

# UNLOCKING THE POWER OF ORGANIZATIONAL IDENTIFICATION: A MEDIATION APPROACH TO JOB INSECURITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Priskila Shela Habibuw<sup>1</sup>, Adriana Agustina Hasibuan<sup>2</sup> & P. Tommy Y. S. Suyasa<sup>3</sup>

<sup>1</sup>Faculty of Psychology, University Tarumanagara Jakarta  
Email: priskila.707229205@stu.untar.ac.id

<sup>2</sup>Faculty of Psychology, University Tarumanagara Jakarta  
Email: adriana.707229204@stu.untar.ac.id

<sup>3</sup>Faculty of Psychology, University Tarumanagara Jakarta  
Email: tommys@fpsi.untar.ac.id

Enter : 10-04-2023, revision: 11-05-2023, accepted for publication : 15-08-2023

## ABSTRACT

*This research was conducted to examine the role of organizational identification in mediating job insecurity in each dimension of Organizational Citizenship Behavior (OCB) among employees working in companies affected by the COVID-19 pandemic. Job insecurity refers to the risk of unemployment or the fear of losing a job in the future. Organizational Citizenship Behavior (OCB) is a discretionary behavior with five dimensions, namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. Organizational identification is a sense of togetherness and a sense of belonging to the employee's organization; so that employees feel that the identity of the organization is part of (concept) themselves. This study involved 204 employees who were still working in companies affected by COVID-19. Participants in this study worked in various industrial sectors. The sampling technique is convenience sampling. Data collection was carried out by distributing electronic questionnaires (online). The results showed that organizational identification acts as a significant mediator between altruism, civic virtue, sportsmanship, courtesy but not significant on conscientiousness.*

**Keywords:** Organizational identification, job insecurity, organizational citizenship behavior, covid-19 pandemic

## 1. PREFACE

Various phenomena of salary deductions, and termination of employment, during the COVID-19 pandemic, have caused worry and anxiety among workers. These phenomena are called Job Insecurity. Job insecurity refers to the perceived threat of losing a job and the concerns associated with that threat. Job insecurity is defined as the degree of uncertainty felt about how long a person is likely to maintain their current job position (De Witte et al., 2015). In other words, employees feel job insecurity when they believe that there is a risk of losing their job. Job insecurity can be seen as a subjective experience resulting from the evaluation and interpretation of an individual's current job (Piccoli et al., 2016). Job insecurity is an ongoing threat to employees (Etehad and Karatepe, 2018; Shin, Hur, Moon, and Lee, 2019).

Previous research (Callea et al., 2016) explained that job insecurity (JI) can predict organizational citizenship behavior (OCB). OCB, is defined as the maintenance and improvement of social and psychological contexts that support task performance (Organ, in Callea et al., 2016). OCB integrates prosocial, spontaneous and discretionary behaviors that go beyond what is dictated by organizational policies and one's job description. In predicting OCB, job insecurity is mediated by organizational identification (OID). OID can be defined as the perceived unity between self and organization, namely the extent to which an employee includes the organization in his self-concept, creating a working relationship (Ashforth, in Callea et al., 2016). The more employees experience insecurity about their current job status/conditions, the more they think they are no longer part of the company/organization. This thinking will predict

the OCB it shows. Employees think they are no longer part of the company/organization, so they no longer want to show OCB.

Callea et al. (2016) conducted research on the relationship between job insecurity and OCB. Research conducted by Callea et al. (2016) measures OCB as a one-dimensional construct. However, that study has not explained the relationship between job insecurity and OCB in a more comprehensive and detailed manner based on the dimensions of OCB. Comprehensively, OCB consists of five dimensions, namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy (Organ, 1988). Many researchers adopt the five dimensions of OCB from Organs because it has the longest history compared to other dimensions. Another reason is that this five-dimensional measure of OCB, which has been operationalized in many empirical studies across different cultures and different fields of study (Kunda et al., 2019).

