

Perceived Organizational Support Mediates The Effect of Job Insecurity on Organizational Citizenship Behavior at Adiwana Unagi Suites

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ABSTRAK

Menghadapi pandemi Covid-19, sektor pariwisata khususnya di sektor perhotelan harus melakukan beberapa penyesuaian agar bisa bertahan, salah satunya mengurangi jumlah karyawan. Kondisi ini menyebabkan sisa karyawan melakukan pekerjaan ekstra agar perusahaan bisa berjalan. Penelitian ini bertujuan untuk mengetahui peran perceived organizational support dalam memediasi pengaruh ketidakamanan pekerjaan terhadap perilaku kewarganegaraan organisasi. Penelitian ini dilakukan di Adiwana Unagi Suites. Populasi dalam penelitian ini adalah 63 karyawan. Metode penentuan sampel menggunakan metode sensus sehingga seluruh penduduk menjadi sampel. Analisis data yang digunakan adalah uji SEM-PLS dan Sobel. Hasil penelitian ini menunjukkan bahwa ketidakamanan pekerjaan berpengaruh negatif dan signifikan terhadap perilaku kewarganegaraan organisasi. Ketidakamanan pekerjaan memiliki efek negatif dan signifikan pada dukungan organisasi yang dirasakan. Dukungan organisasi yang dirasakan memiliki efek positif dan signifikan pada perilaku kewarganegaraan organisasi. Dukungan organisasi yang dirasakan mampu menengahi secara negatif efek ketidakamanan pekerjaan pada perilaku kewarganegaraan organisasi.

ABSTRACT

Facing the Covid-19 pandemic, the tourism sector, especially in the hospitality sector, must make several adjustments in order to survive, one of which is reducing the number of employees. This condition causes the remaining employees to do extra work so that the company can run. This study aims to determine the role of perceived organizational support in mediating the effect of job insecurity on organizational citizenship behavior. This research was conducted at Adiwana Unagi Suites. The population in this study were 63 employees. The method of determining the sample uses the census method so that the entire population becomes the sample. Data analysis used is SEM-PLS and Sobel test. The results of this study indicate that job insecurity has a negative and significant effect on organizational citizenship behavior. Job insecurity has a negative and significant effect on perceived organizational support. Perceived organizational support has a positive and significant effect on organizational citizenship behavior. Perceived organizational support is able to mediate negatively the effect of job insecurity on organizational citizenship behavior.

1. INTRODUCTION

Tourism is one sector that plays an important role in the economy, because the tourism sector contributes to state and regional income. However, the condition of the tourism sector has decreased due to the emergence of the Covid-19 pandemic which has caused the cessation of tourism activities, thus causing a decrease in income in the sector (Kuqi et al., 2021; Vo-Thanh et al., 2020). The pandemic has also caused a decline in the economy, causing people's purchasing power to decline (Widiasih & Darma, 2021). The visits of foreign tourists to Indonesia and Bali in particular provide substantial income, but the closure of tourism access during the pandemic has caused a decline in foreign tourist arrivals. Based on the data, in 2020 when the pandemic occurred, the decline in foreign tourist arrivals in Indonesia and Bali experienced negative growth of up to -74.84 percent for Indonesia and -82.96 percent for the Province of Bali. This condition certainly causes tourism in Bali to experience significant problems so that many hotels

