



OPTIMIZING JOB SATISFACTION: THE ROLE OF COWORKER SUPPORT AND WORK MOTIVATION AT PT KERETA API INDONESIA UPT BALAI YASA YOGYAKARTA

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ABSTRACT

Workers spend a lot of time in the work environment, so job satisfaction is very important. At PT Kereta Api Indonesia UPT Balai Yasa Yogyakarta, job satisfaction impacts individuals and service quality. Colleague support and high motivation increase job satisfaction, as it makes employees feel more competent and motivated. Therefore, his study aims to determine the impact of coworker support on job satisfaction mediated by work motivation at PT Kereta Api Indonesia UPT Balai Yasa Yogyakarta. 50 respondents, including both permanent and temporary employees, provided the data for this study. The research is quantitative, and data analysis is done using SMARTPLS. The results showed that coworker support has no direct effect on job satisfaction but has a significant indirect effect through motivation. The findings highlight the importance of leaders being able to strengthen supportive relationships among workers to stimulate work motivation and increase satisfaction in the workplace.

Keywords: *coworker support, job satisfaction, motivation.*

1. Introduction

Organisations that are able to create a work environment that supports and nurtures employee satisfaction have a competitive advantage in employee retention. Satisfied employees tend to be more productive, creative, and committed to the organisation (Marie Giese & Bola Avoseh, 2018), resulting in lower absenteeism and higher retention rates, which in turn can reduce recruitment and training costs. Satisfied employees will provide better service to customers, which in turn increases customer loyalty and overall organizational profits. Organisations with satisfied employees are better able to handle business challenges and changes because they are more flexible, innovative, and open to new ideas, which is invaluable in dealing with fast-paced market dynamics. Employee satisfaction is not only an internal factor but also the key to an organisation's success in achieving its long-term goals.

Job satisfaction in public organisations such as PT Kereta Api Indonesia is very important because it is directly related to the quality of services received by the community. PT Kereta Api Indonesia has the responsibility to continuously improve its service transformation, which, from time to time, is getting better. However, work behaviours that reflect dissatisfaction still occur, such as the phenomenon of employees not being in place during working hours, tardiness, and manipulation of attendance in one of PT Kereta Api Indonesia's branch units (Widyastuti & Trisninawati, 2018). The work environment of friends who lack discipline can impress tolerance for violations in the organisation and transmit it to other employees. The inherent supervision of superiors by subordinates is found to be a factor that is still considered poor (Widyastuti & Trisninawati, 2018), which can affect worker motivation. This study aims

to uncover the problem of whether coworker support and motivation are antecedents of job satisfaction at PT Kereta Api Indonesia UPT Balai Yasa Yogyakarta.

Job satisfaction is a complex concept that is influenced by a variety of factors, including coworkers' support. Coworker support is defined as how much employees help each other in doing everything between colleagues in the organization (Herawati et al., 2023). Building a relationship between employees and their fellow coworkers fosters trust and affection, which is crucial for organisational success. Additionally, receiving support from fellow employees can enhance employee satisfaction with themselves and their work. This will motivate employees to gain a deeper psychological and emotional understanding of their coworkers. Previous studies suggest that coworker support can have a significant positive impact on employees' job satisfaction levels (Journals & Merchandisers, 2018). However, other studies have found that coworker support does not significantly affect job satisfaction (Hamdani, 2022) (Muchtadin & Sundry, 2023). There are inconsistencies in previous research findings on the relationship between coworker support and job satisfaction.

With coworker support, motivation can increase. In Hessari (2022), coworker support has a significant positive effect on motivation. Individuals who feel coworker support have a sense of mutual support, individuals will feel valued and motivated to do a better job. Positive involvement from fellow employees also creates a pleasant work climate, so that it can increase satisfaction at work. However, there are inconsistencies in the findings on the relationship between coworker support and motivation. Previous research also confirmed a negligible effect of coworker support on job satisfaction (Vitri, 2003).

Motivation can be a factor in job satisfaction. The findings of Sinniah et al. (2022) and Carvalho et al. (2020) confirmed that motivation has a significant positive effect on job satisfaction. Motivation is an internal drive that encourages individuals to achieve goals and comes from needs, desires, and values. Motivation comes from intrinsic (from within) or extrinsic (from outside) sources and affects individual behaviour, performance, and achievement in various ways (Hong & Waheed, 2011). Intrinsic motivation is the motivation that drives a person to achieve and comes from within the individual, while extrinsic motivation is the motivation that comes from outside the self and also determines one's behavior in life. However, other research findings (Abrori & Hidayati, 2020) (Kurniawan & Nurohmah, 2022) show that motivation does not have a significant effect on job satisfaction. Previous research has inconsistently shown that motivation has an effect on job satisfaction. The inconsistency of previous research and the situation at PT Kereta Api Indonesia UPT Balai Yasa Yogyakarta provide an opportunity for researchers to conduct further research on what factors affect job satisfaction, with coworker support as an independent variable and motivation acting as a mediator.

