

The Role of Job Insecurity, Perceptions of Organizational Support and Organizational Commitment to Employees' OCB

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Article History:

Received: 03 May 2022 || Accepted: 10 May 2022 || Published: 30 June 2022

Abstract

This study aims to analyze the effect of job insecurity, Perceived Organizational Support (POS), and organizational commitment on organizational citizenship behavior (OCB). The number of samples in this study was 73 respondents. The validity test used the Product Moment correlation, while the reliability test used the Alpha formula technique. The prerequisite tests carried out were the normality test using the Kolmogorov Smirnov test, and the multicollinearity test using the tolerance value and the variance inflation factor (VIF). Meanwhile, a test of dastisity used a scatterplot graph. Hypothesis testing used path analysis, while sobel test was to test the strength of the indirect effect of the independent variable on the dependent variable through mediating variable. The analysis showed that job insecurity had an effect of 0.446 and perceived organizational support (POS) had an effect of 0.454 on organizational citizenship behavior (OCB). Organizational commitment was proven to be able to mediate the effect of perceived organizational support (pos) on organizational citizenship behavior (OCB) with a z value of 3.255. Meanwhile, organizational commitment proved unable to mediate the effect of job insecurity on organizational citizenship behavior (OCB).

Keyword: OCB, commitment, job insecurity

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh antara *job insecurity*, persepsi dukungan organisasi (POS) dan komitmen organisasi terhadap perilaku kewargaan organisasional (OCB). responden. Pengujian validitas menggunakan korelasi *Product Moment*, sedangkan uji reliabilitas menggunakan teknik rumus *Alpha*. Uji prasyarat yang dilakukan adalah uji normalitas menggunakan uji *kolmogorov smirnov.*, uji multikolinearitas menggunakan nilai *tolerance* dan nilai *variance inflation factor (VIF)*. Sedangkan uji kedastisitas menggunakan grafik *scatterplots*. Adapun uji hipotesis menggunakan analisis jalur/*path analysis*. Sementara uji sobel untuk menguji kekuatan dari pengaruh tidak langsung variabel independen terhadap variabel dependen melalui variabel mediasi. Hasil analisis menunjukkan bahwa *job insecurity* berpengaruh sebesar 0,446 dan persepsi dukungan organisasi (POS) berpengaruh sebesar 0,454 terhadap perilaku kewargaan organisasional (OCB). Komitmen organisasi terbukti mampu memediasi pengaruh persepsi dukungan organisasi (POS) terhadap perilaku kewargaan organisasional (OCB) dengan nilai z sebesar 3,255. Sedangkan komitmen organisasi terbukti tidak mampu memediasi pengaruh *job insecurity* terhadap perilaku kewargaan organisasional (OCB).

Kata kunci: OCB, komitmen, *job insecurity*

Introduction

The quality of service provided by employees who work at a company will greatly affect the assessment of a customer on the service, ultimately determining their choice to use the services of a particular company. It is in line with the opinion of Saibang and Schwindt (in Colakoglu, 2010), which states that customers will feel satisfied and loyal if the service quality and excellence can be achieved.

According to Kusluva and Kusluva (in Colakoglu, 2010) the satisfaction and loyalty of customers are proportional to the attitudes, performance, and behavior of employees in a company. Hence, companies must be able to improve the quality of their human resources in order to improve service quality. In addition to carrying out their main obligations, employees who have good quality also tend to show organizational citizenship behavior (OCB).

Organ (in Jahangir, 2004) states that an organization will be able to survive or succeed if the members in it have OCB or behave as good organizational citizens by participating in all kinds of positive behavior. According to Markozy (in Titisari, 2014), good employees (good citizens) are employees who demonstrate OCB in their work environment, so the company's organization will be even better with employees who have OCB.

The effectiveness of running a company depends on the behavior of employees who are willing to work beyond their primary job obligations. This behavior becomes important to increase the company's efficiency and effectiveness by contributing to the transformation of resources, innovation, and adaptability for organizational defense in a world full of competition and change.

According to Hazzi (in Ayuningsih, 2021) the construct of OCB is the willingness of employees to work together. OCB can take the form of helping coworkers, replacing coworkers who are not present or taking a break, helping coworkers who are too busy, helping colleagues when they have problems, providing assistance to customers and/or guests who need help, being on-time every day, assisting the orientation process for new employees even though they are not asked, not talking a lot so that it takes up work hours for topic unrelated to work, having an ability to tolerate without complaining, refraining from complaining and swearing about assignments, paying attention to the company's important meetings, being able to consider what is best for the organization, reading and following organizational announcements.