In this study, researchers wanted to see the relationship between job insecurity and OCB with OID as a mediator, based on the five dimensions of OCB. In previous research, it was carried out before the COVID-19 pandemic. This research was conducted on the condition of the COVID-19 pandemic which is still happening in Indonesia. With the conditions of the COVID-19 pandemic, job insecurity is expected to occur for employees who work for companies affected by the COVID-19 pandemic. The OID variable has been studied by Callea et al. (2016) and Piccoli et al. (2016) as a mediator between job insecurity and OCB, therefore in this study, researchers used the OID variable as a mediator between job insecurity and OCB.

Thus, in this study, the researcher intends to complement the research of Piccoli et al. (2016) who have explained OCB, but have not used the concept of OCB comprehensively based on the five dimensions. In addition, researchers will conduct a job insecurity study that occurred during the COVID-19 pandemic. Job insecurity in previous research (Callea, 2016; Piccoli et al., 2016) occurred before the COVID-19 pandemic. With the conditions of the COVID-19 pandemic, job insecurity is expected to vary or be different from conditions before the COVID-19 Pandemic occurred. Thus the effect of job insecurity on OCB in previous research models (Callea, 2016; Piccoli et al., 2016), may be different.

## 2. RESEARCH METHOD

Participants in this study were employees who were still actively working for companies implementing policies related to the impact of the COVID-19 pandemic. Samples were taken from the areas of Jakarta, Bogor, Tangerang, Bekasi, Indonesia. The total number of participants in this study were 204 people. Participants in this study worked in various industrial sectors. Participants in this study consisted of 129 women (63%) and 75 men (37%).

### *Measures*

*Organizational Citizenship Behavior.* Organizational citizenship behavior (OCB) was measured using an item scale from Smith, Organ, and Near (1983), as well as a scale from Podsakoff et al. (1990) with a total of 32 items. This measurement tool is divided into five dimensions, namely: altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. In this research questionnaire, participants were asked to choose responses on a questionnaire that has a scale ranging from 1 to 5 from left to right. If the participant chooses the response on the left, it means that the participant agrees with the statement on the left. If the participant chooses the response on the right, it means that the participant agrees with the statement on the right. The score for each OCB dimension is calculated by adding up the scores of all items, then dividing by the

number of items. A high score in each dimension indicates a high level of OCB in each dimension.

The altruism dimension consists of 5 positive items and 4 negative items. An example of a positive item on the altruism dimension is "I often offer to help work colleagues that are piled up." An example of a negative item on the altruism dimension is "In my opinion, if someone doesn't come to work, then the task increases and he has to finish it himself." The item-total correlation value for all items above 0.2. Cronbach's alpha value for the altruism dimension is 0.698.

The conscientiousness dimension consists of 2 positive items and 3 negative items. An example of a positive item on the conscientiousness dimension is "I \_\_\_\_\_ (rarely - often) arrive earlier before starting work". An example of a negative item on the conscientiousness dimension is "Using office telephone facilities for personal use is \_\_\_\_\_ (embarrassing - normal) for me." The item-total correlation value for all items above 0.2. Cronbach's alpha value for the altruism dimension is 0.74.

The civic virtue dimension consists of 3 positive items and 1 negative item. An example of a positive item on the civic virtue dimension is "I \_\_\_\_\_ (rarely - often) represent a company participating in events that can improve the company's image (for example, fundraising for the poor and street children)". An example of a negative item on the civic virtue dimension is "I \_\_\_\_\_ attend meetings held by the company, which are not directly related to my work (often - rarely)". The item-total correlation value for all items above 0.2. Cronbach's alpha value for the civic virtue dimension is 0.653.

The sportsmanship dimension consists of 5 positive items and 4 negative items. An example of a positive item on the sportsmanship dimension is "I \_\_\_\_\_ (often - rarely) compare my company's shortcomings with those of my friends' companies". An example of a negative item on the sportsmanship dimension is "I \_\_\_\_\_ (never - sometimes) complain when the situation at the company doesn't meet my expectations." The item-total correlation value for all items above 0.2. Cronbach's alpha value for the dimension of sportsmanship is 0.721.