2. Literature Review

2.1 Coworker support

According to Kim et al. (2017) coworker support refers to the support that employees feel from their peers or their evaluation of the quality of the helping relationships they receive. Individuals who feel coworker support from colleagues can make employees feel more valued and satisfied with their work, reducing their tendency to leave the company (Nagami et al., 2010). Thus, coworkers have an important role in influencing attitudes among coworkers in the organisation (Shukla & Srivastava, 2016). Coworkers' emotional and instrumental support significantly contributes to job satisfaction, with instrumental support buffering the negative impact of unrewarding work on satisfaction (Ducharme & Martin, 2000). Affective support includes acceptance and friendship, while instrumental support may include advice or task assistance.

2.2 Job Satisfaction

Job satisfaction is the attitude of an employee who has completed important work and feels the results of his work are appreciated. It is also the result of individual perceptions and work results that are influenced by the individual himself (Marie Giese & Bola Avoseh, 2018). This feeling becomes a feeling of liking from the individual's view of his job (Soelton et al., 2020). Various factors, including the job's characteristics, organisational factors, and individual factors like values, expectations, and needs, can influence a person's level of job satisfaction (Journals & Merchandisers, 2018). High job satisfaction is often associated with better performance, higher employee retention, and higher levels of happiness in daily work life (Journals & Merchandisers, 2018).

2.3 Motivation

Motivation is an important foundation in career development in companies, as it is the main driver for individuals to achieve their corporate and personal goals (Riyanto et al., 2021). This drive not only boosts morale but also triggers development, progress, and skill enhancement (Hong & Waheed, 2011). Strong motivation allows individuals to work optimally, producing the best results that not only benefit the company but also advance the individual's own career (Hong & Waheed, 2011). Thus, maintaining high motivation in the workplace is a key aspect of achieving career success and organisational goals (Luthans, 2002). Extrinsic motivation originates from external factors in the individual's environment, whereas intrinsic motivation originates from within the individual (Luthans, 2002).

2.4 Hypothesis Development

2.4.1 The impact of Coworker Support on Job Satisfaction

Job satisfaction refers to a person's level of happiness and emotional satisfaction with their job, as well as a positive evaluation of the work experience in a specific context. Coworker support is a factor that contributes to job satisfaction. Coworkers provide support in various forms, ranging from practical assistance in task completion to emotional support during work challenges. It entails active collaboration among individuals, constructive feedback, and expressions of appreciation and moral support. The presence of support from fellow colleagues not only increases individual motivation but also increases job satisfaction (Herawati et al., 2023). The research findings of Jabak (2023) and Herawati et al. (2023) show that coworker support has a significant effect on job satisfaction.

H1: Coworker support has a significant positive effect on job satisfaction.

2.4.2 The Effect of Coworker Support on Motivation

Individuals employees who feel high support from coworkers tend to experience increased motivation for carrying out tasks and achieving their goals (Hessari, 2022). Support from coworkers can provide individuals with moral encouragement and self-confidence, so they feel more motivated to contribute optimally in the work environment. Individuals tend to be more eager to overcome obstacles or challenges in their work when they feel supported. Research by Abdullatif and Anindita (2021) and Hessari (2022) demonstrated a significant positive effect of coworker support on motivation.

H2: Coworker support has a significant positive effect on motivation.

2.4.3 The impact of motivation on job satisfaction

Motivation is a psychological force that drives individuals to act or behave in a certain way. It motivates individuals to complete tasks well, improve performance, and achieve set goals. Various sources can drive motivation, including the desire for recognition, achievement, or personal satisfaction from completed work. The work environment, which includes

coworker support, growth opportunities, and a fair reward system, can also influence motivation. The more motivation there is, the greater the satisfaction. The findings of Carvalho et al. (2020), Astuti et al. (2020) and Sinniah et al. (2022) show that motivation has a significant positive effect on job satisfaction.

H3: Motivation has a significant positive effect on job satisfaction.