From the description above, it is seen that it is important to realize or improve OCB within a business unit (company). To realize or improve it, it is necessary to know what factors influence OCB. In addition to organizational commitment, an increase in employee OCB can be influenced by various factors, including organizational culture and climate, personality and mood, perceived organizational support (POS), leader-member exchange, tenure, job insecurity, and gender (Greenberg & Baron, 2000).

The impact of the Covid-19 pandemic has severely hit public transportation modes. The situation resulted in a decline in the economy in all fields, including the demand for transportation needs. In addition, health reasons are still a concern for the general public. Hence, it has a big impact on Autobus Companies, which will go bankrupt (sindonews.com, 2020).

Based on the background above, researchers are interested in knowing the relationship between job insecurity and perceived organizational support (POS) on organizational citizenship behavior (OCB) with organizational commitment as a mediating variable for employees of a bus company in Semarang in the New Normal period.

Literature Review

Organ et al. (in Ni Made Ari, 2020) define organizational citizenship behavior (OCB) as the behavior of a person who is directly or indirectly, not influenced by formal rewards, aiming to achieve the effectiveness and efficiency of organizational functions. The characteristics of OCB can be seen from the assistance provided is not part of the primary obligation, and is carried out spontaneously, and without any request. By doing this assistance, employees will not receive rewards.

Organ (in Titisari 2014) states that the dimensions of organizational citizenship behavior are:

1. Altruism (helping others)

It is employees' behavior to assist co-workers with difficulty in organizational tasks or other people's personal problems. The dimension refers to providing assistance that is not an obligation for which they are responsible.

2. Constiousness (behavior exceeds minimum standards)

It is behavior shown by trying to do more than the company's expectations. The behavior is not an employee's duty or job. The dimension includes a range that is far above and far ahead of task obligations.

3. Sportsmanship (being tolerant)

This behavior tolerates less ideal conditions in an organization by not expressing objections. Individuals whose level of sportsmanship is in the high category will provide an additional positive climate among employees. Employees are more polite and cooperate with other employees, creating a more pleasant work environment.

4. Courtesy (respect for others)

Maintaining good relations with colleagues in the work team so that interpersonal problems do not occur between employees. A person who has this dimension is a person who respects and pays attention to other individuals.

5. Civic virtue (being a good citizen)

It is behavior that shows responsibility for organizational life (following changes in the organization, taking the initiative to provide suggestions for improving operations or organizational procedures, and providing protection to the resources owned by the organization). This dimension refers to the responsibility given by the organization to an individual to improve the quality of his field of work.

Improvements in employee OCB can be seen and observed from various factors. These factors include organizational culture and climate, personality and mood, perceived organizational support, leader-member exchange, tenure, job insecurity, and gender (Greenberg & Baron, 2000).

According to Organ et al. (in Sufya, 2015), the increase in OCB is influenced by two main factors, namely:

- a. Internal factors are factors that come from employees, including job satisfaction (Robbins, 2003), organizational commitment (Yilmaz & Bokeoglu, 2008; Cohen, 2006; Meierhans et al., 2008), personality (Golparvar & Javadian, 2012), emotional intelligence (Day & Carroll, 2004; Carmeli & Josman, 2006; Korkmaz & Arpaci, 2009; Jung & Yoon, 2012), employee mood (Messer & White, 2006), psychological capital (Avey et al., 2008; Murthy, 2014), and spirituality (Rastgar et al., 2012).
- b. External factors are factors that come from outside the employees, including leadership styles (Ehrhart, 2004; Euwema et al., 2007; Meierhans et al., 2008; Carter et al., 2014, Nasra & Heilbrunn, 2015), organizational culture (Aronson & Lechler, 2009), organizational performance (Bolino et al., 2002) and

organizational justice (Ehrhart, 2004; Blakely et al., 2005; Meierhans et al., 2008).

Kreitner and Kinicki (2014) define organizational commitment as the degree to which a person recognizes an organization and is bound by its goals. It is an important work attitude because people who are committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to stay at a company.

There are three dimensions of organizational commitment based on the opinion of Kreitner and Kinicki (in Wibowo, 2016), they are:

- 1) Affective commitment shows employees' emotional attachment to identification with the organization and involvement in the organization. Employees with high affective commitment continue to work with the organization because they want to do so.
- 2) Continuance commitment shows a sense of caring about the costs associated with leaving the organization. Based on a continuance commitment, employees who are primarily committed to the organization stay with the organization because they need to do so.
- 3) Normative commitment shows feelings of obligation to continue employment opportunities. Employees with a high level of normative commitment feel that they must continue to work in the organization.

