JOB INSECURITY RELATIONSHIP TO PERCEIVED ORGANIZATIONAL SUPPORT AND ITS RELATIONSHIPS TO TURNOVER INTENTION, EMPLOYEE ENGAGEMENT, AND JOB SATISFACTION

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ABSTRACT: The nursing profession plays an essential role inthe progress of the hospital organization. In addition to the high risk of exposure to Covid-19 infection, the uncertainty of threats related to work affects nurses' welfare, which creates job insecurity. This uncertainty triggers turnover intention, low job satisfaction, and employee engagement. The big challenge for organizations is to improve the welfare of nurses to behave and behave positively on the job from perceived job insecurity through perceived organizational support. The aim of this research is thus to find out how the relationship between job insecurity and perceived organizational support is and how perceived organizational support is on turnover intention, employee engagement, and job satisfaction of nurses during the COVID-19 pandemic. This type of research is deductive with a sample of 210 nurses at hospitals in the region. DKI Jakarta. The data have been gathered as an analytical technique using the distribution of questionnaires and the Structural Equation Model (SEM). The findings of the research showed that job uncertainty had an impact on perceived organizational support. They received partly direct corporate backing for the desire to invest, staff commitment, and work happiness. This research implies that hospital leaders need to pay attention to the welfare of nurses through organizational support such as fairness in the policy system from the distribution of workloads, salaries, rewards, operational hours, and improving work facilities. The presence of consentis expected to form a good assessment of nurses to minimize job insecurity so that they are more engaged, satisfied and decrease turnover intention.

Keywords: Job Insecurity, Perceived Organizational Support, Turnover Intention, Employee Engagement, Job Satisfaction.

I. INTRODUCTION

The presence of covid-19 causes an authentic crisis for all business industries worldwide (Santos andLabragu, 2021). Uncertainty and insecurity in the new normal pose a further threat to the work of health care professionals and their psychological well-being (Santos andLabragu, 2021). Employees and organizations suffer from various problems that arise from employee uncertainty and job insecurity (Khan andGufran, 2018). During the COVID-19 pandemic, the level of employee turnover intention and engagement is related to their insecurity towards work, for that creating a stable organizational support climate is needed with the hope that the low perception of job insecurity increases engagement and prevents the loss of superior employees (Jung, Jung,and Yoon, 2021). To achieve a competitive advantage, employees are an essential resource in this regard (Bowen and Ford, 2002). Solid organizational support can improve employee welfare and positive behavior towards work (Labrague, Petitte, Leocadio, Bogaert,andTsaras, 2018). Employees must feel safe first to work effectively, increasing OCB and their performance because of the low perceived job insecurity depending on the presence of perceived organizational support (Khan andGufran, 2018).

Research by one business in New Zealand shows that although workers fear perceived instability in employment, working teams and organizations in different ways to mitigate this impact is an organizational support function that helps much to overcome this effect (Haar and Brougham, 2020). Furthermore, his research confirmed a significant negative relationship between job insecurity and perceived organizational support (Imhofand Andresen, 2017; Khan andGufran, 2018). On the other hand, GunalanandCeylan (2015) showed that job insecurity had no significant effect on perceived organizational support and explained that if health workers in Turkey already feel insecure, they no longer care about the help of the organizations they work for. However, one of the results of his research found that perceived organizational support had a significant adverse effect on turnover intention (GunananandCeylan, 2015; Liu, Zhao, Shi, et al., 2018; Ghosh, Goel, Dutta,and Singh, 2019). When employees think that the organization pays attention to their contributions and is concerned about their interests and job development, this will reduce turnover intention,leading to high organizational commitment and workability (Liu et al., 2018). Rubel et al. (2020) argue that fostering the enthusiasm of employees to work more engaged and make them continue to work in the organization is because the presence of perceived organizational support has been the reason they persist. Several other studies have stated a positive relationship

between perceived organizational support and employee engagement (Omara et al., 2019; Nazir and Islam, 2017; Sihag, 2020). The conclusion of other previous research results stated that perceived organizational support significantly affects employee engagement. When employees feel organizational support, employees have strong ties to the organization for that they work harder to achieve organizational goals, which shows a higher level of employee involvement (Dai and Qin, 2016).