2.4.4 Mediation of Motivation on Coworker Support for Job Satisfaction

Coworker support is assistance or encouragement from others in the work environment, which can take the form of emotional, informational, or practical support. Motivation is an internal state that drives individuals to act or achieve goals. In this context, the mediating role of motivation occurs when support from coworkers affects one's motivation at work. This level of motivation then affects job satisfaction; highly motivated individuals tend to feel more satisfied, while the less motivated may feel less satisfied. This links the influence of coworker support on motivation Hessari (2022), and the influence of motivation on strengthening individual job satisfaction in the workplace (Sinniah et al., 2022).

H4: Coworker support has a significant effect on job satisfaction, mediated by motivation.

3. Research Methods

This research was conducted at PT Kereta Api Indonesia UPT Balai Yasa Yogyakarta, with a population of 50 employees, including permanent and non-permanent employees. Data collection was carried out through a census using a questionnaire as a research instrument. Researchers submitted questionnaires to the HR department of PT Kereta Api Indonesia UPT Balai Yasa Yogyakarta, then distributed them to permanent and non-permanent employees. To maintain the quality of data collection, researchers explained the purpose of data collection to the HR department and submitted a written research permit. The data that has been collected is processed using SMARPLS. Variable measurements using questionnaire instruments with a Likert scale of 1–5 (from strongly disagree to strongly agree) include motivation variables (Luthans, 2002), coworker support variables (Shukla & Srivastava, 2016), and job satisfaction variables (Weiss et al., 1967).

4. Research Findings and Discussion

Table 1 displays the characteristics of 50 respondents, comprising 11 women (22%) and 39 men (78%). Based on employment status, permanent employees dominated as many as 29 (58%) people, while based on marital status, unmarried respondents dominated as many as 39 (78%) peoples. The majority of respondents were under 30 years old, with as many as 29 (58%) having completed high school or its equivalent, and as many as 44 (88%) being unmarried. We can direct the age range and education level towards positive reinforcement of individual intrinsic motivation in the implementation of work tasks. Employees who are still young are potentially productive and adaptive to the organisational environment. Young age is likely to contribute to the high level of enthusiasm and involvement in achieving work goals.

Table 1. Characteristics of Respondents

Category	Description	Amount	Percentage (%)
Gender	Male	39	78.0
	Female	11	22.0
	Not permanent	21	42.0

Employment status	Permanent	29	58.0
	Not married	39	78.0
Marital status	Married	11	22.0
	<30 years	29	58.0
Age	31-39 years	7	14.0
	40-49 years	9	18.0
	>50 years	5	10.0
	Middle school/equivalent	4	8.0
Last education	High school/equivalent	44	88.0
	Diploma (D1/D2/D3/D4)	1	2.0
	S-1	1	2.0
	<1 years	14	28.0
Tenure	2-5 years	14	28.0
	6-10 years	7	14.0
	11-15 years	3	6.0
	>16 years	12	24.0

Source: Primary data processed, 2024.

The outer loading test results (Table 3) show that the values of coworker support, job satisfaction, and motivation meet the convergent validity test value, with the AVE score (Table 2) having a value of > 0.5 , so all indicators pass according to the criteria. Coworker support, job satisfaction, and motivation have a composite reliability value > 0.7 . The Cronbach's alpha value of coworker support, job satisfaction, and motivation exceeds 0.6, indicating the reliability of the instrument. Table 2 shows that all latent variable scores have values that exceed the minimum criteria, so the latent variable indicators have a high level of reliability and validity. Statements that did not meet the minimum limit were deleted, including questions 4 and 5 on the coworker support variable, statements 4, 9, and 10 on the job satisfaction variable, and statements numbers 3, 7, 10, 11, 12, and 13 on the motivation variable.

Table 2. Reliability and Validity

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Coworker support	0.840	0.840	0.904	0.757
Job satisfaction	0.912	0.926	0.929	0.654
Motivation	0.907	0.911	0.926	0.643

Source: Primary data processed, 2024.

Table 3. Outer Loadings

	Coworker support	Job satisfaction	Motivation
CS1	0,846		
CS2	0,880		
CS3	0,885		
JS1		0,846	
JS2		0,864	
JS3		0,777	
JS5		0,768	
JS6		0,781	
JS7		0,900	
JS8		0,706	
M1			0,759
M2			0,789
M4			0,809
M5			0,860
M6			0,750
M8			0,804
M9			0,838

CS: coworker support; JS: job satisfaction; M: motivation
 Source: Primary data processed, 2024.