According to Steers (in Sopiah, 2008), there are three actors that influence organizational commitment, they are:

- a) Personal characteristics, including tenure in the organization, and the different needs or desires of each employee.
- b) Job characteristics, such as job identity and opportunities to connect to co-workers.
- c) Work experiences, such as past reliability of the organization and the way other employees express or talk about their feelings about the organization.

According to Ashford et al. (in Sandi, 2014), job insecurity is a reflection of the degree to which employees feel their work is threatened and feel powerless to do anything about it.

The indicators of job insecurity, according to Nugraha (in Sandi 2014), are the meaning of the job for the individual, the level of threat that may occur at this time and affect the overall personal work, the level of threat that is likely to occur and

affect the overall work of the individual, the personal helplessness, and the threat level to jobs in the following year.

Perceptions of organizational support can also be interpreted as employees' assumptions about the extent to which the organization provides support to employees and the extent to which the organization is ready to provide assistance when needed (Endah, 2015).

According to the theory of organizational support from Eisenberger (in Hans, 2018), there are three aspects that shape perceptions of organizational support, they are:

- i. Procedural justice
- ii. Boss support
- iii. Organizational rewards and working conditions

The Effect of Job Insecurity on Organizational Citizenship (OCB)

OCB behavior in organizations can be influenced by factors such as organizational culture and climate, personality and mood, perceived organizational support, leader-member exchange, tenure, job insecurity, and gender (Greenberg & Baron, 2000).

Greenhalgh and Sutton (in Jorge, 2005) conducted a study linking OCB with job insecurity. The results of their research indicated that job insecurity could reduce the level of OCB in employees.

According to Dhisia Tania Priyadi (2020), job insecurity has a negative effect on OCB. Job insecurity refers to an employees' sense of powerlessness to maintain continuity because the situation at work threatens them.

The Effect of Job Insecurity on Organizational Citizenship (OCB) With Organizational Commitment as a Mediation Variable

Job insecurity also affects organizational commitment, resistance to change, and trust. Research by Ashford (1989), Jiwis (1999), and Turnley & Feldman (2000) showed that the uncertainty of organizational conditions and job insecurity would reduce the level of trust in the organization. Job insecurity has an impact on decreasing the desire of workers to work in a particular company and organizational commitment, which ultimately leads to the desire to stop working (Ashford, 1989).

According to Purnamie Titisari (2014), organizational commitment is another factor that plays a role in shaping employee OCB. Many researchers have conducted research to examine the relationship between organizational commitment and OCB, such as Bolon, who found that affective commitment was a

predictor of OCB-I and OCB-O, and Wagner and Rush (2000), who found that organizational commitment had an effect on OCB. Ackfeldt and Coote (2000) revealed that organizational commitment had an effect on OCB. Chen and Francecco (2003) examined the relationship between the three components of commitment and employee performance in China. They found that affective organizational commitment had a positive effect on in-role performance and OCB while continuance commitment had no effect on in-role performance but had a negative effect on OCB employees in China. Gautam (2004) found that organizational commitment had a positive effect on OCB, and continuance commitment had a negative effect on compliance. Watts and Levy (2004) found that the relationship between OCB and work outcomes mediated by affective commitment as a mediator had a stronger effect on individual OCB than organizations. Then Bagum (2005) found that organizational commitment had a positive effect on altruism and had no effect on compliance.

The willingness of employees to bring out OCB in themselves depends on what goals they want to achieve by joining the organization concerned. The willingness of employees to contribute to the workplace is strongly influenced by the organization's ability to meet the goals and expectations of its employees. According to Tumwesigye (2010), the fulfillment of employee goals and expectations will form work commitment. Committed employees will show extra-role behavior in return for what the organization has given them, while on the other hand, individuals who have low commitment tend not to show extra-role behavior in the organization.

The Effect of Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB)

In Rhoades and Eisenberger (2002), Eisenberger mentions that OCB developed in line with how much attention the organization paid to the level of employee welfare and the organization's appreciation for their contribution. High employee confidence in POS for the quality of their work-life will create a sense of indebtedness in themselves to the organization so that they will feel they have an obligation to pay for it.

According to Shore and Wayne (in Sofiah, 2012), employees who perceive that the organization supports them will provide reciprocal behavior towards the organization by eliciting OCB behavior.