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go bankrupt and lay off their employees. However, as time goes by, currently in 2022 tourism conditions have shown improvement with the reopening of foreign tourism access so that foreign and domestic tourist visits increase. This condition must of course be utilized as best as possible by business actors in the tourism sector to attract tourists and provide positive experiences to tourists so that the tourism sector will grow again. Despite facing a very difficult pandemic situation where there is a decrease in the work intensity of employees either through reducing working hours or reducing the number of employees, on the other hand the hotel must try to survive during the pandemic, so that employees owned by the hotel must be able to adapt by playing an extra role in maintaining sustainability hotel. This extra role of employees in an organization is called organizational citizenship behavior or abbreviated as OCB (Mahmoud et al., 2021). Organizational citizenship behavior can be defined as an employee's effort to do better and more work than he or she should do (Kim, 2019). Employees who have OCB will always play a bigger role and try harder than usual or what should be done with the aim of providing maximum results for the organization (Campbell & Im, 2016; Mohyi, 2020). Information technology has become a major facilitator for business activities, contributing greatly to the fundamental changes in the structure (Primawanti & Ali, 2022). Previous research stated that the optimal implementation of a company in the implementation of management is caused by differences in the context of management understanding between managers and implementing staff, submission of review results to all related parties, and education to officers (Jamali et al., 2015; Teittinen et al., 2013; Yiu et al., 2019). This research was conducted at Adiwana Unagi Suites which is part of Adiwana Resorts and Hotels Management.

Based on the results of the documentation on the number of guest visits at Adiwana Unagi Suites during 2021, it was found that the number of guest visits at Adiwana Unagi Suites throughout 2021 experienced fluctuations that tended to decrease. This condition shows that Adiwana Unagi Suites is experiencing several obstacles due to the decrease in guest visits, the impact on employees is a change in the work system that requires them to work even harder. Based on the results of the interview, it was found that the number of employees currently owned is 63 people. Based on the results of initial interviews with three employees at Adiwana Unagi Suites, several obstacles were found in dealing with the pandemic, including having to reduce employee working hours due to the decline in hotel occupancy, and some employees being laid off. This condition requires employees who are hired to work extra because of the reduction in the number of employees, so employees with good OCB are needed.

There are several factors that influence OCB, one of which is job insecurity or powerlessness in maintaining a job due to threats in certain situations (Kim, 2019; Priyadi et al., 2020). In this situation, a pandemic is a condition that threatens the work of employees, which is prone to causing employee powerlessness and employee discomfort at work. Job insecurity can threaten the willingness of employees to do extra work compared to what they should, because employees feel as good as any work they do, but they are threatened to be dismissed due to certain situations (Udayani & Sunariani, 2018). As a result, employees who feel job insecurity will tend to experience a decrease in morale. Based on the results of initial interviews with three employees at Adiwana Unagi Suites, it was found that due to the pandemic there was a delay in employee promotions which caused intern employees could not be appointed as permanent employees. This condition causes the emergence of job insecurity in employees, because they feel threatened that they do not have a clear career path, this is indicated to cause employees to be less motivated to work. Previous research which stated that job insecurity has a positive effect on OCB (Shin et al., 2019). The results of the study explain that the existence of job insecurity causes employees to try to find ways to make their position safe at work, so that employees indirectly view job insecurity as a motivation to work. While the other research shows that job insecurity has a negative effect on OCB (Abolade, 2018; Priyadi et al., 2020; Udayani & Sunariani, 2018). The results of the study explain that job insecurity causes feelings of discomfort to employees, it causes employees to feel less enthusiastic about working so that employees do not try to show their best. The results of these studies are contradictory, thus opening a gap to conduct more in-depth research related to the effect of job insecurity on organizational citizenship behavior. Even though they are facing a pandemic situation, but the hotel's ability to provide a sense of security to employees by not terminating employment and still providing opportunities for employees, employees will have a good perception of the hotel (Arumi et al., 2019; Salem et al., 2021; Saputra & Supartha, 2019). If employees have a perception that their work place respects their efforts and will maintain themselves as employees, then this will strengthen the effect of job insecurity on OCB, because employees will tend to feel appreciated so as to provide extra performance to the organization. The feeling of employees who feel support from the company for their work or will maintain themselves as employees is called perceived organizational support (Ahmad & Zafar, 2018; Hayati, 2020). Employees are individuals who have their own perceptions of their work and the company they work for. Employee perceptions can be formed from the company's treatment of them, the higher the support felt by employees, the employees will have a positive perception of their careers at the company

(Erdogan et al., 2020; Pangestuti, 2018). The existence of support from the company for employees is indicated to mediate the effect of job insecurity on OCB. This is supported by similar research showing that company support or perceived organizational support is able to mediate the effect of job insecurity on OCB (Alshaabani et al., 2021; Bohle et al., 2018; Chen & Eyou, 2021). This study seeks to describe more comprehensively the effect of job insecurity on employees' willingness to work extra, especially during the Covid-19 pandemic. This study seeks to find the efforts of employees in companies, especially the hospitality sector, which experienced a decline during the pandemic.

