

## The role of reciprocal actions of giving and receiving support on eudaimonic workplace well-being

Sartika R. Febrina, Alice Salendu\*

Master of Professional Psychology, Faculty of Psychology, University of Indonesia, Indonesia

\*corresponding author: [alice.salendu@gmail.com](mailto:alice.salendu@gmail.com)

Article History:	Submission	Revised:	Accepted	Published
	2023-10-13	2023-11-08	2023-12-16	2023-12-18

### ABSTRACT

Employee well-being is gaining increasing attention from various quarters. Studies related to the relationship between reciprocal actions of social support and individual well-being tend to be conducted separately. Additionally, the relationship between receiving support from colleagues and employee well-being also tends to show relatively low to moderate associations. Therefore, this research aims to examine the role of the dynamic reciprocity of social actions in well-being, through an investigation of the mediating role of organization citizenship behavior toward individuals (OCB-I) in the relationship between perceived co-worker support (PCS) and eudaimonic workplace well-being (EWWB). The research participants were active workers who had been working for a minimum of 1 year in their current organization, gathered through convenience sampling techniques. Mediation analysis results indicate that OCB-I significantly mediates the relationship between PCS and EWWB, thus supporting the hypothesis of this research. This study demonstrates the role of social interaction, particularly the dynamics of support among employees, in relation to employee well-being.

**Keywords:** Eudaimonic workplace well-being, organization citizenship behavior toward individuals, Perceived co-worker support

### ABSTRAK

*Peran aksi sosial timbal balik dalam memberikan dan menerima dukungan pada kesejahteraan eudaimonic*

Kesejahteraan karyawan semakin mendapatkan perhatian dari berbagai kalangan. Studi terkait hubungan antara aksi timbal-balik dari dukungan sosial dengan kesejahteraan individual cenderung masih dilakukan secara terpisah-pisah. Selain itu, hubungan antara penerimaan dukungan dari rekan kerja dengan kesejahteraan karyawan juga cenderung masih menunjukkan hubungan yang relatif rendah hingga menengah. Oleh karena itu, penelitian ini hendak meninjau peran dinamika timbal-balik aksi sosial pada kesejahteraan, melalui tinjauan terhadap peran mediasi organization citizenship behavior toward individuals (OCB-I) dalam hubungan antara perceived co-worker support (PCS) dengan eudaimonic workplace well-being (EWWB). Partisipan penelitian merupakan pekerja aktif dan sudah bekerja selama minimal 1 tahun di organisasinya saat ini, yang dikumpulkan melalui teknik convenience sampling. Hasil analisis mediasi menunjukkan bahwa OCB-I secara signifikan memediasi hubungan antara PCS dengan EWWB, sehingga hipotesis penelitian ini dapat diterima. Penelitian ini menunjukkan peran dari interaksi sosial, terutama dinamika pemberian dukungan antarkaryawan, dalam kaitannya dengan kesejahteraan karyawan.

**Kata kunci:** Kesejahteraan eudaimonic karyawan, Organization citizenship behavior terhadap individual, Persepsi atas dukungan dari rekan kerja

This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



---

**Article citation:**

Febrina, S. R., & Salendu, A. (2023). The role of reciprocal actions of giving and receiving support on eudaimonic workplace well-being. *Empathy Jurnal Fakultas Psikologi*, 6(2), 92-109.  
<http://dx.doi.org/10.12928/empathy.v6i2.27360>

---

**INTRODUCTION**

A sentiment survey conducted among human resource (HR) leaders in 2021 revealed a significant focus on employee well-being in recent times [1]. Interestingly, this topic hadn't previously ranked among the top 5 priorities in HR. Another survey disclosed that during the COVID-19 pandemic, 68% of organizations began developing benefits to support employee well-being [2]. This underscores the importance given to employee well-being within HR management in organizations. This emphasis is also reflected on the International Labour Organization (ILO) website, particularly within the Occupational Safety and Health (OSH) section, which specifically addresses employee well-being concerning workplace safety, health, and employee engagement [3].

Previous research consistently indicates a positive relationship between employee well-being and job satisfaction, affective commitment, extra-role behavior, creativity, organizational justice, and a negative association with avoidance behaviors, such as employees' intentions to leave the organization [4], [5], [6], [7]. Employee well-being is influenced not only by individual characteristics but also by the work environment, such as organizational culture and social support [8], [9], [10]. Studies on individual well-being often take a generalized perspective (e.g. [11], [12]). However, examining individual well-being more specifically within the work context offers advantages in explaining its relationship with various job-related aspects more effectively [13]. This is supported by meta-analytic research indicating that individual well-being within the workplace is better predicted by antecedents related to the work domain [14].

Individual well-being tends to be more frequently studied in research related to hedonic well-being, emphasizing affective aspects or happiness [15] (e.g. [16]). However, individual well-being is not limited solely to pleasurable aspects in an individual's life, as traditionally understood, as it can also be viewed in terms of social relationships and the sense of meaning derived from various individual experiences [4], [17]. Various efforts have been made to differentiate hedonic well-being related to an individual's positive feelings

from eudaimonic well-being associated with the meaningfulness of diverse individual experiences. Although they are related, they stem from different subjective experiences [4], [5]. Previous research indicates a more consistent relationship between eudaimonic well-being, as opposed to hedonic, with competency development and goal achievement efforts [18]. Workplace studies demonstrate that eudaimonic well-being correlates with motivation, performance, and job satisfaction [8]. Eudaimonic well-being even exhibits a more consistent relationship compared to hedonic well-being concerning individual performance [19]. Further research delves into workplace well-being by distinguishing between hedonic and eudaimonic well-being to gain a more holistic perspective [4]. Findings suggest that hedonic well-being tends to focus on an individual's happiness and pleasant feelings about life, while eudaimonic well-being leans towards aspects of value fulfillment, beliefs, and individual potential. Other studies indicate that the meaningfulness of work life can impact an individual's overall sense of meaning in life [20]. This underscores the importance of focusing on eudaimonic well-being as it not only influences work life but also has the potential to impact an individual's long-term general well-being.