POS has a positive and significant effect on OCB for F&B employees at Melasti Kuta Bali. Employees who receive support from the organization will do better

things for the organization. It shows that the higher the POS perceived by the employee, the more OCB behavior will emerge from the employee (Sari & Dewi, 2017).

The Influence of Perceived Organizational Support (POS) on Organizational Citizenship (OCB) With Organizational Commitment as a Mediation Variable

The high level of POS given to employees shows that the organization cares about their welfare, protects them, and provides material and emotional support when they face stressful situations. On the other hand, individuals with low POS believe that the organization is ignoring their best interests and will take advantage of them, and replace them if possible. The more positive POS is perceived, the higher the organizational commitment to employees. On the other hand, the more negative POS is perceived, the lower the organizational commitment to employees will be (Eisenberger, 2001).

Organizational support is employees' perception of the extent to which the organization values their contribution and cares about their well-being. Employees who perceive that the organizational support they receive is high will integrate membership as a member of the organization into their self-identity and then develop more positive relationships and perceptions of the organization. When employees feel supported by the organization, they will develop a sense of indebtedness because they feel fully supported. It will have an impact on the performance and behavior of those who want to work beyond their obligations / OCB (Rhoades & Eisenberger, 2002). POS provided by the company and a strong organizational commitment will impact the performance and behavior of employees who want to work beyond their obligations, or it is called OCB behavior (Azhar, 2019).

Research Methods

This research was quantitative research.

Dependent variable (y) : organizational citizenship behavior (OCB).

Mediation variable (z) : organizational commitment.

Independent variable (x_1) : job insecurity, (x_2) : perceived organizational support (POS)

The population in this study were all 73 employees of PO. DN Semarang. In this study, the researchers used a total sampling technique. According to Sugiyono (2016), total sampling is a sampling technique when all members of the population

are used as samples. Another term for the total sample is a census, where all population members are sampled.

The method used in this research was a questionnaire method. The authors used a Likert scale as a data collection tool. This questionnaire with a Likert scale presented alternative answer choices, they are: Very Good (SB), Good (B), Medium/So-so (S), Not Good (TB), Very Not Good (STB). This Likert scale model consisted of favorable statements and unfavorable statements.

This study used four measuring tools; they were OCB scale, organizational commitment scale, job insecurity scale and POS scale.

1. Organizational Citizenship Behavior (OCB) Scale

OCB was measured using the dimensions of OCB according to Organ; they are the dimensions of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. There were 15 favorable questions and 15 unfavorable questions in this study.

2. Organizational commitment scale

Organizational commitment was measured using the dimensions according to Colquit; they are affective commitment, continuance commitment, and normative commitment. There were 15 favorable questions and 15 unfavorable questions in this study.

3. Job insecurity scale

Job insecurity was measured using job insecurity indicators according to Nugraha (2010); they are the meaning of the job for the individual, the level of threat that is likely to occur at this time and affect the overall work of the individual, the perceived helplessness of the individual, and the level of threat to work in the following year. There were 16 favorable questions and 16 unfavorable questions in this study.

4. Organizational support perception scale (POS)

POS was measured by using aspects of employee perceptions that can shape perceptions of organizational support based on Eisenberger's theory of organizational support; they are procedural justice, supervisor support, organizational rewards, and working conditions. There were 15 favorable questions and 15 unfavorable questions in this study.

a. Validity and reliability of measuring instruments

The validity used was content validity which showed the relationship and relevance in the preparation of measuring instruments based on the aspects that had been stated so as to produce questions that were in accordance with

these aspects. According to Anwar (2012), the content validity test (content validity) consults the instrument with the relevant variables. Empirical testing used Product Moment correlation with the help of SPSS facilities. The formula was:

$$r_{xy} = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{\{N \sum X^2 - (\sum X)^2\} \{N \sum Y^2 - (\sum Y)^2\}}}$$

Explanation :

- r_{xy} = correlation coefficient between X and Y
- $\sum XY$ = the number of multiplications between X and Y
- $\sum X^2$ = sum of squares X
- $\sum Y^2$ = sum of squares Y
- N = number of samples

The validity decision criteria were stated if the r value obtained from the calculation results (r_{xy}) was greater than the r table value (r_t) with a significance level of 5%, then the questions were valid. If there was an invalid instrument, it had to be aborted.

b. Measuring instrument reliability

Reliability shows the extent to which a measurement can produce stable results when repeated measurements are made to the same subject. In theory, the magnitude of the reliability coefficient is between 0 to 1 (Azwar, 2012). But in reality, no reliability coefficient reaches 1 in the psychological measurement. The test score reliability coefficient is between 0 to 1 which was usually expressed as $0 < r_{xy} < 1$. The higher the r value, the better it will be to be trusted or reliable. The smaller the value of r, the worse or unreliable. The reliability test used the Alpha formula technique and was assisted by the SPSS facility.

