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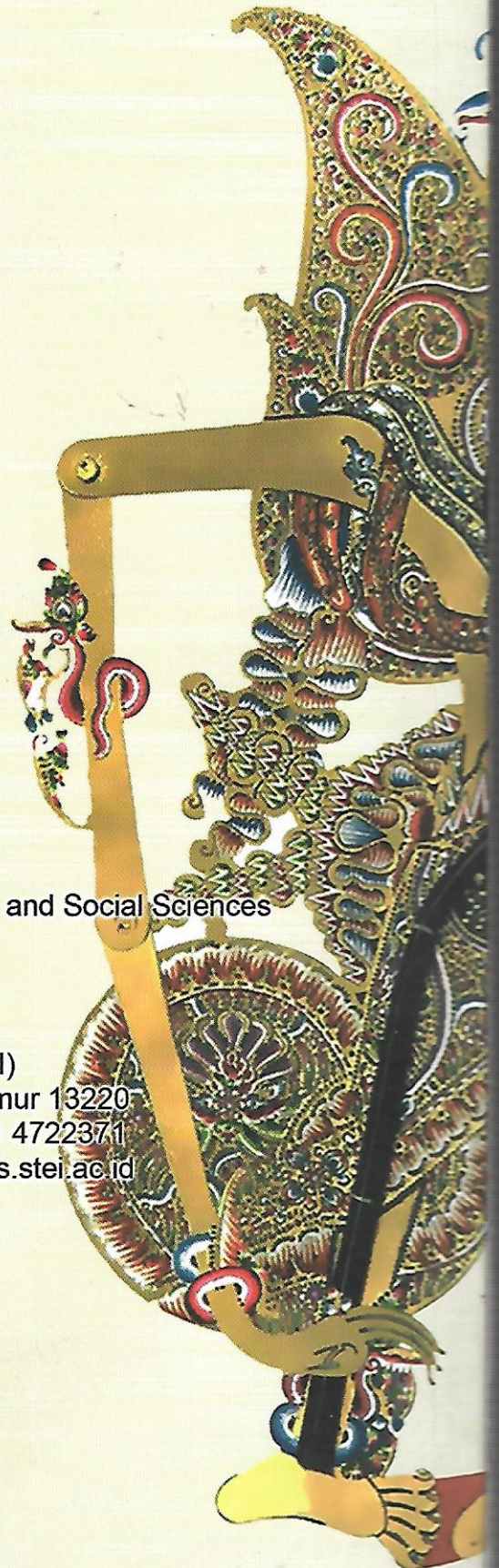
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THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN THE RELATIONSHIP BETWEEN JOB INSECURITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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Abstract - In today's business competition, companies are required to perform effective human resource management, one of them is the use of non-fixed labor. Contingent worker is a common phenomenon in working relationships in the global era as one way to ensure organizational flexibility. Consequences of the use of contingent worker is the emergence of job insecurity due to the uncertainty of work in the future. Job insecurity provides various impacts for the organization, one of them is organizational citizenship behavior. Various studies related to job insecurity and organizational citizenship behavior provide mixed results, so it is necessary to test the variables that are able to mediate the relationship between the two variables. One of the predictor variables of organizational citizenship behavior is perceived organizational support. Sample of this study was 170 contingent workers in Yogyakarta Special Region, Indonesia, to test the role of perceived organizational support as a mediating or moderating variable in the relationship between job insecurity and organizational citizenship behavior. Results showed that job insecurity negatively affected organizational citizenship behavior, but perceived organizational support despite being a predictor for organizational citizenship behavior was unable to mediate or moderate the relationship between the two variables.

Keywords: job insecurity, organizational citizenship behaviour, perceived organizational support.

The Role of Perceived Organizational Support in the Relationship between Job Insecurity and Organizational Citizenship Behaviour

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ABSTRACT

In today's business competition, companies are required to perform effective human resource management, one of them is the use of non-fixed labor. Contingent worker is a common phenomenon in working relationships in the global era as one way to ensure organizational flexibility. Consequences of the use of contingent worker is the emergence of job insecurity due to the uncertainty of work in the future. Job insecurity provides various impacts for the organization, one of them is organizational citizenship behavior. Various studies related to job insecurity and organizational citizenship behavior provide mixed results, so it is necessary to test the variables that are able to mediate the relationship between the two variables. One of the predictor variables of organizational citizenship behavior is perceived organizational support. Sample of this study was 170 contingent workers in Yogyakarta Special Region, Indonesia, to test the role of perceived organizational support as a mediating or moderating variable in the relationship between job insecurity and organizational citizenship behavior. Results showed that job insecurity negatively affected organizational citizenship behavior, but perceived organizational support despite being a predictor for organizational citizenship behavior was unable to mediate or moderate the relationship between the two variables.

Keywords: *job insecurity, organizational citizenship behaviour, perceived organizational support.*

INTRODUCTION

Global economic change increases competition and uncertainty between firms and puts greater pressure to gain higher profits and become more flexible in relationships between workers and organizations (Kalleberg, 2000). The adoption of non-standard work is facilitated by technological improvements in communication and information systems that enable people to become specialists in their fields. This condition stimulates the emergence of various terms of employment contracts related to non-standard work such as: part-time, temporary agency, contract company employee, short term employment, contingent worker, and independent contracting (Kalleberg, 2000).

Pattern of the working relationships has spread and has had a good impact on work patterns and academic research with many contradictions. Contingent worker is defined as a job in which a person does not have an explicit or implicit long term employment contract (Polivka, 1996). Some studies indicated that this trend creates underclass workers, low wages, no regards for job insecurity, limited training, and no possibilities for development (Connelly & Daniel, 2004).

Contingent worker phenomenon in Indonesia, more often known as outsourcing, has become a phenomenon of employment. The emergence of outsourced workers became one of the triggers of the emergence of job insecurity in Indonesia. This condition is considered very vulnerable and worrying because it will harm both parties: workers and employers. Employers are worried about their companies' performance while the workers are worried because they have no certainty about the future.

Because the development of work phenomenon has encouraged the emergence of job insecurity for workers, the research on job insecurity also showed a development. Job insecurity refers to "the feeling of losing power to keep the desired sustainability in a threatened work situation" (Greenhagh & Rosenblaat, 1984). Initially job insecurity research is often measured by the construct of unidimensional phenomena that generally only concern the working conditions in the future. Ashford et al. (1989) showed that job insecurity is often measured with single items, on an unknown scale, or measurements without clear theoretical basis that are insufficient.