The courtesy dimension consists of 2 positive items and 3 negative items. An example of a positive item on the courtesy dimension is "I \_\_\_\_\_ (less - always) appreciate and respect all employees in the company". An example of a negative item on the courtesy dimension is "I give a polite warning if a colleague makes a mistake while working (disagree - agree)". The item-total correlation value for all items above 0.2. Cronbach's alpha value for the courtesy dimension is 0.704.

*Job Insecurity.* Measurement of job insecurity variables is measured using measurement tools from Hellgren et al., 1999 and Chirumbolo and Areni (2010) which measure employee perceptions of threats to job continuity and job roles, measure threats to career and wage development, future prospects and stimulation of job tasks. The number of items used was 8 items, consisting of 7 negative items and 1 positive item. The job insecurity variable consists of two indicators, namely qualitative job insecurity and quantitative job insecurity. An example of an item from a quantitative job insecurity indicator is: "I am \_\_\_\_\_ (Not Afraid) one day, I will lose my job." Meanwhile, an example of an item from a qualitative job insecurity indicator is: "The possibility of a salary increase in this company is \_\_\_\_\_ (Low Enough – High Enough)". In this research questionnaire, participants were asked to choose responses on a questionnaire

that has a number range from 1 to 5 from left to right. If the participant chooses the response on the left, it means that the participant agrees with the statement on the left. If the participant chooses the response on the right, it means that the participant agrees with the statement on the right. A high score indicates a higher level of job insecurity. The item-total correlation value for all items above 0.2. Cronbach's alpha value for job insecurity is 0.795.

*Organizational Identification.* Organizational identification is assessed using an item scale from Mael and Ashforth (1992) with a total of 6 items. This gauge measures how individuals perceive themselves in relation to their membership in a particular organization. Examples of items from this measuring instrument are: "I always assume that the success of the company where I work is my success too." In this research questionnaire, participants were asked to choose responses on a questionnaire that has a scale ranging from 1 to 5 from left to right. If the participant chooses the response on the left, it means that the participant agrees with the statement on the left. If the participant chooses the response on the right, it means that the participant agrees with the statement on the right. The score of the organizational identification variable is calculated by adding up the scores of all items, then dividing by the number of items. A high score indicates a high level of organizational identification. The item-total correlation value for all items is above 0.2. Cronbach's alpha value in this measuring instrument is 0.755.

### 3. RESULT AND DISCUSSION

To obtain an overview of OCB, data processing was carried out using descriptive statistical analysis. The OCB measuring instrument has a scale range of 1 - 5, and the median value is 3. Based on the results of data processing, the average value for each OCB dimension is obtained.

The altruism average value of 3.6318 is high because it is above the middle value. This means that participants often offer to help with the work of co-workers who are piling up. The average conscientiousness value of 3.9118 is high because it is above the middle value. This means that coming to the office on time has become a habit of participants in work. The civic virtue value of 2.9645 is medium because it is below the middle value. This means that participants often attend events held by the company outside of working hours. The sportsmanship value of 3.5583 is high because it is above the middle value. This means that participants do not want to talk about the negative side of the company. The courtesy value of 4.3784 is high because it is above the middle value. This means that participants are willing to help colleagues solve problems related to work. The results of a complete description of OCB can be seen in Table 1.

**Table 1**

*Descriptive Statistics of OCB<sup>\*)</sup>*

**Note.** Midpoint of the scale is 3

Dimension	M	SD	Category <sup>*)</sup>
Altruism	3.6318	0.56752	High
Conscientiousness	3.9118	0.79732	High
Civic Virtue	2.9645	0.89210	Medium
Sportsmanship	3.5583	0.58602	High
Courtesy	4.3784	0.48457	High

To obtain the results of the JIS description, data processing was carried out using descriptive statistical analysis. The JIS measurement tool has a scale range of 1 - 5, and the median value is 3. Based on the results of data processing, the average value of job insecurity is  $M = 2.5147$  and

$SD = 0.74346$ . The JIS average score is low because it is below the mean. This means that participants feel confident that they will still be needed or employed by the company where the participant works.

To obtain an overview of OID, data processing was carried out using descriptive statistical analysis. The OID measuring instrument has a scale range of 1 - 5, and the middle value is 3. Based on the results of data processing, the average OID values are  $M = 3.7132$  and  $SD = 0.74637$ . The average OID value is high because it is above the mean value. This means that participants assume that the success of the company where they work is their own success too.