Eudaimonic well-being in the workplace, or eudaimonic workplace well-being (EWWB), encompasses interpersonal and intrapersonal dimensions. EWWB has job-related impacts, such as creative behaviors and workplace withdrawal (i.e., intention to leave), as well as an individual's perception of their ability to develop and function optimally in the workplace [4]. Understanding employees' eudaimonic well-being can benefit in comprehending their performance, development, and the consequences within an organizational setting. Therefore, it's crucial to reexamine factors contributing to employees' eudaimonic well-being. Prior research indicates that the mechanisms of reciprocal interpersonal relationships can influence individual efforts to thrive, which is associated with individual eudaimonic well-being [21]. However, there is still a need to examine these reciprocal social processes concerning employees' eudaimonic well-being.

Surveys reveal that the social context of a worker's life, such as having good relationships with colleagues and superiors, is a top priority in workplace considerations among employees [22]. Empirical research also demonstrates that relationships with superiors and colleagues influence individual psychological empowerment [23]. Not limited to being potential supporters for employees, interpersonal relationships within the organization can also serve as stressors for individuals [9], [24]. Stressors arising from these

interpersonal dynamics can impact an individual's perception of meaning and pressure in various ways. However, consistent social support received by individuals can act as a protective factor in coping with diverse job-related pressures [25]. Other research also indicates that workplace social support is associated with lower role conflicts and positively linked to the mental well-being of employees [11], [26]. Workplace social support refers to support coming from other individuals in the workplace [27]. Specific studies also show a negative relationship between support received from coworkers, or perceived co-worker support (PCS), with job stress and employees' desire to leave [28]. This demonstrates the diverse benefits of support from coworkers for individuals, as it plays a significant role in an individual's work life.

Previous research has shown that the reception of social support predicts psychological well-being, although some other studies indicate that the strength of this relationship tends to be relatively low to moderate [29], [30], [31]. Therefore, there is a need for further examination concerning factors that might mediate this relationship to explain the dynamics between the social support received by individuals, particularly from coworkers, and individual well-being in the workplace. Some previous studies have already revealed an indirect relationship between the two (e.g. [32], [33]).

On the other side of receiving social support, there is often a focus on individual organizational citizenship behavior (OCB) as a prosocial behavior within the workplace context, within the dynamics of interpersonal relationships. Generally, OCB refers to behaviors beyond job roles that contribute to the functioning of the organization [34], [35]. OCB encompasses behaviors within a structured, contextual, and sustained framework, such as those within an organization [34]. Previous research differentiates these behaviors into two categories based on the recipient of the behavioral action: organizational citizenship behavior toward organizations (OCB-O), which is directed toward the organization as a whole and includes forms like compliance with organizational rules; and organizationship citizenship behavior toward individuals (OCB-I), which focuses more on actions aimed at improving the well-being of other individuals within the organization, often referred to as altruistic behavior [36]. Previous research also indicates distinctions between these two types of OCB [37]. When discussing the motives behind OCB, prior studies suggest that motives rooted in prosocial behavior are more apparent in OCB-I [38]. Therefore, OCB, particularly OCB-I, can be viewed as prosocial behavior in the working context because it is more oriented towards the well-being of others beyond the individual self.

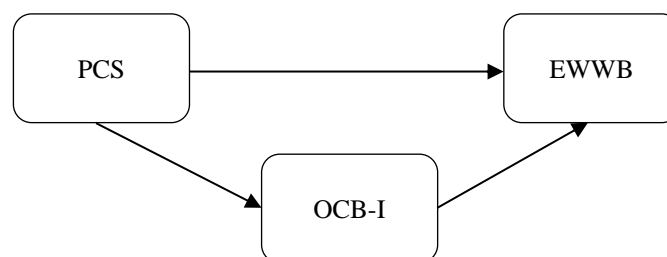
Previous studies underscore the importance of examining individual well-being and development in research related to OCB [35]. Previous research indicates that OCB-I is a construct closely linked to individual well-being [37]. Previous studies also summarize that helping behavior can provide happiness to the giver when they realize that their actions are beneficial in assisting others [39]. When such prosocial actions provide emotional benefits, they also foster interindividual relationships [40]. This can also be driven by altruistic motives behind the actions, such as sincerity or the impulse to provide benefits. Therefore, behaviors that benefit others not only provide advantages to others but also benefit the actor, or the individual performing the action. This is evident in the work context, showing that everyday OCB behavior is associated with a sense of meaning in work [41]. It indicates that OCB goes beyond eliciting pleasant feelings; it also provides a sense of meaning in the actions taken, suggesting a close relationship between OCB and the characteristics of individual eudaimonic well-being. Previous research also suggests that although the effects of prosocial behavior are moderate, its impact on eudaimonic well-being tends to be greater than hedonic well-being [42]. Consistent with these findings, other studies also show that OCB-I tends to have a stronger association with eudaimonic well-being than with hedonic well-being [43].