Research on job insecurity has been linked to a variety of negative consequences such as its effects on mental and physical health that the results to the present day are still contradictory (Ashford et al., 1989; Mohr, 2000; Hellgren et al., 1999; Rugulies, 2008; Ferrie et al., 2002): depression (Meltzer, Bebbington & Brugha, 2010); belief in organizations

(Ashford et al., 1989), decreased loyalty to organizations (Loseby, 1992 in Rosenblatt, Talmud and Ruvio, 1999), decreased perceptions of organizational support (Rosenblatt & Ruvio, 1996); organizational commitment, resistance to change and intention to leave (Ashford et al., 1989; Ruvio & Rosenblatt, 1996). In addition, the development of research on job insecurity is also associated with demographic factors such as age, socio-economic (Feijoo, 2004); gender (Rosenblatt, Talmud and Ruvio, 1999; Cohvwen & Invenson, 2009); family condition (Barling et al., 1999)

LITERATURE REVIEWS

a. Job insecurity

Job insecurity refers to "a feeling of loss of power to maintain the desired sustainability in threatened work situations" (Greenhlagh & Rosenblaat, 1984). Research on the influence of job insecurity on mental and physical health is still contradictory, that maybe because of the methodological limitations. The main limitation is the use of different reference groups; second, the lack of data on mental health status prior to the occurrence of job insecurity; and third, only a few studies have included information on occupational stressors and no specific stressor levels about when job insecurity began to be felt (Mohr, 2000).

Empirical studies of job insecurity have been conducted repeatedly, the results showed that job insecurity is always associated with workers' welfare, mental and physical health complaints and worker attitudes (Hellgren et al., 1999). Research Rugulies et al., (2008) also showed the relationship of job insecurity with a decline in health levels.

The Ashford et al. (1989) study did not show the relationship between job insecurity and performance and somatic complaints as a consequence of job insecurity. Other empirical studies have found that job insecurity is associated with poor employee welfare, mental health complaints, mental distress, that rises in proportion to job insecurity levels (Hellgren et al., 1999). Rokies and Louis-Guerin (1990; in Hellgren et al., 1999) examined the importance of various aspects of job insecurity in mental health and work commitment. Ferrie et al. (2002) also compared self-reported health, psychoatric minor disorders, psychological and behavioral measures related to health. The results showed that job insecurity was significantly associated with poorly reported health outcomes and measurements of minor psychiatric disorders.

Research on job insecurity originally dominated by research conducted in western countries, the last few years has been done in various other countries in the world. Cultural differences give different effects. Research in China that is strongly influenced by Mao's teachings has a different effect on organizational commitment and trust, even though job insecurity still negatively affects commitment (Tim Wong, 2002). Lin (2003) examines the role of locus of control and job insecurity in China, where locus of control is influenced by the teachings of confusions. Ethical behavior is influenced by personal values and personal control. The results show that behavior control and personal values affect ethical decisions.

However job insecurity gives effect not only on personal well-being, but also influences work attitude and behavior, and in the long term affects the organization. Worker's reactions to job insecurity in the long term will affect organizational effectiveness (Greenhalgh & Rosenblatt, 1984 in Hellgren et al., 1999).

b. Perceived Organizational Support

Perceived organizational support (POS) refers to the level of employee confidence that the organization will appreciate their contribution and pay attention to their well being which in turn will require employees to reciprocate by providing equivalent measures (Khanzani & Materson, 2011). POS has long been conceptualized in the Social Exchange Theory (SET) (Eisenberger et al., 1986). Wayne et al., (1997) mentions that social exchange relationship refers to the quality of workers to exchange with organizations and supervisors. This form of relationship is manifested through POS and the supervisor is manifested through LMX (Leader Member Exchange). Under the SET, high POS will encourage workers to retaliate through their involvement in valuable functional behavior for the organization. Based on the evaluation of previous behaviors, workers believe that the organization will continue to treat well in the future.

c. Organizational Citizenship Behaviour

Organizational citizenship behavior (OCB) is defined as a behavior that is more than a routinuity that a worker is expected to perform. OCB results are significant in the long term compared to short-term for the organization (Daniel et al., 2006). OCB refers to behaviors that have a positive effect on the organization and its members. OCB results are consistent with social exchange relationship (Cirka et al., 1999).

HYPOTHESES DEVELOPMENT

a. Relationship between Job Insecurity and OCB

Workers who want security for their work in the future, job insecurity will increase OCB-O and decrease OCB-I (Wong et al, 2005). The existing literature indicates a negative influence of job insecurity feeling toward extra-role behavior (Jeurissa, 2009; Reisel, Chia, Maloles & Slacum, 2007 on De Bree, 2010). One of the extra roles is OCB (Feather & Rauter, 2004; Podsakoff, McKenzie, Paine & Bachrach, 2000; Wong, Wong, Ngo & Lui, 2005 on De Bree, 2010) stating that job insecurity has an effect on OCB. Feather & Rauter (2004) found an increase in job insecurity and OCB on contract workers. Brocker, Grover, Reed and Devit (1992) states that workers who are afraid of losing their jobs will give more energy to show that he is still qualified. According to the SET, the performance of the OCB will decrease as the organization violates the obligation to provide job security. Job Insecurity and OCB results are still debated, results vary (Wong et al., 2005).

H1: Job insecurity is negatively related to OCB

b. Relationship between Job Insecurity and POS and OCB

The high POS given to employees shows that the organization takes care of the well-being of employees and protects them and provides material and emotional support when the employee faces a stressful situation. Conversely individuals with low POS believe that organization ignore their best interests and will take advantage of them and if possible will replace them (Eisenberger et al., 1986). Rosenblatt, Talmud and Ruvio (1999) emphasized a gender perspective on job insecurity. For man job insecurity will affect the organization's commitment, the desire to get out and resistance to change, while for women will affect all work attitudes including perceptions about performance and organizational support. POS has been shown to be related to job insecurity measurements (Hoffmann & Morgenson, 1999). Research conducted by Rhoades and Eisenberger (2002) found that Job Insecurity is closely related to POS.