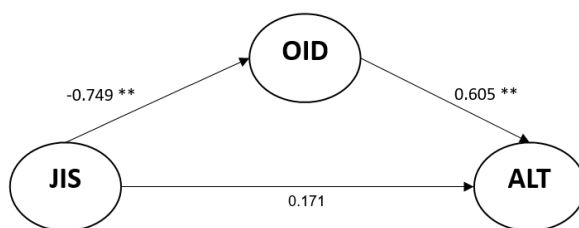
### ***The Role of Organizational Identification as a Mediator between Job Insecurity and Organizational Citizenship Behavior***

In conducting mediation tests, researchers used the AMOS application. The researcher tested the structural model to see the fit of the research model. The researcher tested the structural model between job insecurity variables and each dimension of organizational citizenship behavior which was mediated by organizational identification variables.

The results of the structural model test between job insecurity and altruism variables which are mediated by organizational identification variables, can be said to be fit with  $CFI = 0.945$ ,  $TLI = 0.934$ ,  $IFI = 0.947$ , and  $RMSEA = 0.041$ . The results of the regression test showed that the direct effect of job insecurity on altruism was not significant ( $\beta = 0.171$ ,  $p = 0.307 > 0.05$ ); while the indirect effect of job insecurity on altruism is significantly negative ( $\beta = -0.453$ ,  $p = 0.009 < 0.01$ ). Based on the structural model test and the results of the regression test indicate that the role of job insecurity in predicting altruism is fully mediated (full mediation). The variable that mediates job insecurity and altruism is organizational identification. The role of job insecurity in predicting organizational identification is significantly negative ( $\beta = -0.749$ ,  $p = 0.000 < 0.01$ ); the role of organizational identification in predicting altruism was positively significant ( $\beta = 0.605$ ,  $p = 0.007 < 0.010$ ).

**Figure 1**

*Organizational Identification as Mediator Between Job Insecurity and Altruism*

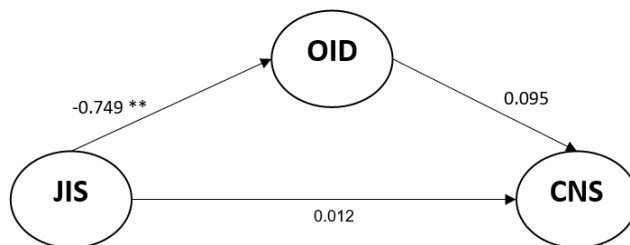


The results of the structural model test between job insecurity and conscientiousness variables which are mediated by organizational identification variables, can be said to be fit with  $GFI = 0.919$ ,  $CFI = 0.977$ ,  $TLI = 0.972$ ,  $IFI = 0.978$ , and  $RMSEA = 0.032$ . The results of the regression test showed that the direct effect of job insecurity on conscientiousness was not significant ( $\beta = 0.012$ ,  $p = 0.936 > 0.05$ ); while the indirect effect of job insecurity on conscientiousness is negative and not significant ( $\beta = -0.071$ ,  $p = 0.439 > 0.05$ ). Based on the structural model test and the results of the regression test, it shows that the organizational identification variable does not mediate job insecurity and conscientiousness. The role of job insecurity in predicting organizational identification is significantly negative ( $\beta = -0.749$ ,  $p = 0.000 < 0.01$ ); the role of

organizational identification in predicting conscientiousness was not significant ( $\beta = 0.095$ ,  $p = 0.571 > 0.05$ ).