In the social dynamics of the workplace environment, previous research indicates that OCB-I, as a manifestation of actively impacting social exchanges, significantly predicts positive changes in the recipient's perception of support received from coworkers due to OCB-I. This, in turn, encourages reciprocal actions in the form of subsequent OCB by the recipient [44]. It suggests that receiving social support from coworkers can activate the drive to reciprocate the received support. Specific previous research also demonstrates the positive contribution of coworker support to OCB-I, where receiving support can prompt behavior to provide support to others, impacting not only oneself but also others [45]. Therefore, this indicates that OCB-I has the potential to mediate the relationship between coworker social support and eudaimonic well-being.

The Social Embedded Model of Thriving at Work provides an overview of this study's dynamics. Thriving at work can be defined as an individual's progress in the workplace. In this process, individuals strive to unleash their full potential through workplace learning processes, as reflected in the concept of individual eudaimonic well-being [46]. This model illustrates that the thriving process, referring to the sense of

development and vitality in individuals, cannot be dissociated from an individual's social system. The agentic behaviors of individuals act as a driving force in the thriving process, one of which is the individual's self-awareness of their role within relationships with others in a group to achieve common goals. These agentic behaviors stem from the accumulation of resources obtained from the support received from their peers, as depicted by PCS. PCS can serve as a resource for individuals when facing difficult conditions, needing assistance, or merely in an individual's efforts for self-improvement. This manifests in the form of strengthening, reconstructing, or changing frameworks, developing or building resources, as well as discovering meaning or life purpose for the individual [21].

The accumulated resources are then utilized as the main driver in individual development through agentic behaviors that can provide a sense of aliveness and learning through proactive and deliberate actions. This illustrates the dynamics of OCB behavior, as one form of agentic behavior, which proactively places individuals beyond their job role boundaries and encourages them to expand their contribution scope to a broader system than themselves. Thus, individuals can employ various newly acquired competency learnings from their social environment directly in their work sphere (experiential learning). Previous research emphasizes the pivotal role of coworker relationships in fostering individual growth [29]. It elucidates how support received from coworkers can act as a resource for individuals to develop in the workplace, serving as a driving force for agentic behavior like OCB-I, which potentially fuels the learning process and resource utilization in individual development. Figure 1 below refers to this research model.



**Figure 1. Research Model Diagram**

Description. PCS = Perceived Co-Worker Support; OCB-I = Organizational Citizenship Behavior Towards Individual; EWWB = Eudaimonic Workplace Well-Being.

Previous studies have emphasized the importance of expanding psychological research in the workplace beyond the WEIRD (Western, Educated, Industrialized, Rich, and Democratic) context, particularly considering the increasing globalization worldwide [47]. This notion is supported by findings indicating variations in the fitness model of individual

well-being across diverse cultures globally [48]. Cultural differences are also evident in examining the impact of prosocial behavior on individual well-being in South Korea and Northern America [49]. These findings suggest potential differences in characteristics among countries or cultures in understanding individual well-being and its antecedents. Moreover, a systematic review of OCB in Indonesia revealed that existing research tends to focus on individual differences, relationships with superiors, and organizational support [50]. This signals a limitation in research coverage regarding social support among coworkers and OCB. Hence, this study could serve as an expansion of the existing research context, especially by exploring reciprocal social relationships, both in the roles of individuals as recipients or providers of social support among coworkers, in predicting individual well-being in the cultural context of the Indonesian workplace.

## **METHOD**

This cross-sectional study employed a quantitative approach using a non-experimental method. Respondents were obtained through convenience sampling targeting full-time employees working within teams comprising a minimum of 1 (one) coworker. Data collection was conducted through an online questionnaire from May 19<sup>th</sup> to July 19<sup>th</sup>, 2022. The working groups consisted of individuals interconnected within an organizational context to achieve collective goals [8], [10]. Respondents had a minimum of 1 (one) year of current organizational experience, ensuring a dynamic social exchange within their work environment. The study focused on coworker relationships, referring to individuals within the same workplace who regularly interact to perform daily tasks [51]. Participation was voluntary, ensuring respondent data confidentiality, and participants had the right to withdraw at any time during the survey duration, as outlined in the approved consent form agreed upon by all respondents before completing the questionnaire. No financial compensation was provided to participants in this study. The study received approval and ethical clearance from the Ethics Committee at the Faculty of Psychology, Universitas Indonesia, under approval number 061/FPsi.Komite Etik/PDP.04.00/2022.

Eudaimonic workplace well-being (EWWB) refers to an individual's evaluation of their ability to develop and function within their work environment. This is assessed using the Eudaimonic Workplace Well-being Scale (EWWB; [4]), comprising 8 (eight) items using

a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) to assess individual agreement with statements related to their feelings in the workplace. One item on this questionnaire reads, "I feel that I have a purpose in my job." This measurement tool demonstrates internal reliability with a Cronbach's  $\alpha$  level of 0.89 [4]. The adapted measurement tool also shows high internal reliability with a Cronbach's  $\alpha$  level of 0.83.

Prosocial behavior towards coworkers in the workplace context can be examined through the OCB-I section of the Organizational Citizenship Behavior measurement tool, which has previously been adapted for the Indonesian context by [36], [52]. This measurement consists of 7 (seven) items using a 5-point Likert scale response format from 1 = strongly disagree to 5 = strongly agree. One of the items in this measurement tool is "I am willing to pay attention to my fellow coworkers." The adaptation used in this study demonstrates high internal reliability with a Cronbach's  $\alpha$  level of 0.79.

Perceived co-worker support (PCS) is assessed based on the perception of interpersonal support from coworkers. This is examined through the Co-worker Support section of the Social Support Scale, which has previously been adapted for the Indonesian context [53], [54]. This measurement consists of 6 items with responses on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). One of the items in this measurement tool is "My coworkers pay attention to me." The adaptation used in this study demonstrates high internal reliability with a Cronbach's  $\alpha$  level of 0.85.