Hutchen's (1997) study examined the relationship between POS and affective commitment, organizational dependability resulted in POS positively associated with employee innovation, attendance, performance and negatively related to turn over intention. The results also showed that POS is related to OCB, OCB represents extra-role behaviour (Wayne et al., 1997). POS is a predictor of OCB-O, turnover intention, commitment (Cropanzano & Mitchell, 2005).

Job insecurity is also associated with decreased trust in organizations (Ashford et al., 1989), decreased loyalty to organizations (Loseby, 1992 on Rosenblatt, Talmud and Ruvio, 1999), decreased perceptions of organizational support (Rosenblatt & Ruvio, 1996). Job Insecurity also affects organizational commitment, resistance to change and trust. Ashford et al. (1989), Turnley & Feldman (2000), and JIWIS (1999) show that uncertain organizational conditions and job insecurity will reduce the level of trust in the organization.

Organizational support, denoted by POS, is evidently related to job insecurity measurements (Hofmann & Morgeson, 1999). POS has been shown to be related to job insecurity measurements (Hoffmann & Morgenson, 1999). Research conducted by Rhoades and Eisenberger (2002), found that job insecurity is closely related to POS. According to Wayne et al., (1997) POS proved to predict OCB, turnover and organizational commitment.

H2a: Job Insecurity is negatively related to POS

H2b: POS mediates the relationship between Job Insecurity and OCB

H2c: POS moderates the relationship between Job Insecurity and OCB

OPERATIONAL DEFINITION AND MEASUREMENT

a. Job Insecurity (JI)

Job insecurity was measured using the instrument developed by De Witte (2000), which measures the feeling of loss of power to maintain the desired sustainability in a threatened work situation. Consists of 4 questions with a 5-point likert score (1 = strongly disagree to 5 = strongly agree) with questions like I am afraid of losing my job.

b. Perceived Organizational Support (POS)

Exchange between organizations and employees is focused on POS defined as a belief related to the extent to which the organization assesses employees' contribution and concerns its well-being (Eisenberger et al., 1986). Perceived Organizational Support was developed by Eisenberger, Cummings, Armeli and Lynch (1997).

For this study we used a short version of the Survey of Perceived Organizational Support (SPOS) to assess the degree of perceived organizational contribution and attention to wellbeing. SPOS consists of 8 items of 36 items that have high loaded values on POS factors reported by Eisenberger et al. (1986) and in widespread applications across organizations.

The OCB concept (Organ, 1989) is an indirect or explicit individual behavior in which it is officially recognized in a formal reward system and aggregately offers the efficiency and effectiveness of an organization's function. The OCB was measured using instrument developed by William and Anderson (1991), consisting of 9 questions.

RESEARCH METHOD

a. Population and Sample

Population in this research is outsourcing workers of various job sector in Yogyakarta Special region, Indonesia.

b. Research model

The framework for this research can be seen in Figure 1 and 2.



Figure 1.

Model 1: POS as the mediator variable of the relationship between JI and OCB

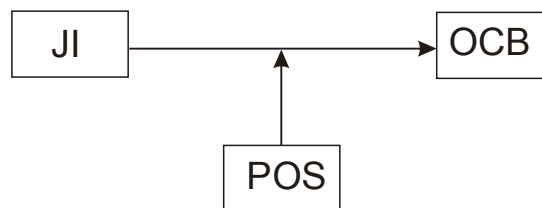


Figure 2.

Model 2 : POS as the moderator variable of the relationship between JI and OCB

DATA ANALYSES METHOD

a. Data Collection Technique

Data collection techniques used in this study is a sample survey technique that aims to obtain individual opinion data through primary data collection methods by providing closed questions to respondents. The data in this study were collected using questionnaires with closed statement using Likert scale. Sampling technique in this research use purposive sampling method. The sample must meet the criteria of respondents who work as outsourced labor.

b. Instrument Testing

1. Validity Testing

In the early stages of the study, researchers conducted tests on research instruments. Validity is a degree to which an instrument measures what should be measured. In this research, validity testing is done by confirmatory factor analysis on measurement model. In this study, researchers conducted a test of construct validity with confirmatory factor analysis. The researcher determines the 0.5 loading factor as suggested by Hair et al. (2006) stated that the loading factor ± 0.3 is the minimum level, ± 0.5 is practically significant for the sample number of 100 or more.

2. Reliability Testing

The next step is the second test of the completeness of statistics, reliability. The reliability of the instruments shows the internal consistency of the instrument to measure latent variables. The items of the reliable instruments measure unidimensional constructs.

DATA ANALYSIS TECHNIQUE

Data was analyzed using hierarchical regression analysis. Hierarchical regression analysis is a statistic method to test hypotheses where there is a moderator effect on the relationship between independent and dependent (Hair et al., 2006). The moderator variable (as the 2nd independent variable) changes the relationship between dependent and independent variables. In hierarchical regression analysis, the relationship pattern is: main effect, two variable interaction effect and three way interaction effect. The basic equations in this analysis are:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_1X_2$$

b_0 = intercept

b_1X_1 = linear effect of X_1

b_2X_2 = linear effect of X_2

$b_3X_1X_2$ = moderator effect of X_2 and X_1

So the equation in this research was:

$$(1) \text{ POS} = \alpha + \beta_1 \text{JI} + \varepsilon$$

$$\text{OCB} = \alpha + \beta_1 \text{JI} + \varepsilon$$

$$\text{OCB} = \alpha + \beta_1 \text{JI} + \beta_2 \text{POS} + \varepsilon$$

$$(2) \text{ POS} = \alpha + \beta_1 \text{JI} + \varepsilon$$

$$\text{OCB} = \alpha + \beta_1 \text{JI} + \varepsilon$$

$$\text{OCB} = \alpha + \beta_1 \text{JI} * \beta_2 \text{POS} + \varepsilon$$

Model 1 examined the mediation role of POS in the relationship between job insecurity and OCB. While Model 2 examined the moderating role of the POS in the relationship of job insecurity and OCB.

RESULTS AND DISCUSSION

a. Results

Questionnaires was distributed to 250 respondents, but only 170 respondents returned it. Of the 170 data returned, only 155 respondents completed the data (response rate 62%). Details of respondents were shown in the Table 1.

Table 1.
Respondent Profile

Variable	Category	Amount	Percentage
Sex	Male	95	61
	Female	60	39
Age	20 – 25 yo	88	57
	26 – 30 yo	67	43
Education	Junior High School	1	0.6
	Senior High School	67	43.4
	College/University	87	56
Job	Customer Service	46	30
	Office Boy	9	6
	Security	12	8
	Marketing/Sales	14	9
	Administration	9	6
	Mecanic	3	2
	Others (driver, cashier, dll)	62	39

b. Validity and Reliability

Validity was tested using confirmatory factor analysis. Validity test results are seen in Table 2.