Alpha formula was as follows (Arikunto, 2011) :

$$r_{11} = \left[\frac{k}{k-1} \right] \left[1 - \frac{\sum \sigma_{\beta}^2}{\sigma_t^2} \right]$$

Explanation :

- r_{11} = instrument reliability
- k = the number of questions
- $\sum \sigma_{\beta}^2$ = number of item variances
- σ_t^2 = variances total

A questionnaire was declared reliable if the value of r_{count} was greater than the value of r_{table} with a significance level of 5%.

The stages of data analysis were as follows:

1. Descriptive Analysis

a. Respondent Characteristics

Characteristics of respondents were described by gender, age range, education level, and length of work.

b. Variable description

Variable description was a data processing procedure that describes and summarizes the data scientifically in tables or graphs.

2. Analysis prerequisite test

a. Normality test

Normality test in this study used the Kolmogorov Smirnov test. The variable was said to be normally distributed if the significance value was more than or equal to 0.05. On the other hand, if the significance value was less than 0.05, the variables or data were not normally distributed.

b. Multicollinearity test

The multicollinearity test in this study was carried out by looking at the tolerance value and the variance inflation factor (VIF). If the tolerance value was greater than 0.10, it meant that there was no multicollinearity. On the contrary, if the tolerance value was less than 0.10, it meant that there was multicollinearity. If the value of the variance inflation factor (VIF) was less than 10.00, it meant that there was no multicollinearity. On the contrary, if the value of the variance inflation factor (VIF) was greater than 10.00, it meant that there was multicollinearity.

c. Heteroscedasticity test

The heteroscedasticity test used in this study is a scatterplot graph. The test criteria were: there were no symptoms of heteroscedasticity if there was no clear pattern such as dots spread above and below the number 0 on the Y axis. On the contrary, there were symptoms of heteroscedasticity if there was a clear pattern, such as forming a certain regular pattern (wavy, widens then narrows).

3. Path analysis

Path analysis was used to analyze the relationship pattern between variables to know the direct or indirect effect of a set of independent variables (exogenous) on the dependent variable (endogenous).

The structural equation is:

$$Z = a + b_1X_1 + b_2X_2 + e_1$$

$$Y = a + b_1X_1 + b_2X_2 + b_3Y + e_2$$

Explanation:

Y : OCB

a : constant

X_1 : job insecurity

X_2 : POS

b : regression coefficient

e : standard error

Z : organizational commitment

2. Sobel test

Sobel test / Sobel test is a test to determine whether the relationship through a mediating variable is significantly capable of being a mediator in the relationship. Sobel test is to test the strength of the indirect effect of the independent variable (x) on the dependent variable (y) through the mediating variable (z).

Calculating the z value of the Sobel test, the formula used was as follows:

$$z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

Explanation:

z = sobel test score

a = independent variable path (x) with mediating variable

b = path of mediating variable (z) with dependent variable (y)

SE_a = standard error coefficient a

SE_b = standard error coefficient b

Result and Discussion

Table 1
Respondents Data

DESC	GENDER		RESPONDENTS AGE				EDUCATION		
	M	F	20-29 Y.O	30-39 Y.O	40-49 Y.O	50-59 Y.O	JHS	SHS	BACH
TOTAL	71	2	15	9	27	22	3	66	4
%	0,9726	0,0273	0,2054	0,1232	0,3698	0,3013	0,041	0,904	0,055

Normality test

Table 2
Normality test

	OCB	KO	JI	POS
SIGN	0,184	0,200	0,051	0,051

Table 2 above shows that the significance value for all variables is more than 0.05, so the variables or data are normally distributed.