Workers are more devoted and dedicated and have greater job satisfaction when they feel secure with the organization's total support (Rhoades and Eisenberger, 2002). According to Khan andGufran (2018), every time employees receive strong support. Their socio-emotional needs have been met, resulting in job satisfaction and positive work attitudes. The results of previous studies found that high perceived organizational support indicates a high level of employee job satisfaction (ThevanesandSaranraj, 2018; Islam and Ahmed, 2018; Taylor, Schminke, Soenenand Ambrose (2019). In contrast to other empirical evidence found, perceived organizational support does not significantly correlate with job satisfaction (Labrague et al., 2018). Research reveals whether or not organizational support does not affect the job satisfaction of nurses in the Philippines. They remain satisfied, committed, able to achieve because of their pleasure and love for their work profession. And this contributes to high job satisfaction and intention to continue their current job (Labrague et al., 2018). However, different from previous studies, there are still scarce studies showing how the relation between job insecurity, perceived organizational support, intention to make a turnover, employee involvement, and job satisfaction is targeted mainly at nurses in the COVID-19 pandemic research model. In addition, an exploration of the results of previous research found that there was no consistency. Results of the second hypothesis test (H2) job insecurity and perceived organizational support and how it impacts turnover intention, employee engagement, and job satisfaction of nurses during the COVID-19 pandemic.

II.   LITERATURE REVIEW

Job Insecurity

Greenhalgh and Rosenblatt (2010) define job insecurity as an individual assessment of impotence in maintaining job threats. Job insecurity is a feeling of job insecurity about losing the job itself as quantitative job insecurity. In contrast, qualitative job insecurity concerns job features such as deteriorating working conditions, lack of career opportunities, declining salaries,s and rankings (Hellgren, Sverkeand Isaksson, 1999; SwerkeandHellgren, 1999). 2002). Huang, Lee, Ashford, Chen,and Ren (2010) define job insecurity as an individual's perception of the extent to which the threat of an essential feature of a job makes them insecure and powerless to do something about it. Several aspects of work threats include the possibility that individuals will not get promoted and cannot maintain the wage level, which results in anxiety and helplessness (Ashford, Lee,andBobko, 1989).

Perceived Organizational Support

Perceived organizational support is the extent to which individuals believe that organizations value their contribution and care about their welfare (Allen et al., 2008; Robbins and Judge, 2008), which ultimately results in perceived organizational support creating an obligation between employers and employees to generate profits. Both parties (Rhoades and Eisenberger (2002). According to Shore, Shapiro,andTetrick (2012), perceived organizational support is a construction that explains how employees perceive their relationship to the organization.

Turnover Intentions

According to Mathis andJakson (2010), the turnover intention is the process of an individual who will leave a job position or organization, and the part must be replaced. Turnover intention means that the employee is likely to leave his job (Liu et al., 2018). Employee turnover intention harms the organization, especially if it leads to his decision to leave (ManurungandRatnawati, 2012). Later, Mobley, Horner,and Hollingsworth (1978); Tettand Meyer (1993) stated that the turnover intention of an individual's behavior is from the choiceto leave the profession or organization voluntarily. Mobley et al. (1978) revealed three dimensions of turnover intentions: thinking of quitting, searching for an alternate, and will to leave.

Employee Engagement

Employee engagement is an individual's positive thinking that has satisfaction, their attitude towards work (Schaufeli and Bakker, 2004). Employee engagement is an employee-organization relationship where employees are fully absorbed and enthusiastic about taking positive actions to advance the interests of the organization's reputation (Dai and Qin, 2016). Another definition adds employee engagement as an individual'scognitive, physical, and even emotional involvement from his performance for the organization (Saks, 2006). Employee engagement is a feeling of empowerment, enthusiasm, involvement, and commitment that individuals work (Moneand London, 2010). Schaufeli and Bakker (2004) have the Utrecht Work Engagement Scale (UWES) to explain the dimensions of employee engagement, namely vigor, dedication, ion, and absorption).