**Figure 2**

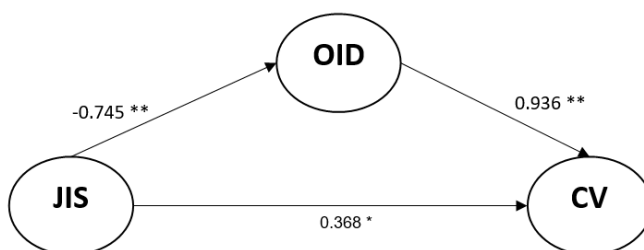
*Organizational Identification as Mediator Between Job Insecurity and Conscientiousness*



The results of the structural model test between job insecurity and civic virtue variables which are mediated by organizational identification variables, can be said to fit with GFI = 0.919, CFI = 0.964, TLI = 0.954, IFI = 0.965, and RMSEA = 0.041. The results of the regression test showed that the direct effect of job insecurity on civic virtue is significant ( $\beta = 0.358$ ,  $p = 0.049 < 0.05$ ); while the indirect effect of job insecurity on civic virtue is significantly negative ( $\beta = -0.698$ ,  $p = 0.006 < 0.01$ ). Based on the structural model test and the results of the regression test indicate that the role of job insecurity in predicting civic virtue is partially mediated. The variable that mediates job insecurity and civic virtue is organizational identification. The role of job insecurity in predicting organizational identification is significantly negative ( $\beta = -0.745$ ,  $p = 0.000 < 0.01$ ); the role of organizational identification in predicting civic virtue is significantly positive ( $\beta = 0.936$ ,  $p = 0.000 < 0.010$ ).

**Figure 3**

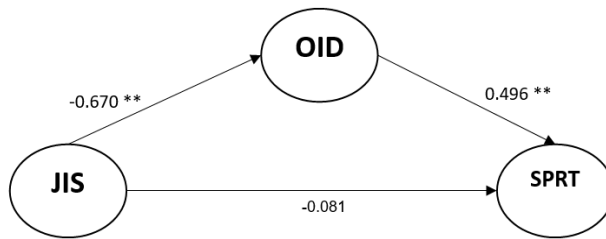
*Organizational Identification as Mediator Between Job Insecurity and Civic Virtue*



The results of the structural model test between job insecurity and sportsmanship variables, which are mediated by organizational identification variables, can be said to be fit with CFI = 0.920, TLI = 0.904, IFI = 0.922, and RMSEA = 0.051. The results of the regression test showed that the direct effect of job insecurity on sportsmanship was not significant ( $\beta = -0.081$ ,  $p = 0.443 > 0.05$ ); while the indirect effect of job insecurity on sportsmanship is significantly negative ( $\beta = -0.332$ ,  $p = 0.010 < 0.05$ ). Based on the structural model test and the results of the regression test indicate that the role of job insecurity in predicting sportsmanship is fully mediated (full mediation). The variable that mediates job insecurity and sportsmanship is organizational identification. The role of job insecurity in predicting organizational identification is significantly negative ( $\beta = -0.670$ ,  $p = 0.000 < 0.01$ ); the role of organizational identification in predicting sportsmanship is positively significant ( $\beta = 0.496$ ,  $p = 0.002 < 0.010$ ).

**Figure 4**

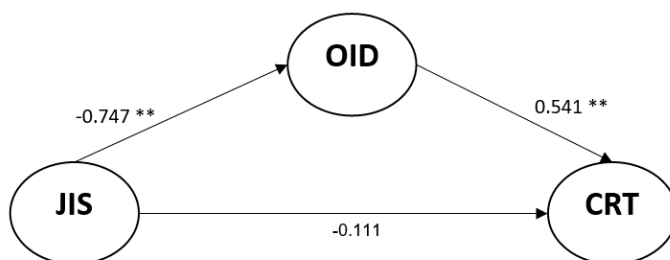
*Organizational Identification as Mediator Between Job Insecurity and Sportsmanship*



The results of the structural model test between job insecurity and courtesy variables mediated by organizational identification variables, can be said to be fit with the values GFI = 0.904, CFI = 0.944, TLI = 0.931, IFI = 0.946, and RMSEA = 0.050. The results of the regression test showed that the direct effect of job insecurity on courtesy was not significant ( $\beta = -0.111$ ,  $p = 0.448 > 0.05$ ); while the indirect effect of job insecurity on courtesy is significantly negative ( $\beta = -0.404$ ,  $p = 0.005 < 0.01$ ). Based on the structural model test and the results of the regression test indicate that the role of job insecurity in predicting courtesy is fully mediated (full mediation). The variable that mediates job insecurity and courtesy is organizational identification. The role of job insecurity in predicting organizational identification is significantly negative ( $\beta = -0.747$ ,  $p = 0.000 < 0.01$ ); the role of organizational identification in predicting courtesy was significantly positive ( $\beta = 0.541$ ,  $p = 0.004 < 0.010$ ).