2. METHODS

This research is classified as quantitative research. This research was conducted at Adiwana Unagi Suites which is located on Jl. Suweta No. 88, Bentuyung Sakti, Ubud District, Gianyar Regency, Bali Province. The reason for choosing the location was due to the phenomenon that occurred at Adiwana Unagi Suites due to the Covid-19 pandemic which caused a reduction in employees and employee working hours, thus affecting the company's condition and problems related to OCB. The population of this research is all employees of Adiwana Unagi Suites, totaling 63 people. Indicators to measure organizational citizenship behavior are: (1) Altruism (behavior of helping others); (2) Conscientiousness (accuracy and prudence); (3) Sportsmanship (sportsmanlike behavior); (4) Courtesy (maintaining good relations); and (5) Civic virtue (citizen discretion) (Udayani & Sunariani, 2018). The indicators to measure perceived organizational support are: (1) Fairness (Justice); (2) Supervision Support (Superior Support); and (3) Organizational Reward and Job Conditions (Rewards and Working Conditions) (Zuanda, 2019). Variable indicators of job insecurity or job insecurity can be stated as follows: Feelings of worry about being dismissed from work before the employee wants to quit, There is an opportunity to leave work within a certain time, There is unclear career development in the company, Worries about companies that will not provide a strategic position in the future, Concerns about companies that will no longer need themselves in the future, Salaries, bonuses, and the like are no indication of increasing in the future, and Concerns about companies that are unable to pay salaries or bonuses to employees (Vo-Thanh et al., 2020).

The data sources used in this study are divided into two namely, primary data and secondary data. The primary data in this study are the results of initial interviews with Adiwana Unagi Suites employees to find the initial phenomena and data from questionnaires obtained by distributing questionnaires directly to respondents, namely Adiwana Unagi Suites employees. Secondary data in this study are in the form of previous research, journals on the internet, and books. Data collection techniques that will be carried out in this study are interviews and distributing questionnaires. The data analysis technique used in this research is the analysis of the Structural Equation Modeling (SEM) Partial Least Squares (PLS) technique.

3. RESULTS AND DISCUSSIONS

Results

Based on the results of the questionnaire distribution, the characteristics of respondents can be described as in Table 1.

Table 1. Characteristics of Respondents

Characteristics of Respondents	Classification	Number (People)	Percentage (%)
Age	< 20 Year	4	6.3
	20 - 25 Year	36	57.1
	26 - 30 Year	12	19.0
	> 30 Year	11	17.5
	Total	63	100,0
Gender	Laki - Laki	37	58.7
	Perempuan	26	41.3
	Total	63	100,0
Last Education	SMA/SMK	7	11.1
	Diploma	52	82.5
	Sarjana	3	4.8

Characteristics of Respondents	Classification	Number (People)	Percentage (%)
	Pascasarjana	1	1.6
	Total	63	100,0
Length of Work	< 6 Bulan	5	7.9
	6 - 12 Bulan	7	11.1
	1 - 2 Tahun	39	61.9
	> 2 Tahun	12	19.0
	Total	63	100,0
		Front Office	9
Position	House Keeping	11	17.5
	FB Product	9	14.3
	FB Service	9	14.3
	Accounting & Purchasing	4	6.3
	HRD & Security	6	9.5
	Sales and Reservation	4	6.3
	Spa	5	7.9
	Engineering	6	9.5
	Total	63	100,0