Table 2
Factor Loading of the Instrument

Construct	Items		Factor Loading	
	Amount	Code	Before	After
Perceived Organizational Support	8	POS1	0.731	0.791

		POS2	0.782	0.816
		POS3	0.186	
		POS4	0.271	
		POS5	0.356	0.293
		POS6	0.371	0.318
		POS7	0.371	
		POS8	0.383	0.292
OCB		OCB8	0.603	0.546
		OCB9	0.514	0.516
		OCB10	0.677	0.835
		OCB11	0.541	0.592
		OCB12	0.463	
		OCB13	0.261	
		OCB14	0.527	
		OCB15	0.554	0.443
		OCB16	0.605	
Job Insecurity	4	J11	1.000	
		J12	1.000	
		J13	0.555	
		J4	0.312	

The results of goodness of fit indices analyses are presented in Table 3-5.

Table 3
Goodnes of fit indices of the Instrument
Perceived Organization Support

Goodness of fit Index	Initial	After deleting items nr 3,4,7	Explanation	
			Before	After
Chi square	124.954	17.198	High	Low
Probabilitas	0.000	0.004	Not really good	Good
RMSEA	0.185	0.125	Good	Good
GFI	0.829	0.956	Not really good	Good
AGFI	0.692	0.869	Not really good	Good
CFI	0.559	0.902	Not really good	Good

Table 4
Goodnes of fit indices of the Instrument
Organizational Citizenship Behavior

Goodness of fit Index	Initial	After deleting items nr: 13,7,5,1,3,11,9,12	Explanation	
			Before	After
Chi square	123.873	11,019	High	Low
Probabilitas	0.000	0.510	Not really good	Good
RMSEA	0.153	0.088	Good	Good
GFI	0.708	0.958	Not really good	Good
AGFI	0.769	0.974	Not really good	Good

CFI	0.708	0.958	Not really good	Good
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Table 5
Goodnes of fit indices of the Instrument
Job Insecurity

Goodness of fit Index	Initial	Explanation (Initial)
RMSEA	0.000	Good
GFI	1.000	Good
AGFI	0.996	Good
CFI	1.00	Good

The results of AVE analysis and construct validity are shown in the following Table 6.

Tabel 6.
AVE and Construct Validity

Construct	AVE	CR
POS	0.383	0.714
OCB	0.362	0.729
JI	0.579	0.785

The latent construct that has a high reliability has a value of 0.70 and above. The results showed all constructs have value more than 0.70. It means the entire construct is valid and reliabel.

c. Hypothesis Testing

Regression analysis was used to test the hypotheses 1, 2a, and 3a in this study. While Hierarchical regression analysis was used to test hypotheses 2b, 2c, 3b, and 3c for knowing the mediating and moderating effect of variables added. The results is showed in Table 7.

Table 7.
Correlation between Variables

Variable	OCB	POS	JI
OCB	1	0.364	-0.017
POS	0.132	1	-0.189**
JI	-0.017	-0.189**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Table 7 showed the relationship between research variables. The results showed that the relationship between job insecurity and OCB was negative. This supported H1 ($\beta = -$

0.017). The results also provided evidence of support for hypothesis 2a that there is a negative relationship between job insecurity with POS ($\beta = -0.189$; $\rho = 0.01$).

To test POS mediate and moderate the relationship between job insecurity and OCB, we use hierarchical regression analysis as shown in Table 8.

Tabel 8.
Hierarchical Regression Analysis

Variabel	Standardized Coefficient	R	R ²	Adjusted R ²	F	ΔR^2
POS as mediating variable						
JI – POS	-0.189	0.189	0.036	0.029	5.657	
JI – OCB	-0.017	0.017	0.000	-0.006	0.043	-0.036
OCB – (JI+POS)	0.200	0.200	0.040	0.034	6.362	0.040
POS as moderating variable						
JI - POS	-0.189	0.189	0.036	0.029	5.657	
JI – OCB	-0.017	0.017	0.000	-0.006	0.043	-0.036
OCB – (JI*POS)	0.142	0.142	0.020	0.014	3.217	0.020

POS as a mediating variable

The value of R² in the first stage was 0.189 (F = 5.659; $\rho = 0.019$). It means job insecurity does not significantly explain the variance of POS. The second stage showed the value of R² was -0.036 (F change = 0.043; $\rho = 0.836$) which means job insecurity does not significantly explain OCB variance. In the third stage, by adding the interaction between job insecurity and POS, the result showed the value of R² was 0.040 (F change = 6.362; $\rho = 0.013$ and b = 0.200; $\rho = 0.013$). Although there was an additional explanation of OCB variance of 0.040 but the interaction effect was not significant, so POS does not mediate the relationship between job insecurity and OCB.

POS as a moderating variable

The value of R² in the first stage was 0.189 (F = 5.659; $\rho = 0.019$). It means job insecurity does not significantly explain the variance of POS. The second stage showed the value of R² was -0.036 (F change = 0.043; $\rho = 0.836$). It means job insecurity does not significantly explain OCB variance. In the third stage, by adding the interaction between job insecurity and POS, the result showed the value of R² was 0.020 (F change = 3.127; $\rho = 0.0079$ and b = 0.142; $\rho = 0.079$). Although there was an additional explanation of OCB variance of 0.020, but the interaction effect was not significant, so POS does not moderate the relationship between JI and OCB.

DISCUSSION

The result of regression analysis support hypotheses 1 and 2a where stated there is negative relationship between JI and OCB and POS. The relationship between JI and OCB was still contradictory as the results of the study indicate a positive relationship between JI and OCB (Feather & Rauter, 2004; Brocker, Grover, Reed and Devit, 1992). While other studies showed a negative relationship between JI and OCB (Jeurissa, 2009; Reisel, Chia, Maloles & Slacum, 2007 on De Bree, 2010) and according to SET the OCB performance will decrease as the organization violates the obligation to provide job security. The relationship of job insecurity and OCB are still debated, results of the results were vary (Wong Tim et al., 2005). The result of our study supported that JI has negative relationship with OCB. Employees lower their extra-role behaviour when they feel their future employment are threatened.