**Figure 5**

*Organizational Identification as Mediator Between Job Insecurity and Courtesy*



## Discussion

Based on the research results, the description of job insecurity in the study participants was low ( $M = 2.5147$ ), even though the participants in this study worked for companies affected by the COVID-19 pandemic. This means that participants don't feel too worried about the status and conditions of work encountered during the pandemic.

Based on the results of data analysis, the results of this study support some of the hypotheses that have been proposed by researchers. In line with research conducted by Callea et al. (2016) that job insecurity has a negative relationship with OCB. However, in this study job insecurity is associated with each dimension of OCB. The results of the study show that job insecurity has a negative and significant relationship to the following OCB dimensions, namely altruism, civic virtue, sportsmanship, courtesy. Meanwhile, the conscientiousness dimension does not have a

significant relationship. This means that the conscientiousness of employees is not predicted by job insecurity.

Based on the results of data analysis, it is proven that job insecurity has a negative and significant relationship with organizational identification. This is in line with research conducted by Callea et al. (2016). This means that employees who feel insecure about the future of their work will lower their level of identification with the organization.

Based on the results of data analysis, the OID variable has a positive and significant relationship with all dimensions of OCB. In line with research conducted by Callea et al. (2016) that job insecurity has a negative relationship with OCB. However, in this study OID was associated with each dimension of OCB. OID can predict altruism, conscientiousness, civic virtue, sportsmanship, courtesy in participants who work in companies affected by COVID-19 in this study. That is, employees who have a high sense of organizational identification will increase altruism, conscientiousness, civic virtue, sportsmanship, and courtesy.

Based on the results of data analysis, organizational identification plays a full role in mediating the relationship between job insecurity and altruism, sportsmanship, and courtesy, partially mediating on the civic virtue dimension, but not significantly on job insecurity and conscientiousness. OID fully mediates the effects of job insecurity on altruism, civic virtue, sportsmanship, and courtesy. This means that job insecurity does not directly affect the behavioral outcome, but the effect goes through the OID, in other words, job insecurity reduces OCB simply because it reduces the OID which directly affects the behavioral outcome.

The results of this study can contribute to the development of Industrial and Organizational Psychology theory, especially regarding one's positive behavior in the work environment. This study complements previous research conducted by Callea et al. (2016) regarding the OID variable as a mediator of job insecurity on the dimensions of OCB. Another contribution of this research is that research results can provide information to organizations regarding the role of OID in mediating the relationship between job insecurity and OCB so that companies can propose actions to reduce job insecurity to reduce its negative effects on OID and simultaneously to improve OCB outcomes.

#### **4. CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of the data analysis, the following conclusions are obtained. Participants who work in companies affected by COVID-19 in this study have a high level of OCB (altruism, conscientiousness, sportsmanship, courtesy) and moderate in the civic virtue dimension of OCB. In addition, participants have a relatively low level of job insecurity. Meanwhile, the description of the organizational identification of the participants was relatively high.

Organizational identification fully mediates the relationship between job insecurity and altruism, sportsmanship, and courtesy. On the civic virtue dimension, organizational identification variables partially mediate. Meanwhile, on the conscientiousness dimension, the organizational identification variable does not mediate.

The results of this study can be used as a reference for further research regarding organizational identification variables and their role as mediators between job insecurity and organizational citizenship behavior. Not limited to that, the research between job insecurity, OID and Organizational Citizenship Behavior also can enrich knowledge and contribution related to



predictors and mediators individual work performance as a further research following previous research from Rostiana and Lie (2019). For further research, other possible mediators can be considered, for example, psychological contract breach or perceived organizational support, flextime or Work-nonwork boundaries based on previously research by Nuraini and Suyasa (2019) related to contextual performance.