Based on the results of the distribution of questionnaires, respondents aged < 20 years were 4 people with a percentage of 6.3%. Respondents aged 20-25 years were 36 people with a percentage of 57.1%. Respondents aged 26-30 years were 12 people with a percentage of 19.0% and respondents aged >30 years were 11 people with a percentage of 17.5%. This shows that respondents aged 20-25 years are the most dominating. Male respondents were 37 people with a percentage of 58.7%. Female respondents were 26 people with a percentage of 41.3%. This shows that male respondents are the most dominating. Respondents with the last education SMA/SMK as many as 7 people with a percentage of 11.1%. Respondents with the latest education Diploma are 52 people with a percentage of 82.5%. Respondents with the latest undergraduate education as many as 3 people with a percentage of 4.8% and respondents with the latest postgraduate education as many as 1 person with a percentage of 1.6%. This shows that respondents with the most recent diploma education dominate.

Respondents with a length of work < 6 months were 5 people with a percentage of 7.9%. Respondents with a long working period of 6-12 months were 7 people with a percentage of 11.1%. Respondents with a length of work 1-2 years as many as 39 people with a percentage of 61.9% and respondents with a length of work > 2 years as many as 12 people with a percentage of 19.0%. This shows that respondents with 1 - 2 years of work are the most dominating. Respondents with front office positions were 9 people with a percentage of 14.3%. Respondents with house keeping positions were 11 people with a percentage of 17.5%. Respondents with FB product positions were 9 people with a percentage of 14.3%. Respondents with FB service positions were 9 people with a percentage of 14.3%. Respondents with accounting & purchasing positions were 4 people with a percentage of 6.3%. Respondents with HR & security positions were 6 people with a percentage of 9.5%.

Respondents with sales and reservation positions were 4 people with a percentage of 6.3%. Respondents with SPA positions were 5 people with a percentage of 7.9% and respondents with engineering positions were 6 people with a percentage of 9.5%. This shows that respondents with the most dominating house keeping position. In the measurement of the outer model, convergent validity, discriminant validity and uni-dimensionality tests were carried out. Convergent validity consists of outer loading and Average Variance Extracted (AVE). Discriminant Validity consists of comparing the outer loading value with the cross loading value and the AVE root is greater than the correlation between variables. For the reliability test, composite reliability, rho-A and Alpha Cronbach were used (Utama, 2018). The validity of the statistical data used in this study was assessed using convergent and discriminant validity presented in Figure 1.