Hypothesis 2a stated that there is a negative relationship between JI and POS based on studies done by Hoffmann & Morgenson (1999) and Rhoades & Eisenberger (2002). POS is conceptualized in Social Exchange Theory (Eisenberger et al., 1986). Wayne et al., (1997) stated social exchange relationship refers to the quality of workers to exchange with organizations and supervisors. This form of relationship is manifested through POS (Perceived Organization Support) and the supervisor is manifested through LMX (Leader Member Exchange). POS has been shown to be related to Job Insecurity measurements (Hoffmann & Morgenson, 1999). Research conducted by Rhoades and Eisenberger (2002), found that Job Insecurity is closely related to POS. So the research results supported the concept and previous research.

Hypotheses 2b and 2c stated that POS mediates and moderates the relationship between job insecurity and OCB. The results showed that POS is unable to mediate or moderate the relationship between job insecurity and OCB. Although various studies showed that POS is a predictor of OCB-O, turnover intention, commitment (Cropanzano & Mitchell, 2005), but in this study it turns out that POS is not a predictor for OCB as stated by Rhoades and Eisenberger (2002) that job insecurity is closely related to POS and POS proved to predict OCB, organizational turnover, and commitment (Wayne et al., 1997).

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The Role of Perceived Organizational Support in the Relationship between Job Insecurity and Organizational Citizenship Behaviour

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The Role of Perceived Organizational Support in the Relationship between Job Insecurity and Organizational Citizenship Behaviour

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ABSTRACT

In today's business competition, companies are required to perform effective human resource management, one of them is the use of non-fixed labor. Contingent worker is a common phenomenon in working relationships in the global era as one way to ensure organizational flexibility. Consequences of the use of contingent worker is the emergence of job insecurity due to the uncertainty of work in the future. Job insecurity provides various impacts for the organization, one of them is organizational citizenship behavior. Various studies related to job insecurity and organizational citizenship behavior provide mixed results, so it is necessary to test the variables that are able to mediate the relationship between the two variables. One of the predictor variables of organizational citizenship behavior is perceived organizational support. Sample in this study was 170 contingent workers in Yogyakarta Special Region, Indonesia, to test the role of perceived organizational support as a mediating or moderating variable in the relationship between job insecurity and organizational citizenship behavior. Results showed that job insecurity negatively affected organizational citizenship behavior, but perceived organizational support despite being a predictor for organizational citizenship behavior was unable to mediate or moderate the relationship between the two variables.

²⁸

Keywords: job insecurity, organizational citizenship behaviour, perceived organizational support.

INTRODUCTION

Global economic change increases competition and uncertainty between firms and puts greater pressure to gain higher profits and become more flexible in relationships between workers and organizations (Kalleberg, 2000). The adoption of non-standard work is facilitated by technological improvements in communication and information systems that enable people to become specialists in their fields. This condition stimulates the emergence of various terms of employment contracts related to non-standard work such as: part-time, temporary agency, contract company employee, short term employment, contingent worker, and independent contracting (Kalleberg, 2000).

Pattern of the working relationships has spread and has had a good impact on work patterns and academic research with many contradictions. Contingent worker is defined as a job in which a person does not have an explicit or implicit long term employment contract (Polivka, 1996). Some studies indicated that this trend creates underclass workers, low wages, no regards for job insecurity, limited training, and no possibilities for development (Connelly & Daniel, 2004).

Contingent worker phenomenon in Indonesia, more often known as outsourcing, has become a phenomenon of employment. The emergence of outsourced workers became one of the triggers of the emergence of job insecurity in Indonesia. This condition is considered very vulnerable and worrying because it will harm both parties: workers and employers. Employers are worried about their companies' performance while the workers are worried because they have no certainty about the future.

Because the development of work phenomenon has encouraged the emergence of job insecurity for workers, the research on job insecurity also showed a development. Job insecurity refers to "the feeling of losing power to keep the desired sustainability in a threatened work situation" (Greenhagh & Rosenblaat, 1984). Initially job insecurity research is often measured by the construct of unidimensional phenomena that generally only concern the working conditions in the future. Ashford et al. (1989) showed that job insecurity is often measured with single items, on an unknown scale, or measurements without clear theoretical basis that are insufficient.

Research on job insecurity has been linked to a variety of negative consequences such as its effects on mental and physical health that the results to the present day are still contradictory (Ashford et al., 1989; Mohr, 2000; Hellgren et al., 1999; Rugulies, 2008; Ferrie et al., 2002): depression (Meltzer, Bebbington & Brugha, 2010); belief in organizations

(Ashford et al., 1989), decreased loyalty to organizations (Loseby, 1992 in Rosenblatt, Talmud and Ruvio, 1999), decreased perceptions of organizational support (Rosenblatt & Ruvio, 1996); organizational commitment, resistance to change and intention to leave (Ashford et al., 1989; Ruvio & Rosenblatt, 1996). In addition, the development of research on job insecurity is also associated with demographic factors such as age, socio-economic (Feijoo, 2004); gender (Rosenblatt, Talmud and Ruvio, 1999; Cohvwen & Invenson, 2009); family condition (Barling et al., 1999)

LITERATURE REVIEWS

a. Job insecurity

Job insecurity refers to "a feeling of loss of power to maintain the desired sustainability in threatened work situations" (Greenhagh & Rosenblaat, 1984). Research on the influence of job insecurity on mental and physical health is still contradictory, that maybe because of the methodological limitations. The main limitation is the use of different reference groups; second, the lack of data on mental health status prior to the occurrence of job insecurity; and third, only a few studies have included information on occupational stressors and no specific stressor levels about when job insecurity began to be felt (Mohr, 2000).

Empirical studies of job insecurity have been conducted repeatedly, the results showed that job insecurity is always associated with workers' welfare, mental and physical health complaints and worker attitudes (Hellgren et al., 1999). Research Rugulies et al., (2008) also showed the relationship of job insecurity with a decline in health levels.

The Ashford et al. (1989) study did not show the relationship between job insecurity and performance and somatic complaints as a consequence of job insecurity. Other empirical studies have found that job insecurity is associated with poor employee welfare, mental health complaints, mental distress, that rises in proportion to job insecurity levels (Hellgren et al., 1999). Rokies and Louis-Guerin (1990; in Hellgren et al., 1999) examined the importance of various aspects of job insecurity in mental health and work commitment. Ferrie et al. (2002) also compared self-reported health, psychoatric minor disorders, psychological and behavioral measures related to health. The results showed that job insecurity was significantly associated with poorly reported health outcomes and measurements of minor psychiatric disorders.

