Policy Brief: Strengthening Nurses' OCB through Coworker Support, Satisfaction, and Culture at RSUD Batam

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Abstract: The purpose of this policy brief is to offer strategic suggestions for improving the Organisational Citizenship Behaviour (OCB) of nurses at RSUD Embung Fatimah Batam. This study's main goal is to investigate how coworker support affects OCB while taking job satisfaction and culture into account as mediating factors. 146 nurses participated in the study, which used structural equation modeling-partial least squares (SEM-PLS) as a quantitative method. The results show that OCB is greatly impacted by coworker support, both directly and indirectly through job satisfaction. Culture continues to be contextually relevant in creating a supportive work environment even when it does not exhibit a statistically significant effect. These results serve as the basis for hospital policy recommendations that aim to improve worker happiness, encourage extra-role behaviours that promote the quality of nursing services, and strengthen collegial work systems.

Keywords: Coworker Support, Culture, Job Satisfaction, Organizational Citizenship Behavior, Nursing Policy.

Introduction

The purpose of this policy brief is to give RSUD Embung Fatimah stakeholders strategic insights on how to improve nurses' OCB through workplace-based interventions. As suppliers of healthcare services, hospitals greatly depend on efficient cooperation between medical specialists. The effectiveness of interprofessional collaboration has a big impact on how well healthcare is delivered. In hospitals, nurses make up the largest professional group, providing 40–60% of healthcare services, as per Regulation of the Minister of Health No. 3 of 2020 (Kemenkes RI, 2019). Because of this strategic position, nurses are expected to exhibit extra-role behaviours like Organisational Citizenship Behaviour (OCB), which improves service quality, in addition to performing official responsibilities.

Voluntary actions like supporting coworkers, showing loyalty to the company, and starting quality improvement without waiting for official orders are all included in OCB. OCB implementation at public hospitals is still difficult, nevertheless. High rates of prescription errors, low staff training participation, and poor interprofessional cooperation were noted in the Embung Fatimah Hospital's Quality and Patient Safety Report for 2024–2025. This suggests that a collaborative and collegial work environment has not yet reached its full potential. In just three months in 2025, the hospital reported 119 prescription errors, with only 40% of nurses exhibiting consistent OCB.

Poor coworker support and low job satisfaction are strongly associated with low OCB implementation. According to internal assessments, over 50% of nurses are unhappy with their working conditions, which include excessive workloads and a failure to acknowledge unofficial efforts (Lumban Raja, 2025). In this situation, coworker support—both practical and emotional—is essential for inspiring nurses and promoting involvement.

Pohl et al., (2022) and Liu et al., (2023) highlighted the significance of social support for nurses in improving engagement and OCB in their earlier research. According to Liu's model, the importance of coworker social networks fosters engagement and job happiness, which through important indirect impacts raises OCB (Maksum et al., 2026).

According to Bakker & de Vries's (2021) Job Demands-Resources (JD-R) model, the emergence of positive work behaviours like OCB is greatly influenced by the balance between job demands and resources like autonomy and social support. Through the concepts of collaboration, equity, and acknowledging employee efforts, organisational culture also strategically shapes OCB.

Few research, particularly in Indonesian public hospitals, have combined the three factors—organizational culture, job satisfaction, and colleague support—into a single thorough mediation model. The majority of earlier research is still incomplete and has not conducted an empirical investigation of double mediation effects. By creating a structural model that investigates the direct and indirect impacts of coworker support on OCB through job satisfaction—with organisational culture serving as an additional mediating factor—this study seeks to close that gap.

This community engagement project aims to share research findings with Embung Fatimah Hospital stakeholders and the academic community so that they can be used as a basis for developing policies that will improve nurses' OCB. The creation of a policy brief, scientific presentations, and publication in a national journal are examples of dissemination efforts that provide a tangible way to improve hospital human resource management.

Method

This study employed a quantitative approach with an explanatory design to test the direct and indirect effects among coworker support, job satisfaction, organizational culture, and nurses' Organizational Citizenship Behavior (OCB). The study was conducted at Embung Fatimah Regional General Hospital in Batam City, a referral public hospital in the region. The target population included all nurses working at the hospital. The sampling technique used was purposive sampling with the criteria: permanent nurses, a minimum of one year of service, and active employment during data collection. A total of 120 respondents participated in the study.

The research instrument was a questionnaire using a 5-point Likert scale. The OCB variable was measured based on indicators from Freire & Pieta (2022), coworker support referred to constructs by Liu et al., (2023), job satisfaction was based on Robbins (2017), and organizational culture was adapted from Maksum et al., (2026). Prior to deployment, the questionnaire was tested for validity and reliability. Data were analyzed using Structural Equation Modeling - Partial Least Squares (SEM-PLS) with SmartPLS 4.0 software. The analysis comprised two stages: measurement model testing (outer model), including convergent and discriminant validity and reliability; and structural model testing (inner model) to examine the relationships between variables. Bootstrapping was conducted to assess the significance of direct and indirect path effects.