Job Satisfaction

Spector (1997) defines job satisfaction as feelings about their work. According to Mathis and Jackson (20,10), job satisfaction is a positive emotional state from an individual's evaluation of work experience. Still, job dissatisfaction arises if their expectations for job aspects are not met. Meanwhile, Robbins, Judge,andHasham (2012) define job satisfaction as a general attitude of individuals assessing aspects of their work from the demands of individuals interacting with superiors and coworkers, following organizational rules and policies, and meeting productivity standards. Luthan (2011) explains that job satisfaction is a positive emotional expression or pleasant thing as a result of an individual's assessment of work or experience

III.   RELATIONSHIPBETWEEN VARIABLES

Job Insecurity Relationship and Perceived Organizational Support

Imhofand Andresen (2017) explain that employees tend to see job insecurity beyond their control, and this right has become the responsibility of the organization that employs them. Haar and Brougham (2020) maintain that, in reducing employee insecurity, it is essential to highlight different levels of support because this gives employees a positive perception through social information processing, which ultimately includes highly perceptible organizational support.In the end, job insecurity and creating positive subjective perceptions of employees in the organization depend on how the organization's support overcomes these working conditions (Imhofand Andresen, 2017). Several previous research results have revealed a significant adverse effect between job insecurity andemployee perceived organizational support (Khan andGhufran, 2018; Imhofand Andresen, 2017; Haarand Brougham, 2020). From the literature above, the hypotheses that can be proposed are:

H1: High job insecurity means that perceived organizational support is low.

Relationship between Perceived Organizational Support and Turnover Intention

Negative emotions of workers diminish job satisfaction and increase employee tiredness owing to an insufficient degree of perceived organizational support (Labrague et al., 2018). Negative emotions of workers subside job satisfaction and increase employee tiredness due to an insufficient degree of perceived organizational support (Labrague et al., 2018).Employees do not leave the organization because the rewards for the performance contribution from the organizational support they receive can be fair or equal (Liu et al., 2018). Perceived organizational support makes it less likely for employees to intend to leave the organization because perceived organizational support creates an emotional attachment to their organization (Rubel et al., 2020). The effect of perceived organizational support on turnover intention is also in line with previous studies (Rubel et al., 2020; Liu et al., 2018; Ghosh et al., 2019; GunalanandCeylan, 2015). Based on the literature above, the following hypotheses can be proposed:

H2: High perceived organizational support would reduce turnover intention.

Relationship between Perceived Organizational Support and Employee Engagement

In the current era of globalization, quality human resources are the determinants of indicators for running an organization (RintoandSyah, 2018). When organizations show caring support for employees, they are willing to reciprocate that support through higher employee engagement because this support creates a sense of responsibility among employees (Nazir and Islam, 2017). Omara et al. (2019) explain that perceived positive organizational support makes employees evaluate their resources positively, so when their resilience increases, their employee engagement increases. This is in line with several previous studies (Dai and Qin, 2016; Omara et al., 2019; Sihag, 2020; Nazir and Islam, 2017). Based on this, the hypothesis is obtained in this study:
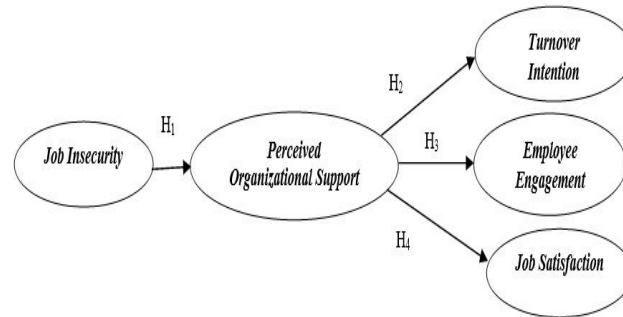
H3: High perceived organizational support would increase employee engagement.

Relationship between Perceived Organizational Support and Job Satisfaction

Workers' negative emotions generate reduced happiness at the workplace and increased work weariness because of the poorly perceived degree of organizational support (Labrague et al., 2018). Employee job dissatisfaction leads to counterproductive behavior and resistance to leadership (Sidabutar, Syah,andAnindita, 2020). Islam and Ahmed (2018) revealed that organizational support provides care and welfare for employees for their contribution. Through employee perceptions of organizational support, it can increase job satisfaction. The presence of organizational support can encourage employees to believe in their abilities. Research by Taylor et al. (2019), Islam and Ahmed (2018),ThevanesandSaranraj (2018) concludes, perceived organizational support has a significant positive effect on job satisfaction. From the description above, the following hypothesis is proposed:

H4: High perceived organizational support would increase job satisfaction.