Research on job insecurity originally dominated by research conducted in western countries, the last few years has been done in various other countries in the world. Cultural differences give different effects. Research in China that is strongly influenced by Mao's teachings has a different effect on organizational commitment and trust, even though job insecurity still negatively affects commitment (Tim Wong, 2002). Lin (2003) examines the role of locus of control and job insecurity in China, where locus of control is influenced by the teachings of confusions. Ethical behavior is influenced by personal values and personal control. The results show that behavior control and personal values affect ethical decisions.

However job insecurity gives effect not only on personal well-being, but also influences work attitude and behavior, and in the long term affects the organization. Worker's reactions to job insecurity in the long term will affect organizational effectiveness (Greenhalgh & Rosenblatt, 1984 in Hellgren et al., 1999).

²⁰ b. Perceived Organizational Support

Perceived organizational support (POS) refers to the level of employee confidence that the organization will appreciate their contribution and pay attention to their well being which in turn will require employees to reciprocate by providing equivalent measures (Khanzani & Materson, 2011). POS has long been conceptualized in the Social Exchange Theory (SET) (Eisenberger et al., 1986). Wayne et al., (1997) mentions that social exchange relationship refers to the quality of workers to exchange with organizations and supervisors. This form of relationship is manifested through POS and the supervisor is manifested through LMX (Leader Member Exchange). Under the SET, high POS will encourage workers to retaliate through their involvement in valuable functional behavior for the organization. Based on the evaluation of previous behaviors, workers believe that the organization will continue to treat well in the future.

³⁰ c. Organizational Citizenship Behaviour

Organizational citizenship behavior (OCB) is defined as a behavior that is more than a routine that a worker is expected to perform. OCB results are significant in the long term compared to short-term for the organization (Daniel et al., 2006). OCB refers to behaviors that have a positive effect on the organization and its members. OCB results are consistent with social exchange relationship (Cirka et al., 1999).

HYPOTHESES DEVELOPMENT

a. Relationship between Job Insecurity and OCB

Workers who want security for their work in the future, job insecurity will increase OCB-O and decrease OCB-I (Wong et al, 2005). The existing literature indicates a negative influence of job insecurity feeling toward extra-role behavior (Jeurissa, 2009; Reisel, Chia, Maloles & Slacum, 2007 on De Bree, 2010). One of the extra roles is OCB (Feather & Rauter, 2004; Podsakoff, McKenzie, Paine & Bachrach, 2000; Wong, Wong, Ngo & Lui, 2005 on De Bree, 2010) stating that job insecurity has an effect on OCB. Feather & Rauter (2004) found an increase in job insecurity and OCB on contract workers. Brocker, Grover, Reed and Devit (1992) states that workers who are afraid of losing their jobs will give more energy to show that he is still qualified. According to the SET, the performance of the OCB will decrease as the organization violates the obligation to provide job security. Job Insecurity and OCB results are still debated, results vary (Wong et al., 2005).

H1: Job insecurity is negatively related to OCB

b. Relationship between Job Insecurity and POS and OCB

The high POS given to employees shows that the organization takes care of the well-being of employees and protects them and provides material and emotional support when the employee faces a stressful situation. Conversely individuals with low POS believe that organization ignore their best interests and will take advantage of them and if possible will replace them (Eisenberger et al., 1986). Rosenblatt, Talmud and Ruvio (1999) emphasized a gender perspective on job insecurity. For man job insecurity will affect the organization's commitment, the desire to get out and resistance to change, while for women will affect all work attitudes including perceptions about performance and organizational support. POS has been shown to be related to job insecurity measurements (Hoffmann & Morgenson, 1999). Research conducted by Rhoades and Eisenberger (2002) found that Job Insecurity is closely related to POS.

Hutchen's (1997) study examined the relationship between POS and affective commitment, organizational dependability resulted in POS positively associated with employee innovation, attendance, performance and negatively related to turn over intention. The results also showed that POS is related to OCB, OCB represents extra-role behaviour (Wayne et al., 1997). POS is a predictor of OCB-O, turnover intention, commitment (Cropanzano & Mitchell, 2005).

Job insecurity is also associated with decreased trust in organizations (Ashford et al., 1989), decreased loyalty to organizations (Loseby 1992 on Rosenblatt, Talmud and Ruvio, 1999), decreased perceptions of organizational support (Rosenblatt & Ruvio, 1996). Job Insecurity also affects organizational commitment, resistance to change and trust. Ashford et al. (1989), Turnley & Feldman (2000), and JIWS (1999) show that uncertain organizational conditions and job insecurity will reduce the level of trust in the organization.

Organizational support, denoted by POS, is evidently related to job insecurity measurements (Hofmann & Morgeson, 1999). POS has been shown to be related to job insecurity measurements (Hoffmann & Morgenson, 1999). Research conducted by Rhoades and Eisenberger (2002), found that job insecurity is closely related to POS. According to Wayne et al., (1997) POS proved to predict OCB, turnover and organizational commitment.

H2a: Job Insecurity is negatively related to POS

H2b: POS mediates the relationship between Job Insecurity and OCB

H2c: POS moderates the relationship between Job Insecurity and OCB

OPERATIONAL DEFINITION AND MEASUREMENT

a. Job Insecurity (JI)

Job insecurity was measured using the instrument developed by De Witte (2000), which measures the feeling of loss of power to maintain the desired sustainability in a threatened work situation. Consists of 4 questions with a 5-point likert score (1 = strongly disagree to 5 = strongly agree) with questions like I am afraid of losing my job.

b. Perceived Organizational Support (POS)

Exchange between organizations and employees is focused on POS defined as a belief related to the extent to which the organization assesses employees' contribution and concerns its well-being (Eisenberger et al., 1986). Perceived Organizational Support was developed by Eisenberger, Cummings, Armeli and Lynch (1997).

For this study we used a short version of the Survey of Perceived Organizational Support (SPOS) to assess the degree of perceived organizational contribution and attention to wellbeing. SPOS consists of 8 items of 36 items that have high loaded values on POS factors reported by Eisenberger et al. (1986) and in widespread applications across organizations.