Demographic variables such as age, gender, and actual work duration were controlled in the analysis process. Previous studies indicate that the impact of prosocial behavior on individual well-being tends to be higher among female participants and those of younger age [42]. Specifically, earlier research highlights the moderating effect of age on the relationship between various job-related characteristics and individual well-being, including social support [55]. Therefore, age and gender were controlled in this study due to their potential influence on individual well-being. Additionally, there is a need to consider actual work duration, which extends beyond formal work duration outlined in work contracts, but rather refers to the real duration of work. Previous studies have shown that longer work duration is associated with various physical and mental health issues [56]. Furthermore, research indicates that working beyond formal work hours, even if it involves merely thinking about work-related matters, is linked to poor individual well-being and increased strain reactions due to the limited recovery time available for individuals from work-related stress [57].

The hypothesis testing involved mediation analysis examining the direct, indirect,



and total relationships between PCS and EWWB mediated by OCB-I while controlling for age, gender, and actual work duration variables. Data analysis was conducted using the mediation model in the PROCESS Macro software (Model 4) developed by Andrew F. Hayes via the SPSS software.

## RESULTS AND DISCUSSION

The data collected for this study consisted of 232 participants with the following demographic characteristics: aged between 25 and 30 years old (61.2%), male (56.9%), holding a formal D4/S1 degree (81.5%), having work experience ranging from 2 to 10 years (73.7%), currently employed in the private sector (84.9%), working in the technology industry (20.3%), having a permanent work contract status (77.2%), and on average working beyond the duration stated in their contracts (61.2%). All participants confirmed their collaboration with colleagues in performing their daily work activities.

In an effort to examine the common method variance (CMV) in studies using various measurement instruments assessing interpersonal relationships, a confirmatory factor analysis (CFA) was conducted. The analysis results indicate that CMV was not detected based on the CFA results with a single-factor model that did not fit the available data well ( $\chi^2 = 986$ ,  $df = 209$ ,  $CFI = 0.685$ ,  $RMSEA = 0.127$ ,  $SRMR = 0.0903$ ). This indicates that the measurement tools used assess different aspects from one another. Hence, the analysis can be directed towards the variables under investigation.

An overview of the relationships among the variables studied in the research can be seen in Table 1. The main research variables, namely EWWB, PCS, and OCB-I, show positive and significant relationships with each other. However, only the control variable, namely gender, has a significant relationship with one of the main research variables, EWWB.

**Table 1 Inferential Analysis Results**

	<b>Variables</b>	<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>
(1)	Age		-0.131*	0.074	-0.005	-0.034	0.096
(2)	Gender	-0.131*		-0.085	-0.126*	-0.048	-0.026
(3)	Durasi Kerja Aktual	0.074	-0.085		-0.048	-0.101	-0.046
(4)	EWWB	-0.005	-0.126*	-0.048		0.679**	0.550**
(5)	PCS	-0.034	-0.048	-0.101	0.679**		0.510**
(6)	OCB-I	0.096	-0.026	-0.046	0.550**	0.510**	

Remarks. \*correlates one-tailed at the 0.05; \*\*correlates one-tailed at the 0.01 level.

PCS = perceived co-worker support; OCB-I = organizational citizenship behavior towards individual; EWWB = eudaimonic workplace well-being.

The research hypothesis testing was obtained from mediation analysis of direct, indirect, and total relationships between PCS and EWWB, mediated by OCB-I, as depicted in Table 2. The analysis was conducted using mediation modeling software by Andrew F. Hayes, controlling for age, gender, and actual work duration, with 5,000 bootstrapping. The analysis results revealed a positive and significant correlation in the direct relationship between PCS and EWWB ( $\beta = 0.583$ , 95% CI: 0.467 to 0.698). A significant positive relationship was also observed between PCS and OCB-I ( $\beta = 0.426$ , 95% CI: 0.333 to 0.519), as well as between OCB-I and EWWB ( $\beta = 0.370$ , 95% CI: 0.230 to 0.510). Overall, the total effect of PCS on EWWB through OCB-I was  $\beta = 0.740$ , 95% CI: 0.635 to 0.845. These analysis results demonstrate that OCB-I significantly mediates the relationship between PCS and EWWB, with an indirect effect of PCS on EWWB being  $\beta = 0.158$ , 95% CI: 0.079 to 0.263.

**Table 2 Hypothesis Testing Results**

<b>Predictive Role of Variables</b>	$\beta$	SE	<b>95% CI</b>		<b>Remarks</b>
			<b>LL</b>	<b>UL</b>	
(a) PCS > OCB-I	0.426	0.047	0.333	0.519	Positive and significant predictive role
(b) OCB-I > EWWB	0.370	0.071	0.230	0.510	Positive and significant predictive role
(ab) PCS > OCB-I > EWWB	0.158	0.047	0.079	0.263	Positive and significant predictive role
(c') PCS > EWWB	0.583	0.059	0.467	0.698	Positive and significant predictive role
(c) PCS > OCB-I > EWWB	0.740	0.053	0.635	0.845	Positive and significant predictive role

Remarks. CI = confidence interval; LL = lower limit; UL = upper limit. PCS = perceived co-worker support; OCB-I = organizational citizenship behavior towards individual; EWWB = eudaimonic workplace well-being.

The hypothesis testing results of the research indicate the role of OCB-I in the positive relationship between PCS and EWWB. This finding reveals that the higher the perception of support received by employees from their colleagues, the higher the level of eudaimonic workplace well-being for those employees. This could also be explained by the

elevated organizational citizenship behavior towards individuals exhibited by these employees. Hence, it indicates the significance of examining the dynamics of social interaction, especially concerning the exchange of support in the social context of the workplace, as it is associated with the well-being of employees.