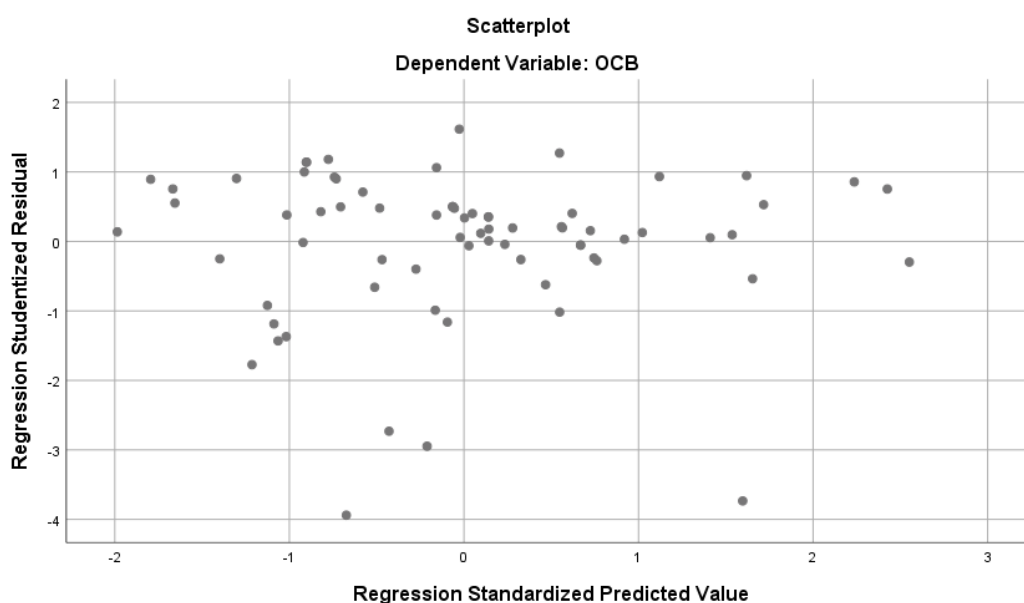
Multicollinearity Test

Table 3
Multicollinearity Test

	Collinearity Tolerance	Statistics VIF
JI	0,613	1,632
POS	0,477	2,098
KO	0,664	1,506

From Table 3 above, it appears that the tolerance value for all variables is greater than 0.10, and the variance inflation factor (VIF) value is less than 10.00. It means that there is no multicollinearity in the variables or data in this study.

Heteroscedasticity Test



Picture 1: scatterplots graphic

Based on Picture 1 of the scatterplot graph above, it can be seen that there is no clear pattern, such as the dots spread above and below the number 0 on the Y axis. It means there are no heteroscedasticity symptoms in this variable or data.

Path analysis I

Table 4
Path analysis I

	Standardized Coefficients Beta	Sign.	R Square
KO			0,336
JI	0,034	0,783	
POS	0,558	0,000	

From Table 4 above, it can be seen that the significance level of job insecurity of $0.783 > 0.05$. It means there is no effect between job insecurity (x_1) on organizational commitment (z). The level of significance of POS $0.000 < 0.05$ means that there is an influence between POS (x_2) on organizational commitment (z) of 0.558. The magnitude of the effect of job insecurity (x_1) on organizational commitment (z) is 3.4%. The influence of POS (x_2) on organizational commitment (z) is 55.8%. The value of e_1 of 0.815 is obtained from the calculation with the formula $e_1 = \sqrt{(1 - R \text{ square})} = \sqrt{(1 - 0,336)}$. The effect of job insecurity (x_1) and POS (x_2) together on z is by 33.6%, while the remaining 66.4% is influenced by other factors not examined in this study.