In addition to quantitative data analysis, the research findings were disseminated through a policy brief addressed to the hospital management, head of nursing department, and other key stakeholders as a basis for strategic policy formulation. Dissemination activities also included scientific presentations at the hospital's internal forums and a plan to publish in an accredited national journal. Furthermore, these findings will be presented at an international community engagement conference as a tangible contribution to the development of human resource policies in the health sector.

Result and Discussion

Result
Validity and Reliability of the measure model

According to Table 1, all the constructs of the measurement model had high validity, and reliability. The Alpha Cronbach of organisational culture (OC), Coworker Support (CS), Job Satisfaction (JS) and Organizational Citizenship Behavior (OCB) were greater than 0.90 which is considered as high internal consistency. Moreover, the values of composite reliability (rhoa and rhoc) were above the recommended value of 0.70, which proves high construct reliability. The values obtained contributed by all the constructs to the average variance extracted (AVE) exceeded 0.50, which was found to have reasonable convergent validity. These findings confirm the fact that measurement tools employed in this research are sound and can be utilized to extend analysis structure.

Table 1. Summary of Construct Reliability and Validity

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
OC	0.992	1.010	0.992	0.754
CS	0.987	0.990	0.989	0.881
JS	0.990	0.991	0.991	0.809
OCB	0.989	0.990	0.990	0.849

Causal Effects between Variables

Tabel 2. Bootstrapping Outcomes for the OCB Model's Direct Effects

Path	Coefficient	T statistics	P values	Interpretation
OC → CS	0.063	0.511	0.609	Not Significant
OC → JS	0.003	0.108	0.914	Not Significant
OC → OCB	0.038	0.590	0.555	Not Significant
CS → JS	0.943	67.001	0.000	Significant
CS → OCB	-0.554	3.624	0.000	Significant
JS → OCB	1.297	8.411	0.000	Significant

According to the bootstrapping results, provided in Table 2, coworker support (CS) has a strong and significant positive effect on job satisfaction (JS) ($t = 67.001$; $p = 0.000$). Moreover, job satisfaction was also demonstrated to impact Organization Citizenship Behavior (OCB) in a positive significantly related manner ($t = 8.411$; $p = 0.000$). The direct correlation between coworker support and OCB was also found to be statistically significant ($t = 3.624$; $p = 0.000$), although this coefficient was lower when job satisfaction was added in the model, which indicates that a mediation effect took place. Conversely, the direct impact that organisational culture (OC) had on OCB and other endogenous variables was not statistically significant ($p > 0.05$).

Indirect Effects and Mediation Analysis

Table 3. Indirect Effects Bootstrapping Results in the OCB Model

Path	Coefficient	T statistic	P value	Interpretation
OC → CS → JS → OCB	0.078	0.501	0.617	Not Significant
CS → JS → OCB	1.223	7.884	0.000	Strongly Significant
OC → CS → OCB	-0.035	0.477	0.633	Not Significant
OC → JS → OCB	0.003	0.107	0.915	Not Significant
CS → JS → OCB	1.223	7.884	0.000	Strongly Significant

A closer look at the indirect effects analysis presented in Table 3 shows that the influence of coworker support on OCB by a job satisfaction pathway (CS → JS → OCB) has a significant value of $t = 7.884$; $p = 0.000$), suggesting the strong mediating effect of job satisfaction. On the other hand, the existence of indirect pathways between the organisational culture and these results, OC → CS → JS → OCB, OC → CS → OCB and OC → JS → OCB were not statistically significant ($p > 0.05$). These results indicate that in this model, job satisfaction is the major psychological work at which coworker support improves the OCB of nurses.

Table 4. Policy Recommendations for Strengthening Nurses' OCB at RSUD Embung Fatimah

Part	Option 1: Increase Support from Coworkers	Option 2: Increase Contentment at Work	Option 3: Combined Systemic Approach
An explanation	Peer forums, inter-unit communication and collaboration training, and peer mentorship programs	Assessment of factors that influence job satisfaction, workload modification, and an OCB-based compensation scheme	Combining social support and reward systems with ongoing oversight, criticism, and organisational culture development
Advantages	Increases team cohesion, speeds up new hires' adjustment, and avoids interpersonal disputes.	Boosts organisational justice impression, nurse loyalty and retention, and motivation.	Establishes collaborative work processes, addresses underlying issues concurrently, and has a wide-ranging and long-lasting effect.
Limitations	Changes in workplace culture take time, and constant internal facilitators are needed.	need continuous budgetary and management backing for rewards and frequent oversight	Cross-unit coordination is necessary due to its complex design, and there may be initial resistance during implementation.
Expense and Viability	Inexpensive to moderately priced; with local training, it can be tested in a single unit.	Medium cost, contingent on incentive programs; appropriate for type B and C	Medium to expensive; more appropriate for teaching or referral hospitals with HR-ready staff

		institutions with backing from policy	
Implications for Health	Improves professional, rank-based, and multigenerational support in nursing teams.	Allows for task balancing and guarantees equity for employees in high-burnout departments.	Promotes equitable access to professional development and lessens structural and functional inequities.
Parties in Charge	Internal Training Team, Unit Heads, and the Head of the Nursing Division	Head of HR, Performance & Job Satisfaction Training Team, and Hospital Director	Internal Oversight Team, R&D, Quality Team, Organisational Committee, and Hospital Top Management