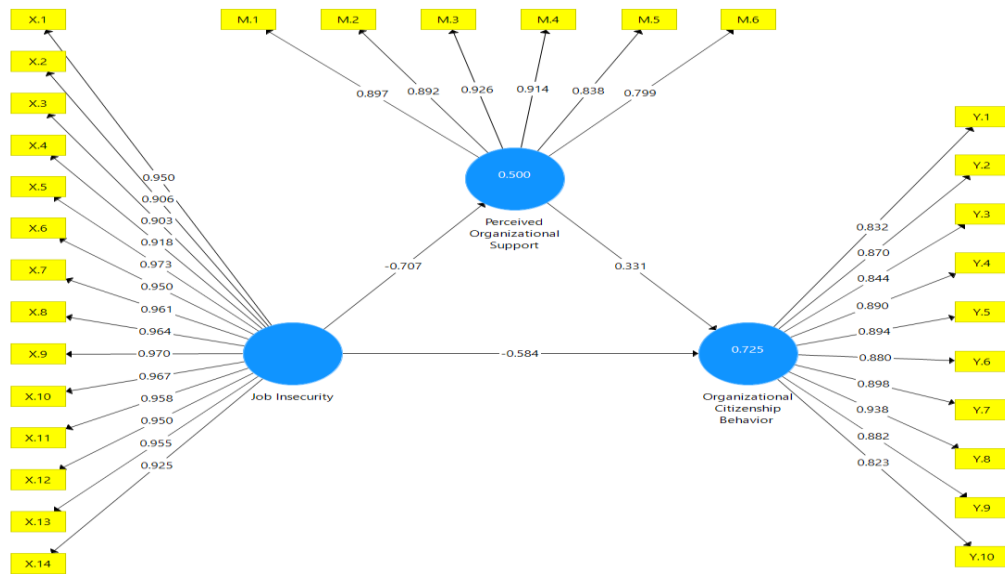


Figure 1. Outer Model

Table 2. Convergent Validity Test Results

Job Insecurity		Organizational Citizenship Behavior	Perceived Organizational Support
M.1			0.897
M.2			0.892
M.3			0.926
M.4			0.914
M.5			0.838
M.6			0.799
X.1	0.950		
X.10	0.967		
X.11	0.958		
X.12	0.950		
X.13	0.955		
X.14	0.925		
X.2	0.906		
X.3	0.903		
X.4	0.918		
X.5	0.973		
X.6	0.950		
X.7	0.961		
X.8	0.964		
X.9	0.970		
Y.1		0.832	
Y.10		0.823	
Y.2		0.870	
Y.3		0.844	
Y.4		0.890	
Y.5		0.894	
Y.6		0.880	
Y.7		0.898	
Y.8		0.938	
Y.9		0.882	

Based on Table 2, it can be seen that all values in the convergent validity test are greater than 0.7. Thus it can be stated that the data in the study is valid.

Table 3. AVE Convergent Validity Test Results

	Average Variance Extracted (AVE)
Job Insecurity	0.896
Organizational Citizenship Behavior	0.767
Perceived Organizational Support	0.773

Based on the [Table 3](#), it can be seen that all average variance extracted (AVE) values are more than 0.5. Thus it can be stated that the data in the study is valid. The discriminant validity analysis is described by looking at the outer loading value which must be greater than the cross loading value and the AVE root is greater than the correlation between the variables listed in [Table 4](#).

Table 4. AVE Convergent Validity Test Results

	Job Insecurity	Organizational Citizenship Behavior	Perceived Organizational Support
M.1	-0.606	0.610	0.897
M.2	-0.587	0.644	0.892
M.3	-0.620	0.694	0.926
M.4	-0.695	0.740	0.914
M.5	-0.630	0.623	0.838
M.6	-0.582	0.598	0.799
X.1	0.950	-0.775	-0.703
X.10	0.967	-0.796	-0.678
X.11	0.958	-0.800	-0.674
X.12	0.950	-0.789	-0.668
X.13	0.955	-0.829	-0.710
X.14	0.925	-0.718	-0.681
X.2	0.906	-0.704	-0.677
X.3	0.903	-0.724	-0.662
X.4	0.918	-0.729	-0.595
X.5	0.973	-0.809	-0.684
X.6	0.950	-0.774	-0.633
X.7	0.961	-0.775	-0.624
X.8	0.964	-0.803	-0.690
X.9	0.970	-0.810	-0.688
Y.1	-0.647	0.832	0.606
Y.10	-0.761	0.823	0.627
Y.2	-0.723	0.870	0.650
Y.3	-0.692	0.844	0.595
Y.4	-0.717	0.890	0.622
Y.5	-0.720	0.894	0.695
Y.6	-0.674	0.880	0.651
Y.7	-0.717	0.898	0.649
Y.8	-0.779	0.938	0.753
Y.9	-0.726	0.882	0.657

Based on [Table 4](#), it can be seen that all outer loading values are greater than other cross loading values. Thus it can be stated that the data in the study is valid.

Table 5. Comparison of AVE Roots

	Job Insecurity	Organizational Citizenship Behavior	Perceived Organizational Support
Job Insecurity	0.947		
Organizational Citizenship Behavior	-0.819	0.876	
Perceived Organizational Support	-0.707	0.744	0.879

Based on Table 5, it can be seen that all discriminant validity values of the correlation of latent variables in each variable are greater than 0.7. Thus, it can be stated that the data in the study are valid. All composite reliability coefficients must have results greater than the specified level of 0.6 and Cronbach's alpha value of more than 0.7 means that all variables in this study are reliable. The results of reliability testing are described in Table 6.