The Social Embedded Model of Thriving at Work provides insight into the role of social dynamics among individuals in fostering personal development. In this model, resources like PCS are utilized through agentic behaviors, specifically in the form of OCB-I [46]. This is evident in the positive relationship between PCS and OCB-I in the study. Prior research has also indicated that receiving support from others can drive proactive behaviors like OCB-I as a form of reciprocal prosocial action [44]. Through proactive OCB-I behaviors, individuals expand their contributions and engage in new learning processes through direct actions [46]. This direct action, which facilitates learning, is closely linked to the concepts of vitality and individual development in EWWB. It illustrates the role of agentic behavior in the form of OCB-I as an actualization of accumulated resources, such as PCS, in individuals' efforts to develop and cultivate meaning, beliefs, and potential within the work environment. This study aligns with theoretical models depicting the role of OCB-I in the relationship between PCS and EWWB. Previous research has also shown that positive workplace relationships support individual development and offer opportunities for individuals to contribute to others [58]. This underscores the role of reciprocal social dynamics in the eudaimonic well-being of individuals.

Previous research highlights the importance of controlling for age, gender, and actual work duration, yet these variables demonstrated relatively limited impact in this study. Results from the mediation analysis indicate that age significantly influences OCB-I in examining the relationship between PCS and OCB-I. However, gender only significantly affects EWWB in the direct relationship between PCS and EWWB, as well as between OCB-I and EWWB. Nevertheless, the actual work duration does not show a significant role in this research model. Literature review on work time found inconsistent results concerning its association with well-being [59]. Some even hypothesize the opposite outcome; that is, positive outcomes, such as higher status and income, might accompany longer work hours, thereby minimizing the stress effects caused by longer work hours. Other studies explain that the disturbances observed in individuals tend to be associated with workaholism rather than the length of work time [60]. This indicates that there might be other contributing factors

obscuring the relationship between actual work time and individual well-being.

This research expands the scope of knowledge concerning employee well-being, particularly focusing on eudaimonic well-being, which still has relatively limited study coverage compared to hedonic well-being, especially outside Western contexts. The diversity of participant backgrounds in this study encourages generalization of the research findings across various workplace settings in Indonesia. It also sheds light on the significance of the workplace social environment in relation to employee well-being, where the exchange of coworker support, both in giving and receiving, significantly correlates with individual well-being. Hence, stakeholders should pay attention to the social aspect of individuals' professional lives within organizations, particularly in fostering the giving and receiving of support in the workplace. This fosters positive social exchange among employees, which is associated with individual well-being in the workplace. Achieving this involves ensuring a work culture that encourages supportiveness in collaboration. Work culture itself guides behavior in the work context for employees within organizations [10]. A supportive work culture nurtures proactive behavior among individuals to support each other, providing a platform for employees to contribute to their surroundings, including their colleagues. Such behavior offers opportunities for employees to actively engage and grow within their professional environment, a part of eudaimonic well-being in the workplace.

## CONCLUSION

This current study focuses on eudaimonic well-being and its relational dynamics in the workplace within Indonesia. The research aimed to analyze the mediating impact of OCB-I in the relationship between PCS and EWWB using the Hayes mediation model while controlling for age, gender, and actual work duration. The findings revealed that OCB-I significantly mediates the existing relationships. This sheds light on the crucial role of prosocial behavior towards other individuals beyond positional roles in understanding the link between coworker support reception and eudaimonic well-being in the Indonesian work environment. This research underscores the importance of paying attention to the interplay within the social environment at work, particularly concerning the dynamics of coworker support, as an effort to maintain the well-being of employees.

## RECOMMENDATIONS

This study comes with several limitations that should be considered when

interpreting the findings. Even though certain variables were controlled in the study, there's potential for other factors to act as confounding variables influencing these research outcomes. Additionally, while efforts were made in this study to limit Common Method Variance (CMV) through a one-factor CFA, it may not entirely prevent the results from potentially responding in a socially desirable manner or being affected by other biases while responding to the self-report questionnaire. Therefore, future research should consider using alternative data collection methods, such as examining the perceptions of individuals outside the study's subjects regarding the study subjects themselves, such as how those individuals perceive the support provided by the research subjects and the extent of support they have provided to the research subjects (e.g., [44]). Moreover, this study's outcomes also have limitations in explaining causality due to its cross-sectional design, which differs from previous studies that specifically examined bidirectional relationships among research variables [44], [43]. Nonetheless, this study is a significant step toward examining the relationships among variables, particularly in understanding the dynamics of social relationships concerning individual well-being in the workplace within the context of the Indonesian work environment. Subsequent research could further explore causal relationships using experimental or longitudinal designs to gain a deeper understanding of the relationships among the research variables. Other research methods worth considering include using diary methods to capture everyday worker behavior and its implications for other variables (e.g., [19], [41], [61], [62]).

## ACKNOWLEDGEMENTS

All respondents have voluntarily consented to participate in this study without compensation, with an assurance of data confidentiality, and they retain the right to withdraw at any point during the survey duration. The entire research process has received ethical clearance from the Ethics Committee at the Faculty of Psychology, University of Indonesia, under approval number 061/FPsi.Komite Etik/PDP.04.00/2022.

## REFERENCES

- [1] Future Workplace. (2021). *Future workplace 2021 HR sentiment survey: Five strategic priorities for the hybrid workplace*.