Table 4 and Figure 1 present the results of hypothesis testing. The results of testing the first hypothesis have an STDEV value of 0.219, T statistics of 1.499, and P values of 0.1340 at the $\alpha = 5\%$ significance level seen in the results of testing the path coefficients test, indicating that coworker support has no significant effect on job satisfaction. The results of testing the second hypothesis have an STDEV value of 0.053, T statistics of 14.937, and P values of 0.000, which are seen in the results of testing the path coefficients test, indicating that coworker support has a significant positive effect on motivation. The results of the third hypothesis have an STDEV value of 0.229, T statistics of 2.074, and P values of 0.039, which can be seen in the results of the path coefficients test, indicating that job motivation has a significant positive effect on job satisfaction. The results of testing hypothesis 4 have an STDEV value of 0.191, a T statistic of 1.966, and a P value of 0.050, the results of which can be seen in the path coefficients test, indicating that motivation has a mediating role on coworker support and job satisfaction.

Table 4. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	
Coworker support -> job satisfaction	0.328	0.338	0.219	1.499	0.134	H1 not supported
Coworker Support -> Motivation	0.789	0.792	0.053	14.937	0.000	H2 supported
Motivation -> Job Satisfaction	0.475	0.468	0.229	2.074	0.039	H3 supported
Coworker Support -> Motivation -> Job Satisfaction	0.375	0.374	0.191	1.966	0.050	H4 supported

Source: Primary data processed, 2024.

Testing the inner model, or structural model, is done after testing the outer model has been completed. R-square is used to evaluate the structural model of the dependent construct of the study and the path coefficient to test significance. The higher the R-square value, the better the model predicted by the study (Hair et al., 2014). Table 5 illustrates the magnitude of the R square value for the dependent construct of this study. The adjusted R square value of 0.579 means that coworker support and motivation influence job satisfaction by 57.9%; the rest is influenced by variables outside the study. The adjusted R square value of motivation is 0.622, meaning that the effect of coworker support on motivation is 62.2%; the rest is caused by other variables outside this study.

Table 5. Coefficient of Determination

	R Square	R Square Adjusted
Job Satisfaction	0.579	0.561
Motivation	0.622	0.614

Source: Primary data processed, 2024.

Table 6 shows the results of measuring the fit model or goodness of fit (GOFI) using the Standardised Root Mean Square Residual (SRMR) indicator, the squared Euclidean distance (d_ ULS), the geodesic distance (d_ G), Chi Square, and the Normed Fit Index (NFI). Standardised Root Mean Residual (SRMR), or the average value of all standardised residuals of 0.101, can be said to be acceptable if SRMR ranges from 0 to 1. d_ ULS of 1.557, d_ G of 1.409, Chi Square of 292.601, and Normed Fit Index (NFI) of 0.640 mean that all indicators have a good fit value because the NFI value ranges from 0 to 1.

Table 6. Fit Model

	Saturated Model	Estimated Model
SRMR	0.101	0.101
d_ ULS	1.557	1.557
d_ G	1.409	1.409
Chi-Square	292.601	292.601
NFI	0.640	0.640

Source: Primary data processed, 2024.

