context of RSUD Embung Fatimah. Other factors such as job satisfaction and organizational commitment may play a more significant role, as suggested by previous studies (Zeng et al., 2023; Na-nan et al., 2020).

Hypothesis H4: Coworker support directly improves job satisfaction

The results show that coworker support has a positive and significant effect on job satisfaction (coefficient = 0.5005; $p = 0.000$). This finding supports Social Exchange Theory, which suggests that reciprocal relationships characterized by trust and support foster a positive work environment and increase job satisfaction. According to Orgambidez (2022), social support among nurses, including assistance with tasks and friendly interactions, contributes positively to emotional well-being. Similarly, Sodeify and Habibpour (2020) identified emotional, collaborative, social, and guidance support as important dimensions of coworker support that contribute to a positive work environment. In practice, nurses who receive both emotional and professional support are better able to cope with workplace stress and feel more connected to their colleagues. Therefore, fostering a collaborative and supportive work environment is essential for improving job satisfaction and maintaining the quality of healthcare services.

Hypothesis H5: Coworker support positively influences work motivation

The results indicate that coworker support significantly and strongly influences work motivation ($\beta = 0.851$; $t = 32.107$; $p = 0.000$). This finding aligns with Self-Determination Theory (Deci & Ryan, 1985) and Social Support Theory (Lahey, 2020), which highlight the importance of social relatedness as a key source of intrinsic motivation. The large effect size ($f^2 = 2.802$) and strong R^2 value (0.799) indicate that coworker support is a critical factor influencing nurses' work motivation. This finding is also supported by a nationwide study conducted by Ahlstedt et al. (2024), which found that peer support significantly enhances nurses' job satisfaction and work engagement. Therefore, hospital

management should prioritize building a collaborative and supportive work culture in addition to providing structural incentives.

Hypothesis H6: Job satisfaction positively influences work motivation

The results indicate that job satisfaction has a positive and significant influence on work motivation ($\beta = 0.084$; $t = 2.113$; $p = 0.035$), although the effect size is relatively small ($f^2 = 0.027$). This finding supports Herzberg's Two-Factor Theory, which emphasizes the role of intrinsic motivators such as recognition and responsibility in increasing motivation. Supporting studies by Tarumingkeng (2025) and Staempfli and Lamarche (2020) also indicate that job satisfaction, especially when derived from intrinsic factors, contributes to long-term motivation. The R^2 value of 0.799 further indicates that coworker support and job satisfaction jointly play an important role in shaping nurses' work motivation. Therefore, hospital management should develop policies that enhance job satisfaction through autonomy, recognition, and career development opportunities.

Hypothesis H7: Coworker support indirectly influences OCB through job satisfaction

The results indicate that coworker support indirectly affects Organizational Citizenship Behavior (OCB) through job satisfaction. Both the CWS \rightarrow JS and JS \rightarrow OCB paths show significant relationships, indicating partial mediation. This finding is consistent with Social Exchange Theory and previous studies by Orgambídez (2022) and Liu et al. (2023), which highlight that social support can enhance OCB by increasing job satisfaction. Studies by Chu et al. (2024) and Na-nan et al. (2020) also support this conclusion, suggesting that job satisfaction plays a crucial mediating role in transforming workplace social support into extra-role behaviors among nurses. Therefore, improving job satisfaction should be a key strategy for hospitals aiming to enhance OCB.

Hypothesis H8: Work motivation mediates the relationship between coworker support and OCB

The results show that although coworker support significantly increases work motivation, motivation does not significantly mediate the relationship between coworker support and OCB. Hypothesis H8 is therefore not supported ($t = 1.146$; $p = 0.252$; $f^2 = 0.012$). Although theories such as Herzberg's Motivation-Hygiene Theory, Social Exchange Theory, and Self-Determination Theory suggest a relationship between motivation and OCB, the organizational context may weaken this relationship. Factors such as organizational commitment, fairness, and workplace culture may play a more important role in encouraging OCB among nurses at RSUD Embung Fatimah. Therefore, improving OCB requires broader organizational and cultural interventions beyond merely increasing motivation.

Hypothesis H9: Job satisfaction indirectly influences OCB through work motivation

The findings indicate that job satisfaction significantly influences work motivation, but work motivation does not significantly influence OCB. Therefore, Hypothesis H9 is not supported. This suggests that although job satisfaction increases motivation, it does not automatically lead to extra-role behaviors. Additional factors such as social support, work engagement, or organizational commitment may be necessary to translate job satisfaction into OCB. Previous studies have similarly shown that motivation alone rarely explains OCB without supportive contextual factors (Na-nan et al., 2020; Tsai & Chang, 2022; Liu et al., 2023). Therefore, strategies aimed at enhancing OCB should adopt a comprehensive approach that considers social support, organizational culture, and employee motivation simultaneously.

CONCLUSION

The results of the study show that coworker support, job satisfaction, and work motivation have a significant impact on nurses' Organizational Citizenship Behavior (OCB) at RSUD Embung Fatimah in Batam City. Coworker support was identified as an essential factor, and the majority of the nine hypotheses tested were statistically significant. Furthermore, the mediating effects of job satisfaction and work motivation strengthened this relationship. Social support from coworkers was shown to increase nurses' motivation, satisfaction, and morale, all of which contribute to the enhancement of OCB.

Limitation

When evaluating the findings, it is important to consider several limitations of this study. First, because the study was limited to a single hospital (RSUD Embung Fatimah), the results cannot be generalized to other healthcare institutions with different organizational cultures or settings. Although adequate for statistical analysis, the sample size of 146 nurses may be considered relatively small when compared to the broader population of healthcare workers, thereby limiting the representativeness of the sample. Furthermore, the data were collected at a single point in time, which restricts the ability to assess long-term changes or causal relationships over time, even though this study employed an explanatory research design. Lastly, while this study focuses on work motivation and job satisfaction as mediating variables, it does not consider other potential influencing factors that may also affect Organizational Citizenship Behavior (OCB), such as leadership style, organizational culture, or external pressures.

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Declaration of Conflicting Interests

The authors declare that there are no conflicts of interest regarding the publication of this research. No financial, personal, or professional interests have influenced the study's design, methodology, results, or interpretation, as this research was conducted in an objective and independent manner. This study complies with ethical standards in research and publication, and all authors have disclosed any potential conflicts of interest.

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