Table 6. Composite Reliability Coefficient Test Results and Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability
Job Insecurity	0.991	0.992
Organizational Citizenship Behavior	0.966	0.970
Perceived Organizational Support	0.941	0.953

Based on Table 6, it can be seen that all Cronbach's alpha values in each variable are greater than 0.7 and all Composite Reliability values are more than 0.6. Thus, it can be stated that the data in the research is reliable. In the measurement of the inner model, a direct effect test and an indirect effect test were carried out and tested the magnitude of the effect by analyzing the coefficient of determination (R-Square), analyzing the F-Square and Q-square. The structural model or inner model is evaluated by looking at the percentage of variance explained by looking at R² (R-Square exogenous variable) for the dependent latent construct using the Stone-Geisser Q Square test and also looking at the magnitude of the structural path coefficient. The potential mediation will be confirmed after further mediation analysis using the bootstrap method.

Table 7. R-square test results

	R Square	R Square Adjusted
Organizational Citizenship Behavior	0.725	0.716
Perceived Organizational Support	0.500	0.492

Based on Table 7, the R-square value for the job insecurity variable on organizational citizenship behavior is 0.725, which is large, which indicates that it has a large influence of $0.725 \times 100\% = 72.5\%$. The R-square value for the job insecurity variable on perceived organizational support is 0.500, including good which indicates it has a large influence of $0.500 \times 100\% = 50.0\%$. Based on the calculation of the Q-square value obtained by 0.862 more than 0 and close to 1, so it can be concluded that the model has a predictive relevance value or the model deserves to be said to have a relevant predictive value. Hypothesis testing is the process of evaluating the null hypothesis, where the hypothesis can be accepted or rejected. The opposite of the null hypothesis is the alternative hypothesis which states that there is a difference between the parameter and the statistic. Testing this hypothesis can be done by looking at the value of the t-statistic which uses a significance level of 95% (= 0.05 or 5%). Meanwhile, the t-table value with a significance level of 95% is 1.96. The criteria for rejection and acceptance of the hypothesis are that H_a is accepted and H₀ is rejected if the t-statistic > 1.96 and vice versa.

Table 8. Results of Direct Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Insecurity -> Organizational Citizenship Behavior	-0.584	-0.591	0.103	5.668	0.000
Job Insecurity -> Perceived Organizational Support	-0.707	-0.717	0.072	9.845	0.000
Perceived Organizational Support -> Organizational Citizenship Behavior	0.331	0.327	0.111	2.991	0.004

Based on the Table 8, the p-value and t-statistical values for each variable are described as follows. The p-value ($0.000 < 0.05$) with a beta value of -0.584 and a statistical t value of ($5.668 > 1.96$) it can be concluded that job insecurity has a negative and significant effect on organizational citizenship behavior. The p-value of the job insecurity variable on perceived organizational support ($0.000 < 0.05$) with a beta value of -0.707 and a statistical t value of ($9.845 > 1.96$) it can be concluded that job insecurity has a negative and significant effect on perceived organizational support. . The p-value of perceived

organizational support on organizational citizenship behavior is ($0.004 < 0.05$) with a beta value of 0.331 and a statistical t value of ($2.991 > 1.96$). It can be concluded that perceived organizational support has a positive and significant effect on organizational citizenship behavior.

Table 9. Result of Indirect Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Insecurity -> Perceived Organizational Support -> Organizational Citizenship Behavior	-0.234	-0.235	0.089	2.714	0.009

Based on the [Table 9](#), the p-value and t-statistical values for each variable are described as follows. The p-value of the job insecurity variable on organizational citizenship behavior through perceived organizational support is ($0.009 < 0.05$) with a beta value of -0.234 and a statistical t value of ($2.714 > 1.96$) so it can be concluded that perceived organizational support is able to mediate negatively influence job insecurity on organizational citizenship behavior. Sobel test results obtained t count of $2.85 > 1.96$. This means that job insecurity affects organizational citizenship behavior through perceived organizational support. The result of calculating the VAF value (26.4 percent) is more than 20 percent, it can be explained that there is a mediating effect or in other words perceived organizational support as partial mediation.