According to the results of this study, the job insecurity of employees working in companies affected by the COVID-19 pandemic has a low level of job insecurity. Companies can take preventive actions to reduce job insecurity to reduce the negative effects on employees during a pandemic. Examples of actions that can be taken are to continue to involve employees in events held by the company. By involving employees, employees will still feel needed by the company. In addition, counseling can be carried out for employees. Through counseling, companies can find out the emotional conditions experienced by employees due to the COVID-19 pandemic. When employees feel needed and cared for by the company, it can reduce the anxiety experienced by employees. Thus, the self-identification of employees in the organization increases, so that the behavior of employees in the organization also becomes more positive.

Another thing that needs to be discussed in this study is the limitations of the study. Measurement of the variables in this study is only one time (single method). So there is no method to validate each result of the participant's response. In addition, the questionnaire in this study is self-report. In filling out self-report questionnaires, participants may have a tendency to answer incorrectly according to the conditions they are experiencing.

### **Acknowledgement**

We would like to thank all those who have supported this research and all those who have contributed so that this research can be carried out and completed properly.

### **REFERENCE**

- Callea, A., Urbini, F., & Chirumbolo, A. (2016). The mediating role of organizational identification in the relationship between qualitative job insecurity, OCB and job performance. *Journal of Management Development*, 35(6), 735–746. <https://doi.org/10.1108/jmd-10-2015-0143>
- Chirumbolo, A., & Areni, A. (2010). Job insecurity influence on job performance and mental health: Testing the moderating effect of the need for closure. *Economic and Industrial Democracy*, 31(2), 195–214. <https://doi.org/10.1177/0143831x09358368>
- De Witte, H., Vander Elst, T., & De Cuyper, N. (2015). Job insecurity, health and well-being. *Aligning Perspectives on Health, Safety and Well-Being*, 109–128. [https://doi.org/10.1007/978-94-017-9798-6\\_7](https://doi.org/10.1007/978-94-017-9798-6_7)
- Etehadi, B., & Karatepe, O. M. (2018). The impact of job insecurity on critical hotel employee outcomes: The mediating role of self-efficacy. *Journal of Hospitality Marketing & Management*, 28(6), 665–689. <https://doi.org/10.1080/19368623.2019.1556768>
- Hellgren, J., Sverke, M., & Isaksson, K. (1999). A two-dimensional approach to job insecurity: Consequences for employee attitudes and well-being. *European Journal of Work and Organizational Psychology*, 8(2), 179–195. <https://doi.org/10.1080/135943299398311>
- Kunda, M. M., Ataman, G., & Behram, N. K. (2019). Corporate social responsibility and organizational citizenship behavior. *Journal of Global Responsibility*, 10(1), 47–68. <https://doi.org/10.1108/jgr-06-2018-0018>

- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13(2), 103–123. <https://doi.org/10.1002/job.4030130202>
- Nuraini, L., & Suyasa, P. T. Y. S. (2019). Apakah bekerja secara flextime mendukung contextual performance karyawan? *Jurnal Muara Ilmu Sosial, Humaniora, dan Seni*, 3(2), 339. <https://doi.org/10.24912/jmishumsen.v3i2.3520>
- Piccoli, B., De Witte, H., & Reisel, W. D. (2016). Job insecurity and discretionary behaviors: Social exchange perspective versus group value model. *Scandinavian Journal of Psychology*, 58(1), 69–79. doi:10.1111/sjop.12340
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107–142. [https://doi.org/10.1016/1048-9843\(90\)90009-7](https://doi.org/10.1016/1048-9843(90)90009-7)
- Rostiana, R., & Lie, D. (2019). Multi-dimensional individual work performance: Predictors and mediators. *GATR Global Journal of Business Social Sciences Review*, 7(1), 54–60. [https://doi.org/10.35609/gjbssr.2019.7.1\(7\)](https://doi.org/10.35609/gjbssr.2019.7.1(7))
- Shin, Y., Hur, W.-M., Moon, T. W., & Lee, S. (2019). A motivational perspective on job insecurity: Relationships between job insecurity, intrinsic motivation, and performance and behavioral outcomes. *International Journal of Environmental Research and Public Health*, 16(10), 1812. <https://doi.org/10.3390/ijerph16101812>
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653–663. <https://doi.org/10.1037/0021-9010.68.4.653>