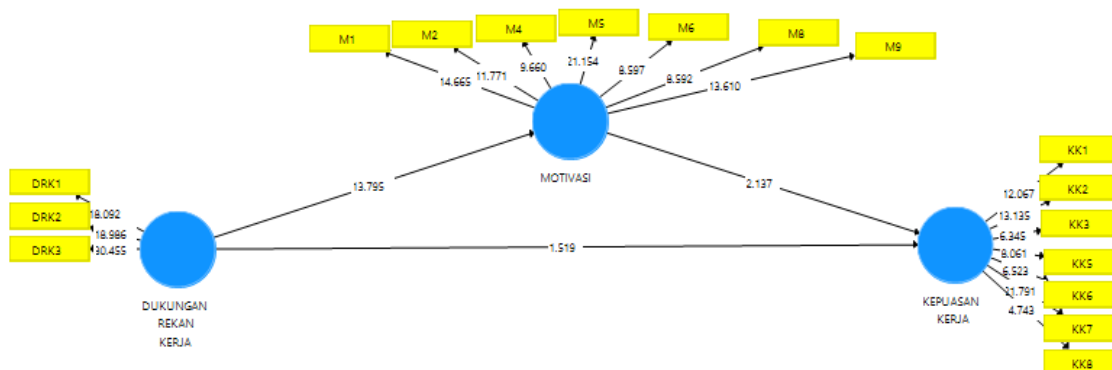


Figure 1. Model Testing

The results of the H1 analysis show that coworker support does not significantly affect job satisfaction at PT Kereta Api Indonesia UPT Balai Yasa Yogyakarta. Table 4 shows that the t-statistic value of 1.499 and the p-values (0.134) are greater than the value of $\alpha = 5\%$, meaning that hypothesis 1 is not supported. Coworker support in the organisation does not affect individual employee job satisfaction. The results of the study are inversely proportional to the research of Murshed & Jali (2018), Jabak (2023), and Herawati et al. (2023), who found that coworker support significantly affects job satisfaction. This finding is in accordance with other research (Hamdani, 2022), which states that coworker support has no significant effect on job satisfaction. There are several reasons why coworker support does not significantly affect employee job satisfaction. One of them is that the quality of support provided by coworkers may vary. Less effective or less relevant support may not have a significant impact on job satisfaction. In addition, other factors, such as motivation, affect the level of job satisfaction. The coworker support variable has the lowest mean value (4.060) on the statement "Coworkers remind each other to work well," while the highest mean value (4.380) is on the statement "I enjoy working with coworkers who can appreciate the work I do."

The results of the H2 analysis show that coworker support has a significant positive effect on the work motivation of employees of PT Kereta Api Indonesia UPT Balai Yasa Yogyakarta. Table 4 shows a statistical t value of 14.937 and a p-value of 0.000, which means that hypothesis 2 is supported. The results of this study are in accordance with the research of Abdullatif and Anindita (2021) and Hessari (2022), which show that coworker support has a significant positive effect on motivation. Support provided by coworkers creates a positive work environment and provides encouragement and recognition for individual efforts. This can help generate self-confidence, emotional support, and a sense of belonging to a common goal. When a person feels supported and valued by colleagues, employees feel recognised and motivated to contribute positively to the team and overall organisational goals. The motivation variable has the lowest mean value (3.920) on the statement "Superiors always give praise when an employee performs job duties satisfactorily," while the highest mean value (4.280) is on the statement "The working relationship between superiors and subordinates is good and not rigid".

The results of the H3 analysis show that motivation has a significant effect on job satisfaction at PT Kereta Api Indonesia aUPT Balai Yasa Yogyakarta. Table 4 shows a statistical t value of 2.074 and a p-value of 0.039, meaning that hypothesis 3 is supported. The results of the study are in accordance with the research of Carvalho et al. (2020) and Sinniah et al. (2022), which states that motivation affects job satisfaction. Motivation has a positive effect on job satisfaction because someone feels motivated to do their job well and feels fulfilled when employees achieve success. High motivation also leads to feelings of personal achievement, recognition from coworkers or superiors, and career advancement, all of which can increase job satisfaction. The job satisfaction variable has the lowest mean value (3.680) on the statement "Supervisors provide punishment/sanctions for negligence for employees in achieving targets," while the highest mean value (4.200) is on the statement "There is a guarantee of old age from work".

The results of the H4 analysis show that motivation fulfills the role of mediator in the influence of coworker support on job satisfaction at PT Kereta Api Indonesia UPT Balai Yasa Yogyakarta. Table 4 shows that if the statistical t value is 1.966 and p-values are 0.050, it means that there is a mediating role. Support received from coworkers has the potential to influence an individual's level of motivation in the work environment, which in turn will affect their level of job satisfaction. When employees feel supported by their coworkers, it can increase motivation to perform tasks more effectively, which in turn will have a positive impact on job satisfaction. Coworker support is indirectly connected to job satisfaction without going through the motivation mechanism. This is because job satisfaction is directly influenced by intrinsic

and extrinsic factors related to the job itself, while coworker support is more about the interpersonal aspects of the work environment. Therefore, motivation acts as an intermediary that bridges the relationship between coworker support and employee job satisfaction.

5. Conclusion

This study was conducted on employees of PT Kereta Api Indonesia UPT Balai Yasa Yogyakarta to examine the role of motivation in mediating the relationship between coworker support and job satisfaction. The findings confirm the positive influence of coworker support on employee motivation. It was further found that motivation has a positive effect on increasing job satisfaction. Therefore, it is important for organisations to pay attention to factors such as peer support and motivation in improving employee job satisfaction, which in turn will have a positive impact on overall organisational performance and productivity. Organisational leaders can maintain and improve a supportive work environment on items that are still rated low, namely between workers reminding each other to perform well. Strengthening motivation can also be provided on items that are still rated low in the form of superiors giving praise when there are employees who carry out job duties satisfactorily, including other possible factors such as recognising achievements, providing career development opportunities, and paying attention to employee needs.

The findings of this study show that coworker support has no significant effect on job satisfaction. This finding suggests that motivation variables act as mediators between coworker support and job satisfaction. However, it also opens up opportunities for future research to better understand why. Future research can examine motivation separately in the form of intrinsic or extrinsic motivation. Expand the scope of research and obtain a more representative sample to gain a more holistic understanding of the factors that influence job satisfaction by considering work-life balance.

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