Discussion

Based on the results of data analysis, it was found that the p-value of the job insecurity variable on organizational citizenship behavior was 0.000 which was compared to a significant value of 0.05. Because the p-value is < significant ($0.000 < 0.05$) with a beta value of -0.584 and a t-statistic value of 5.668 which is compared to a t-table of 1.96. Because the value of t-statistics > t-value ($5.668 > 1.96$), it can be concluded that job insecurity has a negative and significant effect on organizational citizenship behavior. So the hypothesis is accepted. This means that the higher the job insecurity, the lower the organizational citizenship behavior.

Job insecurity is a psychological condition of a person or employee who shows concern at work and becomes his decision to stay or leave the company. Job insecurity is a bad thing for an organization where an individual is faced with unpleasant conditions in the employee's work environment. If an organization has a high level of work threat, then an individual will show an unpleasant attitude in doing his job, because at work an individual with a low level of security and uncertain work guarantees will make the employee's extra role low. The results of this study are in line with previous research which shows that job insecurity has a negative effect on organizational citizenship behavior ([Priyadi et al., 2020](#)). The results of other studies that support this statement show that job insecurity has a negative effect on organizational citizenship behavior ([Udayani & Sunariani, 2018](#)). The results of another study showed that employees who have job insecurity tend to have low organizational citizenship behavior ([Kim, 2019](#)). In line with the results of other research showing that job insecurity can reduce organizational citizenship behavior ([Mahmoud et al., 2021](#)).

Based on the results of data analysis, the p-value of the job insecurity variable on perceived organizational support was 0.000 which was compared to a significant value of 0.05. Because the p-value < significant ($0.000 < 0.05$) with a beta value of -0.707 and a t-statistical value of 9.845 compared to a t-table of 1.96. Because the value of t-statistics > t-value ($9.845 > 1.96$) it can be concluded that job insecurity has a negative and significant effect on perceived organizational support. So the hypothesis is accepted. This means that the higher the job insecurity, the lower the perceived organizational support. Job insecurity or the threat of work felt by employees will certainly have an influence on employees' perceptions of the company. Employees who feel that their work is threatened both in terms of position and so on will tend to perceive themselves that the company does not provide support for themselves and their sustainability in the company. This condition indicates that the higher the job insecurity, the lower the perceived organizational support of employees. The results of this study are in line with previous research which shows that job insecurity has a negative effect on perceived organizational support ([Bohle et al., 2018](#)). The existence of job insecurity actually causes perceived organizational support to decrease ([Lam et al., 2015](#)). Furthermore, similar research showed that job insecurity can reduce perceived organizational support ([Chen & Eyoun, 2021](#)). Other research shows that job insecurity can cause employees to feel unsupported by the company ([Moshoeu & Geldenhuys, 2015](#)).

Job insecurity or the threat of work felt by employees will certainly have an influence on employees' perceptions of the company. Employees who feel that their work is threatened both in terms of position and so on will tend to perceive themselves that the company does not provide support for themselves and their sustainability in the company. This condition indicates that the higher the job insecurity, the lower the perceived organizational support of employees. Previous research shows that job insecurity has a negative effect on perceived organizational support (Bohle et al., 2018). The same thing which stated that the existence of job insecurity actually causes perceived organizational support to decrease (Lam et al., 2015). Furthermore, similar research showed that job insecurity can reduce perceived organizational support (Abrar et al., 2021). Other research shows that job insecurity can cause employees to feel unsupported by the company (Moshoeu & Geldenhuys, 2015).