The study model is based on the description above described as follows:

Picture 1
Research Model

IV. RESEARCH METHODOLOGY

This quantitative research is deductive, and there are exogenous variables, namely job insecurity and endogenous variables, namely perceived organizational support, turnover intention, employee engagement, and job satisfaction—survey method by distributing questionnaires for data collection of this research. The Likert scale is used as the measurement score of this study, and this study has adopted several theories as a reference for measurement that will be used. The job insecurity variable adopts the theory of Brondino et al. (2020), the measure of perceived organizational support variables adopted from Eisenberger et al. (1986), the measurement of the turnover intention variable adopted from Mobley et al. (1978), for measuring employee engagement variables adopted from Schaufeli and Bakker (2004) and finally adopted from Cammann et al. (1979) measuring job satisfaction.

The population of this study focused on nurses at hospital X in the Jakarta area, and A deliberate sampling method with the sample was employed criteria. These nurses had four years of work experience and more than four years at hospital X in the Jakarta area. This research was conducted from June 2020 - June 2021. The analytical tools used are Structural Equation Model (SEM) and SPSS. According to Hair, Black, Babin,and Anderson (2014), the number of samples in the SEM provisions is at least 5-10 times the number of questionnaires. The number of questionnaire statements in this study was forty-six, so the sample number was (46x5) 230 respondents.

However, the total number of respondents used is only 210 out of 230 respondents due to some complete questionnaires.

Validity testing uses confirmatory factor analysis by looking at the Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) values which have a minimum value of 0.5 to 0.9 with one component matrixmeaning that factor analysis is appropriate (Sekaran and Bougie, 2017). Test dependability in the Cronbach alpha value> 0.6 shows good reliability.

V. Results

The measurement results of the construct validity test show that all valid indicators on the variable job insecurity, turnover intention, employee engagement, and job satisfaction with a factor loading value (> 0.50), and the t-value is greater than the t-table (1.96), at the 5% significance level. Meanwhile, it shows invalid results on the variable indicators of perceived organizational support on POS11 (0.27) and POS13 (0.42). Furthermore, the construct reliability test meets the reliability requirements if the C.R. (Construct Reliability) value is above 0.60 and the VE (Variance Extracted) value is above 0.50 (Hair et al. 2014). On the C.R. value, all meet the reliable requirements, namely values above 0.60, on job insecurity (0.89), perceived organizational support (0.90), turnover intention (0.84), employee engagement (0.86), and job satisfaction (0.91).At the same time,e the VE value is said to be reliable if the value is above 0.50, on job insecurity (0.67), perceived organizational support (0.50), turnover intention (0.64), employee engagement (0.68), and job satisfaction (0.76).

The structural model equation from the results of this study can be seen from the value of R^2, where each equation functions to show how far the independent variable can explain the dependent variable. The first analysis, POS (perceived organizational support), is influenced by J.I. (job insecurity) with R2 of 0.100. The second analysis, I.T. (turnover intention), is controlled by POS (perceived organizational support) with an R2 of 0.032. The third analysis, E.E. (employee engagement), is influenced by the POS (perceived organizational support) variable with an R2 of 0.16. Furthermore, in the fourth analysis, J.S. (job satisfaction) is controlled by the POS (perceived organizational support) variable with an R2 of 0.35.