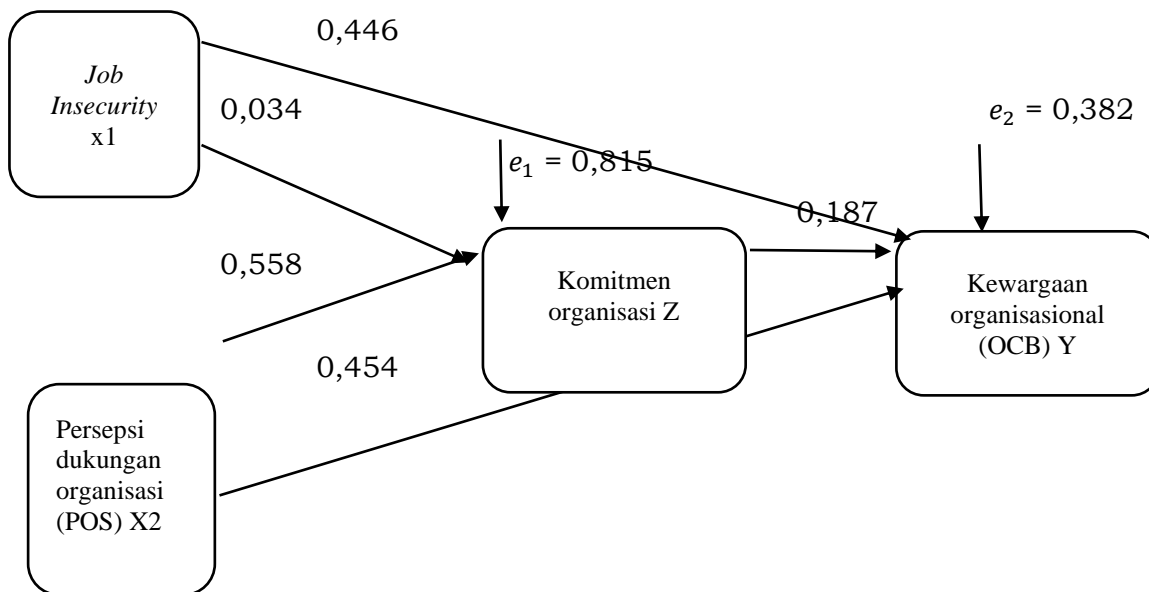
Path analysis II

Table 5
Path analysis II

	Standardized Coefficients Beta	Sign.	R Square
OCB			0,854
JI	0,446	0,000	
POS	0,454	0,000	
KO	0,187	0,001	

From Table 5 above, it can be seen that the job insecurity significance level of $0.000 < 0.05$. It means that there is an influence between job insecurity (x_1) on OCB

(y). The significance level of POS is $0.000 < 0.05$, which means that there is an influence between POS (x_2) on organizational OCB (y). The level of significance of perceived organizational commitment of $0.001 < 0.05$ means that there is an influence between POS (x_2) on OCB. The effect of job insecurity (x_1) on OCB (y) is 44.6%. The influence of POS (x_2) on OCB (y) is 45.4%. The value of e_2 is 0.382 with the formula $e_1 = \sqrt{(1 - R \text{ square})} = \sqrt{(1 - 0,854)}$



Sobel test

The steps taken are as follows:

Calculating the z value of the sobel test

The formula is as follows:

$$z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

Explanation:

z	= sobel test score
a	= independent variable path (x) with mediating variable
b	= path of mediating variable (z) with dependent variable (y)
SE_a	= standard error coefficient a
SE_b	= standard error coefficient b

With the help of an online calculator at www.danielsoper.com, the z value for job insecurity is 0.218, which means $z < 1.96$, proving that organizational commitment is not able to mediate the relationship between job insecurity and OCB.

For the z value of POS of 3.255, it means $z > 1.96$. It proves that organizational commitment is able to mediate the relationship between POS and OCB.

Table 6
Sobel Test

VARIABLE	SOBEL TEST	MEDIATION ABILITY	BETA	SIGN.	HYPOTHESIS
JI → OCB	-	-	0,446	0,000	H1 Accepted
JI → OCB Through KO	0,218	Not able	-	-	H2 Declined
POS → OCB	-	-	0,454	0,000	H3 Accepted
POS → OCB Through KO	3,255	Able	-	-	H4 Decline

Table 7
Direct and Indirect Influence

VARIABLE INFLUENCE	INFLUENCE		
	DIRECT	NOT	TOTAL
JI → KO	0,034	-	-
JI → OCB Through KO	0,446	0,006	0,452
POS → KO	0,558	-	-
POS → OCB Through KO	0,454	0,104	0,558

Based on the results of the research and analysis of calculations that researchers have carried out, researchers can provide analytical results as follows:

- 1) The direct effect of job insecurity (x_1) on OCB (y) is 44.6% while the indirect effect through organizational commitment is by 6%,
- 2) The direct effect of POS (x_2) on organizational citizenship behavior/OCB (y) is 45.4%, while the indirect effect through organizational commitment is 10.4%.

From the results of this analysis, it appears that the direct effect is greater than the indirect effect. The effect of the job insecurity variable (x_1) on OCB is smaller than the effect of POS (x_2) on OCB.

From the observation results of the analysis above, there is an implication that although employees' worry cause job insecurity, it can be overcome by a high POS. It can maintain or even increase the level of OCB of employees.

1) The effect of job insecurity (x_1) on OCB (y)

From the analysis above, the significance value of job insecurity (x_1) is $0.000 < 0.05$. Hence, it can be concluded that there is a direct effect of job insecurity (x_1) on OCB (y). The first hypothesis is accepted.

The standardized coefficient beta value of 0.446 indicates that the direction of the relationship between job insecurity (x_1) and OCB (y) is positive.

The result of this study is in line with research conducted by Mochamad Soelton, et al. (2021) which found that job insecurity had a positive and significant effect on OCB.