- [2] Kropp, B. (2021, April 26). *9 Work trends that HR leaders can't ignore in 2021*. Gartner. <https://www.gartner.com/smarterwithgartner/9-work-trends-that-hr-leaders-cant-ignore-in-2021>
- [3] International Labour Organization. (t.t.). *Workplace well-being*. Diambil 10 November 2021. dari [https://www.ilo.org/safework/areasofwork/workplace-health-promotion-and-well-being/WCMS\\_118396/lang--en/index.htm](https://www.ilo.org/safework/areasofwork/workplace-health-promotion-and-well-being/WCMS_118396/lang--en/index.htm)
- [4] Bartels, A. L., Peterson, S. J., & Reina, C. S. (2019). Understanding well-being at work: Development and validation of the eudaimonic workplace well-being scale. *PLOS ONE*, *14*(4), e0215957. <https://doi.org/10.1371/journal.pone.0215957>
- [5] Turban, D. B., & Yan, W. (2016). Relationship of eudaimonia and hedonia with work outcomes. *Journal of Managerial Psychology*, *31*(6), 1006–1020. <https://doi.org/10.1108/JMP-07-2015-0271>
- [6] Wang, X., Li, A., Liu, P., & Rao, M. (2018). The relationship between psychological detachment and employee well-being: The mediating effect of self-discrepant time allocation at work. *Frontiers in Psychology*, *9*. <https://doi.org/10.3389/fpsyg.2018.02426>
- [7] Zhang, X., Lin, Z., Liu, Y., Chen, X., & Liu, D. M. (2020). How do human resource management practices affect employee well-being? A mediated moderation model. *Employee Relations: The International Journal*, *42*(4), 903–919. <https://doi.org/10.1108/ER-08-2019-0320>
- [8] Arnold, J., Randall, R., Patterson, F., Silvester, J., Robertson, I., Cooper, C., Burnes, B., Harris, D., & Axtell, C. (2016). *Work psychology: Understanding human behaviour in the workplace* (6 ed.). Pearson Education.
- [9] Biggio, G., & Cortese, ClaudioG. (2013). Well-being in the workplace through interaction between individual characteristics and organizational context. *International Journal of Qualitative Studies on Health and Well-being*, *8*(1), 19823. <https://doi.org/10.3402/qhw.v8i0.19823>
- [10] Sutton, A. (2021). *Work psychology in action* (2 ed.). Macmillan Education.
- [11] Mensah, A. (2021). Job stress and mental well-being among working men and women in Europe: The mediating role of social support. *International Journal of Environmental Research and Public Health*, *18*(5), 2494. <https://doi.org/10.3390/ijerph18052494>
- [12] Wepfer, A. G., Allen, T. D., Brauchli, R., Jenny, G. J., & Bauer, G. F. (2018). Work-life boundaries and well-being: Does work-to-life integration impair well-being through lack of recovery? *Journal of Business and Psychology*, *33*(6), 727–740. <https://doi.org/10.1007/s10869-017-9520-y>
- [13] Taris, T. W., & Schaufeli, W. B. (2014). Individual well-being and performance at work: A conceptual and theoretical overview. Dalam M. van Veldhoven & R. Peccei (Ed.), *Well-being and Performance at Work* (hlm. 15–34). Psychology Press.
- [14] Biswas, T., Mäkelä, L., & Andresen, M. (2022). Work and non-work-related antecedents of expatriates' well-being: A meta-analysis. *Human Resource Management Review*, *32*(3), 100889. <https://doi.org/10.1016/j.hrmr.2021.100889>

- [15] Curry, O. S., Rowland, L. A., Van Lissa, C. J., Zlotowitz, S., McAlaney, J., & Whitehouse, H. (2018). Happy to help? A systematic review and meta-analysis of the effects of performing acts of kindness on the well-being of the actor. *Journal of Experimental Social Psychology*, 76, 320–329. <https://doi.org/10.1016/j.jesp.2018.02.014>
- [16] Titova, L., & Sheldon, K. M. (2021). Happiness comes from trying to make others feel good, rather than oneself. *The Journal of Positive Psychology*, 17(1), 1–15. <https://doi.org/10.1080/17439760.2021.1897867>
- [17] Fisher, C. D. (2014). Conceptualizing and measuring wellbeing at work. Dalam P. Y. Chen & C. L. Cooper (Ed.). *Work and wellbeing: Vol. III* (hlm. 9–33). Wiley.
- [18] Joshanloo, M., Jovanović, V., & Park, J. (2021). Differential relationships of hedonic and eudaimonic well-being with self-control and long-term orientation. *Japanese Psychological Research*, 63(1), 47–57. <https://doi.org/10.1111/jpr.12276>
- [19] Peiró, J. M., Kozusznik, M. W., & Soriano, A. (2019). From happiness orientations to work performance: The mediating role of hedonic and eudaimonic experiences. *International Journal of Environmental Research and Public Health*, 16(24), 5002. <https://doi.org/10.3390/ijerph16245002>
- [20] Weziak-Bialowolska, D., Bialowolski, P., Sacco, P. L., VanderWeele, T. J., & McNeely, E. (2020). Well-being in life and well-being at work: Which comes first? Evidence from a longitudinal study. *Frontiers in Public Health*, 8. <https://doi.org/10.3389/fpubh.2020.00103>
- [21] Feeney, B. C., & Collins, N. L. (2015). A new look at social support: A theoretical perspective on thriving through relationships. *Personality and Social Psychology Review*, 19(2), 113–147. <https://doi.org/10.1177/1088868314544222>
- [22] BCG, The Network, & Jobstreet. (2020). *Mengupas tren talent global, edisi Indonesia*. [https://www.google.com/url?q=https://www.jobstreet.co.id/id/cms/employer/wp-content/themes/jobstreet-employer/assets/pdf/gts/Global\\_Talent\\_Survey\\_2\\_ID\\_ID\\_2.pdf&sa=D&source=docs&ust=1639036996612000&usg=AOvVaw3hROhrVmq6yXG2BO-PUmjp](https://www.google.com/url?q=https://www.jobstreet.co.id/id/cms/employer/wp-content/themes/jobstreet-employer/assets/pdf/gts/Global_Talent_Survey_2_ID_ID_2.pdf&sa=D&source=docs&ust=1639036996612000&usg=AOvVaw3hROhrVmq6yXG2BO-PUmjp)
- [23] Schermuly, C. C., & Meyer, B. (2016). Good relationships at work: The effects of Leader-Member Exchange and Team-Member Exchange on psychological empowerment, emotional exhaustion, and depression. *Journal of Organizational Behavior*, 37(5), 673–691. <https://doi.org/10.1002/job.2060>
- [24] Truxillo, D. M., Bauer, T. N., & Erdogan, B. (2016). *Psychology and work: Perspectives on industrial and organizational psychology*. Routledge.
- [25] Sonnentag, S. (2015). Dynamics of well-being. *Annual Review of Organizational Psychology and Organizational Behavior*, 2(1), 261–293. <https://doi.org/10.1146/annurev-orgpsych-032414-111347>
- [26] Jia, C. X., Cheung, C., & Fu, C. (2020). Work support, role stress, and life satisfaction among chinese social workers: The mediation role of work-family conflict. *International Journal of Environmental Research and Public Health*, 17(23), 8881. <https://doi.org/10.3390/ijerph17238881>