Based on the results of data analysis, the p-value of the perceived organizational support variable on organizational citizenship behavior was 0.004 which was compared to a significant value of 0.05. Because the p-value < significant ($0.004 < 0.05$) with a beta value of 0.331 and a t-statistic value of 2.991 compared to a t-table of 1.96. Because the t-statistical value > t-value ($2,991 > 1.96$), it can be concluded that perceived organizational support has a positive and significant effect on organizational citizenship behavior. So the hypothesis is accepted. This means that the higher the perceived organizational support, the higher the organizational citizenship behavior. Perception of company support will certainly cause employees to feel motivated because they feel the company provides support for themselves at work. These conditions will tend to make employees mobilize their abilities to produce good performance and more extra than usual. So it can be said that perceived organizational support can improve organizational citizenship behavior. The results of this study are in line with previous research which shows that perceived organizational support has a positive effect on organizational citizenship behavior (Pangestuti, 2018). The same thing showing the results that perceived organizational support had a positive effect on organizational citizenship behavior (Hayati, 2020). In similar research show that high perceived organizational support can improve organizational citizenship behavior (Ahmad & Zafar, 2018). Another study showed that higher perceived organizational support could lead to higher organizational citizenship behavior (Saputra & Supartha, 2019). Perception of company support will certainly cause employees to feel motivated because they feel the company provides support for themselves at work. These conditions will tend to make employees mobilize their abilities to produce good performance and more extra than usual. So it can be said that perceived organizational support can improve organizational citizenship behavior. Previous research shows that perceived organizational support has a positive effect on organizational citizenship behavior (Pangestuti, 2018). The same thing showing the results that perceived organizational support had a positive effect on organizational citizenship behavior (Hayati, 2020). Similar research show that high perceived organizational support can improve organizational citizenship behavior (Ahmad & Zafar, 2018). Another study showed that higher perceived organizational support could lead to higher organizational citizenship behavior (Saputra & Supartha, 2019).

Based on the results of data analysis, the p-value of the job insecurity variable on organizational citizenship behavior through perceived organizational support was 0.009 which was compared to a significant value of 0.05. Because the p-value is < significant ($0.009 < 0.05$) with a beta value of -0.234 and a t-statistic value of 2.714 which is compared to a t-table of 1.96. Because the value of t-statistics > t-value ($2.714 > 1.96$), it can be concluded that perceived organizational support is able to mediate negatively the effect of job insecurity on organizational citizenship behavior. So the hypothesis is accepted. This means that with perceived organizational support, the effect of job insecurity on organizational citizenship behavior will decrease. OCB is an important aspect if the company faces a suddenly changing situation, because employees will be able to give a harder performance than usual due to these changes. On the other hand, companies must provide support to employees in order to reduce the sense of job insecurity from employees and increase OCB. The results of this study are in line with previous research which shows that perceived organizational support can be a mediating variable on organizational citizenship behavior (Bohle et al., 2018). The results of other studies show that perceived organizational support can be a reinforcer for improving organizational citizenship behavior (Singh & Singh, 2018; Zuanda, 2019). OCB is an important aspect if the company faces a suddenly changing situation, because employees will be able to give a harder performance than usual due to these changes. On the other hand, companies must provide support to employees in order to reduce the sense of job insecurity from employees and increase OCB. Prvious research shows that perceived organizational support can be a mediating variable on organizational citizenship behavior (Bohle et al., 2018). The results of other studies show that perceived organizational support can be a reinforcer for improving organizational citizenship behavior (Singh & Singh, 2018; Zuanda, 2019).

4. CONCLUSION

Based on the results of the research analysis and the results of the discussion in the previous chapter, the conclusions of this study are as follows. Job insecurity has a negative and significant effect on organizational citizenship behavior. This means that the higher the job insecurity, the lower the organizational citizenship behavior. Job insecurity has a negative and significant effect on perceived organizational support. This means that the higher the job insecurity, the lower the perceived organizational support. Perceived organizational support has a positive and significant effect on organizational citizenship behavior. This means that the higher the perceived organizational support, the higher the organizational citizenship behavior. Perceived organizational support is able to mediate negatively the effect of job insecurity on organizational citizenship behavior. This means that with perceived organizational support, the effect of job insecurity on organizational citizenship behavior will decrease.

5. REFERENCES

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