The results of previous research from Luh Putu Krishna Udayani (2018) stated that job insecurity had a negative and significant effect on OCB. Likewise, the results of research from Anak Agung Pertiwi Kumala Sari, et al. (2017) stated that job insecurity had a negative and significant effect on OCB. The difference between the results of this study and the two studies above lies in the direction of the effect. This study showed a positive relationship, while the two studies above showed a negative relationship. It could be due to the different conditions of the respondents being studied.

2) The effect of job insecurity (x_1) on OCB (y) through organizational commitment (z) as a mediating variable

It is known that the direct effect given by job insecurity (x_1) on OCB (y) is 0.446. Meanwhile, the indirect effect of job insecurity (x_1) on OCB (y) through organizational commitment (z) is 0.006358 which is the multiplication between the beta value of job insecurity (x_1) on organizational commitment (z), and the beta value of organizational commitment (z) on OCB (y), namely: 0.034×0.187 . Then the total effect given by job insecurity (x_1) on OCB (y) is 0.452 which is the result of the sum of the direct and indirect effects of $0.446 + 0.006$.

Based on the results of the calculations above, it is known that the direct effect value is 0.446, and the indirect effect is 0.006. It shows that the direct effect of job insecurity (x_1) on OCB (y) is greater than the indirect effect of job insecurity (x_1) on OCB (y) through organizational commitment (z). It means that job insecurity (x_1) has no effect on OCB (y) through organizational commitment (z).

In accordance with the results of the Sobel test calculation, the z value for job insecurity of 0.218 means $z < 1.96$, proving that organizational commitment is not able to mediate the effect of job insecurity on OCB. The second hypothesis is rejected.

This study's results align with previous research by A Fitriani (2015) which stated that organizational commitment was proven unable to mediate the effect of job insecurity on OCB.

3) The effect of POS (x_2) on OCB (y)

From the analysis above, the significance value of POS (x_2) is $0.000 < 0.05$. Hence, it can be concluded that there is a direct influence on POS (x_2) on OCB (y). The third hypothesis is accepted.

The standardized coefficient beta value of 0.454 indicates that the direction of the relationship between /POS (x_2) and OCB (y) is positive.

It is in line with previous research by Lutfianita Novira and S Martono (2015) which stated that there was a positive and significant influence between POS on OCB.

Sherly Dwi Agustiningrum's research (2016) also stated that there was a positive and significant influence between POS on OCB. This study's results differ from research conducted by Noer Hayati (2020), which stated that the POS has no significant effect on OCB.

4) The effect of POS (x_2) on OCB (y) through organizational commitment (z) as a mediating variable.

It is known that the direct influence given by the POS (x_2) on OCB (y) is 0.454.

While the indirect effect of POS (x_2) on OCB (y) through organizational commitment (z) is 0.104346 which is the multiplication of the beta value of POS (x_2) on organizational commitment (z) with a beta value of organizational commitment (z) on OCB (y) namely: 0.558×0.187 .

Then the total effect given by the POS (x_2) on OCB (y) is 0.558 which is the result of the sum of the direct influence with the indirect effect of $0.454 + 0.104$.

Based on the results of the calculations above, it is known that the direct influence value is 0.454 and the indirect effect is 0.104. It shows that the direct influence of POS (x_2) on OCB (y) is greater than the indirect effect of POS (x_2) on OCB (y) through organizational commitment (z). It means that the POS (x_2) indirectly affects OCB (y) through organizational commitment (z).

In accordance with the results of the Sobel test calculation, the z value of POS of 3.255 means $z > 1.96$, proving that organizational commitment is able to mediate the relationship between POS and OCB. The fourth hypothesis is accepted.

The result of this study is in line with the results of previous research by Ardi and Sudarma (2015) which stated that organizational commitment was proven to be able to mediate the effect of POS on OCB. Another study by Saputra (2019) also stated that organizational commitment was proven to be able to mediate the effect of POS on OCB.

A study with similar results was also conducted by Dian Yudistira Negara (2019) which stated that organizational commitment was proven to be able to mediate the effect of POS on OCB.

Conclusion

Job insecurity has a positive effect on OCB on a bus company employees in Semarang during the New Normal period. Job insecurity has no effect on organizational citizenship behavior (OCB), with organizational commitment as a mediating variable on the bus company employees in Semarang during the New Normal. Perceptions of organizational support (POS) positively effect on OCB of the bus company employees in Semarang in the New Normal period. POS have a positive effect on OCB with organizational commitment as a mediating variable for employees of a bus company in Semarang during the New Normal period.

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