- [27] Jolly, P. M., Kong, D. T., & Kim, K. Y. (2021). Social support at work: An integrative review. *Journal of Organizational Behavior*, 42(2), 229–251. <https://doi.org/10.1002/job.2485>
- [28] De Clercq, D., Azeem, M. U., Haq, I. U., & Bouckennooghe, D. (2020). The stress-reducing effect of coworker support on turnover intentions: Moderation by political ineptness and despotic leadership. *Journal of Business Research*, 111, 12–24. <https://doi.org/10.1016/j.jbusres.2020.01.064>
- [29] Kleine, A., Rudolph, C. W., & Zacher, H. (2019). Thriving at work: A meta-analysis. *Journal of Organizational Behavior*, 40(9–10), 973–999. <https://doi.org/10.1002/job.2375>
- [30] Shakespeare-Finch, J., Rees, A., & Armstrong, D. (2015). Social support, self-efficacy, trauma and well-being in emergency medical dispatchers. *Social Indicators Research*, 123(2), 549–565. <https://doi.org/10.1007/s11205-014-0749-9>
- [31] Siedlecki, K. L., Salthouse, T. A., Oishi, S., & Jeswani, S. (2014). The relationship between social support and subjective well-being across age. *Social Indicators Research*, 117(2), 561–576. <https://doi.org/10.1007/s11205-013-0361-4>
- [32] Boren, J. P. (2014). The relationships between co-rumination, social support, stress, and burnout among working adults. *Management Communication Quarterly*, 28(1), 3–25. <https://doi.org/10.1177/0893318913509283>
- [33] Caesens, G., Stinglhamber, F., & Luypaert, G. (2014). The impact of work engagement and workaholism on well-being: The role of work-related social support. *Career Development International*, 19(7), 813–835. <https://doi.org/10.1108/CDI-09-2013-0114>
- [34] Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2005). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. SAGE Publications.
- [35] Spitzmuller, M., Ilies, R., & Choi, D. (2018). Organizational citizenship behaviors—A new look at an old phenomenon at different level. Dalam *The SAGE handbook of industrial, work & organizational psychology: Personnel psychology and employee performance*. Vol. 1, 2nd ed. (hlm. 89–108). Sage Reference.
- [36] Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601–617. <https://doi.org/10.1177/014920639101700305>
- [37] Kaur, N., & Kang, L. S. (2019). The costs and benefits of going beyond the call of duty. *International Journal of Productivity and Performance Management*, 69(2), 252–270. <https://doi.org/10.1108/IJPPM-01-2019-0035>
- [38] Rioux, S. M., & Penner, L. A. (2001). The causes of organizational citizenship behavior: A motivational analysis. *Journal of Applied Psychology*, 86(6), 1306–1314. <https://doi.org/10.1037/0021-9010.86.6.1306>
- [39] Akin, L. B., Dunn, E. W., Whillans, A. V., Grant, A. M., & Norton, M. I. (2013). Making a difference matters: Impact unlocks the emotional benefits of prosocial spending. *Journal of Economic Behavior & Organization*, 88, 90–95. <https://doi.org/10.1016/j.jebo.2013.01.008>