The OCB concept (Organ, 1989) is an indirect or explicit individual behavior in which it is officially recognized in a formal reward system and aggregately offers the efficiency and effectiveness of an organization's function. The OCB was measured using instrument developed by William and Anderson (1991), consisting of 9 questions.

RESEARCH METHOD

a. Population and Sample

Population in this research is outsourcing workers of various job sector in Yogyakarta Special region, Indonesia.

b. Research model

The framework for this research can be seen in Figure 1 and 2.



Figure 1.

Model 1: POS as the mediator variable of the relationship between JI and OCB

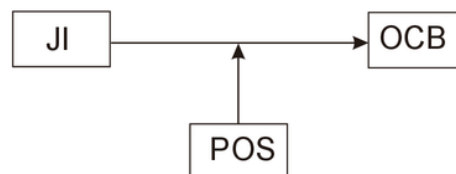


Figure 2.

Model 2 : POS as the moderator variable of the relationship between JI and OCB

DATA ANALYSES METHOD

a. Data Collection Technique

Data collection techniques used in this study is a sample survey technique that aims to obtain individual opinion data through primary data collection methods by providing closed questions to respondents. The data in this study were collected using questionnaires with closed statement using Likert scale. Sampling technique in this research use purposive sampling method. The sample must meet the criteria of respondents who work as outsourced labor.

b. Instrument Testing

1. Validity Testing

In the early stages of the study, researchers conducted tests on research instruments. Validity is a degree to which an instrument measures what should be measured. In this research, validity testing is done by confirmatory factor analysis on measurement model. In this study, researchers conducted a test of construct validity with confirmatory factor analysis. The researcher determines the 0.5 loading factor as suggested by Hair et al. (2006) stated that the loading factor ± 0.3 is the minimum level, ± 0.5 is practically significant for the sample number of 100 or more.

2. Reliability Testing

The next step is the second test of the completeness of statistics, reliability. The reliability of the instruments shows the internal consistency of the instrument to measure latent variables. The items of the reliable instruments measure unidimensional constructs.

DATA ANALYSIS TECHNIQUE

Data was analyzed using hierarchical regression analysis. Hierarchical regression analysis is a statistic method to test hypotheses where there is a moderator effect on the relationship between independent and dependent (Hair et al., 2006). The moderator variable (as the 2nd independent variable) changes the relationship between dependent and independent variables. In hierarchical regression analysis, the relationship pattern is: main effect, two variable interaction effect and three way interaction effect. The basic equations in this analysis are:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_1X_2$$

b_0 = intercept

b_1X_1 = linear effect of X_1

b_2X_2 = linear effect of X_2

$b_3X_1X_2$ = moderator effect of X_2 and X_1

So the equation in this research was:

$$(1) \text{ POS} = \alpha + \beta_1 \text{JI} + \varepsilon$$

$$\text{OCB} = \alpha + \beta_1 \text{JI} + \varepsilon$$

$$\text{OCB} = \alpha + \beta_1 \text{JI} + \beta_2 \text{POS} + \varepsilon$$

$$(2) \text{ POS} = \alpha + \beta_1 \text{JI} + \varepsilon$$

$$\text{OCB} = \alpha + \beta_1 \text{JI} + \varepsilon$$

$$\text{OCB} = \alpha + \beta_1 \text{JI} * \beta_2 \text{POS} + \varepsilon$$

Model 1 examined the mediation role of POS in the relationship between job insecurity and OCB. While Model 2 examined the moderating role of the POS in the relationship of job insecurity and OCB.

RESULTS AND DISCUSSION

a. Results

Questionnaires was distributed to 250 respondents, but only 170 respondents returned it. Of the 170 data returned, only 155 respondents completed the data (response rate 62%). Details of respondents were shown in the Table 1.

Table 1.
Respondent Profile

Variable	Category	Amount	Percentage
Sex	Male	95	61
	Female	60	39
Age	20 – 25 yo	88	57
	26 – 30 yo	67	43
Education	Junior High School	1	0.6
	Senior High School	67	43.4
	College/University	87	56
Job	Customer Service	46	30
	Office Boy	9	6
	Security	12	8
	Marketing/Sales	14	9
	Administration	9	6
	Mecanic	3	2
	Others (driver, cashier, dll)	62	39

b. Validity and Reliability

Validity was tested using confirmatory factor analysis. Validity test results are seen in Table 2.

Table 2
Factor Loading of the Instrument

Construct	Items		Factor Loading	
	Amount	Code	Before	After
Perceived Organizational Support	8	POS1	0.731	0.791

		POS2	0.782	0.816
		POS3	0.186	
		POS4	0.271	
		POS5	0.356	0.293
		POS6	0.371	0.318
		POS7	0.371	
		POS8	0.383	0.292
OCB		OCB8	0.603	0.546
		OCB9	0.514	0.516
		OCB10	0.677	0.835
		OCB11	0.541	0.592
		OCB12	0.463	
		OCB13	0.261	
		OCB14	0.527	
		OCB15	0.554	0.443
		OCB16	0.605	
Job Insecurity	4	J11	1.000	
		J12	1.000	
		J13	0.555	
		J4	0.312	

The results of goodness of fit indices analyses are presented in Table 3-5.

Table 3
Goodnes of fit indices of the Instrument
Perceived Organization Support

Goodness of fit Index	Initial	After deleting items nr 3,4,7	Explanation	
			Before	After
Chi square	124.954	17.198	High	Low
Probabilitas	0.000	0.004	Not really good	Good
RMSEA	0.185	0.125	Good	Good
GFI	0.829	0.956	Not really good	Good
AGFI	0.692	0.869	Not really good	Good
CFI	0.559	0.902	Not really good	Good

Table 4
Goodnes of fit indices of the Instrument
Organizational Citizenship Behavior

Goodness of fit Index	Initial	After deleting items nr: 13,7,5,1,3,11,9,12	Explanation	
			Before	After
Chi square	123.873	11,019	High	Low
Probabilitas	0.000	0.510	Not really good	Good
RMSEA	0.153	0.088	Good	Good
GFI	0.708	0.958	Not really good	Good
AGFI	0.769	0.974	Not really good	Good

CFI	0.708	0.958	Not really good	Good
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Table 5
Goodnes of fit indices of the Instrument
Job Insecurity

Goodness of fit Index	Initial	Explanation (Initial)
RMSEA	0.000	Good
GFI	1.000	Good
AGFI	0.996	Good
CFI	1.00	Good

The results of AVE analysis and construct validity are shown in the following Table 6.