Discussion

1. Support from Coworkers as an OCB Predictor

   The discovered results establish that coworker support is highly important in predicting the Organizational Citizenship Behavior (OCB) of nurses, both directly and indirectly, via job satisfaction. This finding is in line with the Job Demands-Resources (JD-R) theory that highlights social support as a key job resource, which promotes positive work behaviors. Peer relationships help to develop psychological safety, trust, and the sense of belonging between nurses in hospitals, which subsequently encourages voluntary extra-role behaviors. Empirical studies conducted in the recent past have also revealed that emotional support and instrumental support provided by colleagues increases the engagement and OCB of nurses especially in healthcare environments that are demanding (Pohl et al., 2022; Ahlstedt et al., 2024).

2. Job Satisfaction's Mediating Function

   Job satisfaction was observed to mediate the relationship between coworker support and OCB to a considerable extent. When nurses receive conducive social interactions in the workplace, they are likely to experience a greater degree of satisfaction, which in turn leads them to be more willing to participate in discretion behavior, above the official requirements. This result is in line with the recent research results stating that job satisfaction is a major psychological mediator between social resource in the workplace and the extra-role performance (Liu et al., 2023; Freire & Pieta, 2022). Collegial support and recognition satisfaction is a potent source of affective commitment and an indicator of lasting OCB in the nursing setting.

3. The Contextual Factor of Organisational Culture

   The role of organisational culture as a contextual framework though not significantly direct or mediated on OCB in this study is still theoretically relevant. The organisational culture induces common values, norms and views of fairness that play a significant role in the way the employees see and react to the workplace practices. As per recent studies, culture might be able to utilize its power over OCB through indirect means by strengthening the leadership behavior, social support system, and availability of job resources instead of using direct behavioral channels (Bakker & Demerouti, 2017; Ahlstedt et al., 2024). The results in this study, which are insignificant, could be as a result of differences in the perception of nurses or failure to internalise the organisational values within the hospital environment.

4. Connection to Empirical Results

   These findings are also in line with those of Pohl et al., (2022), who demonstrated that emotional support at work enhances nurses' work quality, engagement, and OCB. The significance of relational and psychosocial aspects in improving work effectiveness in hospital settings is thus reaffirmed by this study. These findings further reinforce recent empirical evidence highlighting the importance of relational and psychosocial factors in enhancing nurses' work effectiveness and extra-role behavior in hospital environments (Pohl et al., 2022; Liu et al., 2023).

5. Implications for Managers

   The management ramifications are obvious: improving social support among nurses and creating equitable and encouraging work environments should be the first steps in any strategy to boost OCB. Interventions that are very relevant include peer mentoring programs, training in collaborative communication, and performance-based reward systems. The administration of the hospital must actively promote a work environment that fosters job satisfaction by acknowledging the social responsibilities and unofficial contributions of nurses in addition to providing material support.

6. Conceptual Consequences

   Academically speaking, this work advances the creation of an integrative OCB model for public sector organisations, especially hospitals. A more thorough and in-depth knowledge of extra-role behaviour dynamics is provided by combining contextual (organisational culture), psychological (work happiness), and personal (peer support) elements into a unified structural model.

7. Limitations and Suggestions for Further Study

   The use of quantitative data, which does not adequately represent the nurses' subjective

experiences, and the study's concentration on a particular institution are its main limitations. It is advised that future studies use mixed-methods approaches and broaden the study population to encompass additional public and private healthcare facilities. Furthermore, to evaluate the long-term effects of managerial actions on OCB dynamics, longitudinal studies are required.

Conclusion

This study demonstrates that, while organisational culture has no statistically significant effect, coworker support significantly influences Organisational Citizenship Behaviour (OCB) among nurses at RSUD Embung Fatimah Batam, both directly and indirectly through job satisfaction. The hospital is advised to concentrate on three main policies in light of these findings: first, improving coworker support through peer mentoring programs, communication training between units, and forums for exchanging experiences; second, increasing job satisfaction through the identification of factors that influence satisfaction, workload adjustments, and the implementation of OCB-based incentive systems; and third, embracing a systemic approach that integrates social support, reward systems, and ongoing supervision to fortify a supportive organisational culture. It is anticipated that putting these regulations into practice will boost service quality, increase nurse performance, and foster a more cooperative and sustainable work environment.

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