- [40] Helliwell, J. F., Akin, L. B., Shiplett, H., Huang, H., & Wang, S. (2018). Social capital and prosocial behaviour as sources of well-being. Dalam E. Diener, S. Oishi, & L. Tay (Ed.), *Handbook of well-being*. DEF Publishers.
- [41] Lam, C. F., Wan, W. H., & Roussin, C. J. (2016). Going the extra mile and feeling energized: An enrichment perspective of organizational citizenship behaviors. *Journal of Applied Psychology*, *101*(3), 379–391. <https://doi.org/10.1037/apl0000071>
- [42] Hui, B. P. H., Ng, J. C. K., Berzaghi, E., Cunningham-Amos, L. A., & Kogan, A. (2020). Rewards of kindness? A meta-analysis of the link between prosociality and well-being. *Psychological Bulletin*, *146*(12), 1084–1116. <https://doi.org/10.1037/bul0000298>
- [43] Unanue, W., Barros, E., & Gómez, M. (2021). The longitudinal link between organizational citizenship behaviors and three different models of happiness. *International Journal of Environmental Research and Public Health*, *18*(12), 6387. <https://doi.org/10.3390/ijerph18126387>
- [44] Halbesleben, J. R. B., & Wheeler, A. R. (2015). To invest or not? the role of coworker support and trust in daily reciprocal gain spirals of helping behavior. *Journal of Management*, *41*(6), 1628–1650. <https://doi.org/10.1177/0149206312455246>
- [45] Chiaburu, D. S., & Harrison, D. A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance. *Journal of Applied Psychology*, *93*(5), 1082–1103. <https://doi.org/10.1037/0021-9010.93.5.1082>
- [46] Spreitzer, G., Sutcliffe, K., Dutton, J., Sonenshein, S., & Grant, A. M. (2005). A socially embedded model of thriving at work. *Organization Science*, *16*(5), 537–549. <https://doi.org/10.1287/orsc.1050.0153>
- [47] Pérez-Nebra, A., Sklaveniti, C., Islam, G., Petrović, I., Pickett, J., Alija, M., Matthijs Bal, P., Tekeste, M., Vukelić, M., Bazana, S., & Sanderson, Z. (2021). COVID-19 and the future of work and organisational psychology. *SA Journal of Industrial Psychology*, *47*. <https://doi.org/10.4102/sajip.v47i0.1854>
- [48] Disabato, D. J., Goodman, F. R., Kashdan, T. B., Short, J. L., & Jarden, A. (2016). Different types of well-being? A cross-cultural examination of hedonic and eudaimonic well-being. *Psychological Assessment*, *28*(5), 471–482. <https://doi.org/10.1037/pas0000209>
- [49] Nelson, S. K., Della Porta, M. D., Jacobs Bao, K., Lee, H. C., Choi, I., & Lyubomirsky, S. (2015). ‘It’s up to you’: Experimentally manipulated autonomy support for prosocial behavior improves well-being in two cultures over six weeks. *The Journal of Positive Psychology*, *10*(5), 463–476. <https://doi.org/10.1080/17439760.2014.983959>
- [50] Grasiawaty, N. (2021). Reviu sistematik penelitian organizational citizenship behavior (OCB) di Indonesia. *Buletin Psikologi*, *29*(1), 28. <https://doi.org/10.22146/buletinpsikologi.48004>
- [51] Singh, B., Selvarajan, T. T., & Solansky, S. T. (2019). Coworker influence on employee performance: a conservation of resources perspective. *Journal of Managerial Psychology*, *34*(8), 587–600. <https://doi.org/10.1108/JMP-09-2018-0392>

- [52] Grasiawaty, N., Juwita, F. R., & Setyasih, N. (2016). Adaptasi alat ukur organizational citizenship behavior (OCB) dengan peer review di Indonesia. *Seminar ASEAN: 2nd Psychology & Humanity*, 317–325.
- [53] Baruch-Feldman, C., Brondolo, E., Ben-Dayana, D., & Schwartz, J. (2002). Sources of social support and burnout, job satisfaction, and productivity. *Journal of Occupational Health Psychology*, 7(1), 84–93. <https://doi.org/10.1037/1076-8998.7.1.84>
- [54] Larasati, Y. N. (2020). *Hubungan antara dukungan sosial dan subjective well-being pada generasi milenial yang bekerja* [Undergraduate thesis]. Universitas Sanata Dharma.
- [55] Lorente, L., Tordera, N., & Peiró, J. (2018). How work characteristics are related to european workers' psychological well-being. A comparison of two age groups. *International Journal of Environmental Research and Public Health*, 15(1), 127. <https://doi.org/10.3390/ijerph15010127>
- [56] Bannai, A., & Tamakoshi, A. (2014). The association between long working hours and health: A systematic review of epidemiological evidence. *Scandinavian Journal of Work, Environment & Health*, 40(1), 5–18. <https://doi.org/10.5271/sjweh.3388>
- [57] Sonnentag, S., & Fritz, C. (2015). Recovery from job stress: The stressor-detachment model as an integrative framework. *Journal of Organizational Behavior*, 36(S1), S72–S103. <https://doi.org/10.1002/job.1924>
- [58] Colbert, A. E., Bono, J. E., & Purvanova, R. K. (2016). Flourishing via workplace relationships: Moving beyond instrumental support. *Academy of Management Journal*, 59(4), 1199–1223. <https://doi.org/10.5465/amj.2014.0506>
- [59] Ganster, D. C., Rosen, C. C., & Fisher, G. G. (2018). Long working hours and well-being: What we know, what we do not know, and what we need to know. *Journal of Business and Psychology*, 33(1), 25–39. <https://doi.org/10.1007/s10869-016-9478-1>
- [60] Ten Brummelhuis, L. L., Rothbard, N. P., & Urich, B. (2017). Beyond nine to five: Is working to excess bad for health? *Academy of Management Discoveries*, 3(3), 262–283. <https://doi.org/10.5465/amd.2015.0115>
- [61] Kozusznik, M. W., Peiró, J. M., & Soriano, A. (2019). Daily eudaimonic well-being as a predictor of daily performance: A dynamic lens. *PLOS ONE*, 14(4), e0215564. <https://doi.org/10.1371/journal.pone.0215564>
- [62] Lavy, S., Littman-Ovadia, H., & Boiman-Meshita, M. (2017). The wind beneath my wings: Effects of social support on daily use of character strengths at work. *Journal of Career Assessment*, 25(4), 703–714. <https://doi.org/10.1177/1069072716665861>