Tabel 6.
AVE and Construct Validity

Construct	AVE	CR
POS	0.383	0.714
OCB	0.362	0.729
JI	0.579	0.785

The latent construct that has a high reliability has a value of 0.70 and above. The results showed all constructs have value more than 0.70. It means the entire construct is valid and reliabel.

c. Hypothesis Testing

Regression analysis was used to test the hypotheses 1, 2a, and 3a in this study. While Hierarchical regression analysis was used to test hypotheses 2b, 2c, 3b, and 3c for knowing the mediating and moderating effect of variables added. The results is showed in Table 7.

Table 7.
Correlation between Variables

Variable	OCB	POS	JI
OCB	1	0.364	-0.017
POS	0.132	1	-0.189**
JI	-0.017	-0.189**	1

** Correlation is significant at the 0.01 level (2-tailed).

Table 7 showed the relationship between research variables. The results showed that the relationship between job insecurity and OCB was negative. This supported H1 ($\beta = -$

0.017). The results also provided evidence of support for hypothesis 2a that there is a negative relationship between job insecurity with POS ($\beta = -0.189$; $\rho = 0.01$).

To test POS mediate and moderate the relationship between job insecurity and OCB, we use hierarchical regression analysis as shown in Table 8.

Tabel 8.
Hierarchical Regression Analysis

Variabel	Standardized Coefficient	R	R ²	Adjusted R ²	F	ΔR^2
POS as mediating variable						
JI – POS	-0.189	0.189	0.036	0.029	5.657	
JI – OCB	-0.017	0.017	0.000	-0.006	0.043	-0.036
OCB – (JI+POS)	0.200	0.200	0.040	0.034	6.362	0.040
POS as moderating variable						
JI - POS	-0.189	0.189	0.036	0.029	5.657	
JI – OCB	-0.017	0.017	0.000	-0.006	0.043	-0.036
OCB – (JI*POS)	0.142	0.142	0.020	0.014	3.217	0.020

POS as a mediating variable

The value of R² in the first stage was 0.189 (F = 5.659; $\rho = 0.019$). It means job insecurity does not significantly explain the variance of POS. The second stage showed the value of R² was -0.036 (F change = 0.043; $\rho = 0.836$) which means job insecurity does not significantly explain OCB variance. In the third stage, by adding the interaction between job insecurity and POS, the result showed the value of R² was 0.040 (F change = 6.362; $\rho = 0.013$ and b = 0.200; $\rho = 0.013$). Although there was an additional explanation of OCB variance of 0.040 but the interaction effect was not significant, so POS does not mediate the relationship between job insecurity and OCB.

POS as a moderating variable

The value of R² in the first stage was 0.189 (F = 5.659; $\rho = 0.019$). It means job insecurity does not significantly explain the variance of POS. The second stage showed the value of R² was -0.036 (F change = 0.043; $\rho = 0.836$). It means job insecurity does not significantly explain OCB variance. In the third stage, by adding the interaction between job insecurity and POS, the result showed the value of R² was 0.020 (F change = 3.127; $\rho = 0.0079$ and b = 0.142; $\rho = 0.079$). Although there was an additional explanation of OCB variance of 0.020, but the interaction effect was not significant, so POS does not moderate the relationship between JI and OCB.

DISCUSSION

The result of regression analysis support hypotheses 1 and 2a where stated there is negative relationship between JI and OCB and POS. The relationship between JI and OCB was still contradictory as the results of the study indicate a positive relationship between JI and OCB (Feather & Rauter, 2004; Brocker, Grover, Reed and Devit, 1992). While other studies showed a negative relationship between JI and OCB (Jeurissa, 2009; Reisel, Chia, Maloles & Slacum, 2007 on De Bree, 2010) and according to SET the OCB performance will decrease as the organization violates the obligation to provide job security. The relationship of job insecurity and OCB are still debated, results of the results were vary (Wong Tim et al., 2005). The result of our study supported that JI has negative relationship with OCB. Employees lower their extra-role behaviour when they feel their future employment are threatened.

Hypothesis 2a stated that there is a negative relationship between JI and POS based on studies done by Hoffmann & Morgenson (1999) and Rhoades & Eisenberger (2002). POS is conceptualized in Social Exchange Theory (Eisenberger et al., 1986). Wayne et al., (1997) stated social exchange relationship refers to the quality of workers to exchange with organizations and supervisors. This form of relationship is manifested through POS (Perceived Organization Support) and the supervisor is manifested through LMX (Leader Member Exchange). POS has been shown to be related to Job Insecurity measurements (Hoffmann & Morgenson, 1999). Research conducted by Rhoades and Eisenberger (2002), found that Job Insecurity is closely related to POS. So the research results supported the concept and previous research.

Hypotheses 2b and 2c stated that POS mediates and moderates the relationship between job insecurity and OCB. The results showed that POS is unable to mediate or moderate the relationship between job insecurity and OCB. Although various studies showed that POS is a predictor of OCB-O, turnover intention, commitment (Cropanzano & Mitchell, 2005), but in this study it turns out that POS is not a predictor for OCB as stated by Rhoades and Eisenberger (2002) that job insecurity is closely related to POS and POS proved to predict OCB, organizational turnover, and commitment (Wayne et al., 1997).

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KARYA ILMIAH : **PROSIDING** *

Judul Karya Ilmiah (paper) : The Role of Perceived Organizational Support in The Relationship Between Job Insecurity and Organizational Citizenship Behaviour

Jumlah Penulis : 4 Orang (Anna Patina, **Mugi Harsono**, Hunik Sri Runing S, Tulus Haryono)

Status Pengusul : ~~Penulis pertama~~ / penulis ke 2/ ~~penulis korespondensi~~**

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- c. Tahun Terbit, Tempat Pelaksanaan : **9-10 Agustus 2017, Yogyakarta**
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Perceived Organizational Support, OCB adalah kajian bidang MSDM, dipakai untuk memotret fenomena ketidakamanan kerja secara mendalam.
- c. Kecukupan dan pemutakhiran data/informasi dan metodologi :
Jumlah responden yang dipakai dalam analisis mencukupi, masalah job insecurity adalah fenomena baru (mutakhir), referensi kepustakaan dominan terbitan 10 tahun terakhir.
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NIP. 195402201980031002

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