Based on the analysis of groups 1 to 7, all test results have almost a good match, including Chi-Square, ECVI, AIC, CAIC, and Fit Index. There are results in Marginal fit on Critical N and Goodness of Fit and Close fit results on RMSEA. Thus, it is concluded that the suitability of all models has met the requirements. Furthermore, it can be seen as follows the path diagram of the results of this study:
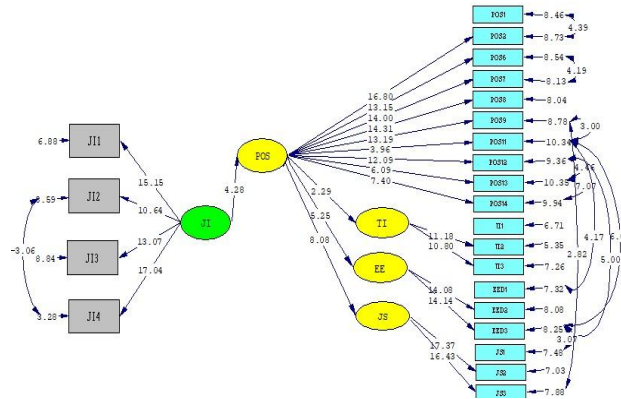
Picture 2. Path Diagram T-Value

VI. DISCUSSION

The findings of the first hypothesis test (H1)) illustrate that the lower the job insecurity nurses feel in the current COVID-19 pandemic situation, the higher the level of perceived organizational support they feel. The findings of this investigation confirm the research results of Khan andGhufran (2018),Imhofand Andresen (2017),Haarand Brougham (2020),who stated that job insecurity influences perceived organizational support. The results of this study indicate that job insecurity of nurses during the COVID-19 pandemic will be reduced if actual good organizational support is presented. The current COVID-19 pandemic does threaten the psychological security of nursesand job insecurity over aspects of their work. Even in difficult situations during the pandemic, nurses need to know that the welfare of their work aspects is guaranteed in terms of compensation, facilities, workload, and allowances. This is a form of support for the leadership of the hospital organization. It is hoped that the high perceived organizational support will affect nurses' positive and affective assessments to understand the situation better positively and realize that organizations are always ready to help their difficult situation during the Covid 19 pandemic.

The findings of the second hypothesis test (H2)) show that the higher the perceived organizational support felt by the nurses, this can reduce the turnover intention of those who work during the COVID-19 pandemic. The findings of this investigation confirm the research results of Rubel et al. (2020), Liu et al. (2018); GunalanandCeylan (2015); Ghosh et al. (2019) that perceived organizational support influences turnover intention. Working in this uncertain COVID-19 pandemic situation, nurses almost always feel tired due to changes in schedules, workloads, financial changes, and the need for relentless, little rest time for recovery. For this reason, if it is not balanced with organizational support, this can increase the turnover intention of nurses. On the other hand, the presence of organizational support can affect affective conditions that involve psychological well-being and security to minimize the level of the turnover intention of nurses.

The findings of the third hypothesis test (H3)) show that the higher the perceived organizational support felt by nurses when working during the COVID-19 pandemic, the higher their employee engagement can be. The results of this study are in line with the results of research by Dai and Qin (2016),Omara et al. (2019), Nazir and Islam (2017) that perceived organizational support influences employee engagement. The organization should be the one that supports the nurses to give them feedback by becoming closer affective and emotionally to the organization. The presence of moral support, mutual understanding among coworkers,and material support from the leadership of the hospital organization foster a sense of togetherness, kinship, and nurses' awareness that they are not alone in fighting for the same goals. This condition allows nurses to view their work more meaningfully and generates a deep interest in achieving goals to be more engaged in work.

The results of testing the fourth hypothesis (H4) show that the higher the perceived organizational support is, this can increase the job satisfaction of nurses. The results of this study are in line with the results of research by Taylor et al. (2019); Islam and Ahmed (2018) that perceived organizational support influences job satisfaction. If the organization provides appropriate support and according to the needs of nurses who worked during the Covid 19 pandemic in terms of material and non-material conditions, this can lead to satisfaction. Nurses realize that organizational leaders take attitudes and actions that support their safety and well-being, considering working in the current COVID-19 pandemic. The emergence of a positive perception of organizational support will impact the job satisfaction of the nurses so that they respect the organization and are willing to give their best performance.

VII. CONCLUSION

This study concludes that all hypothetical statements can be accepted that there is a relationship between job insecurity on perceived organizational support and perceived organizational relationship with turnover intention, employee engagement, and job satisfaction, respectively. The limitations of this study are limited to discussing job insecurity variables, perceived organizational support, turnover intention, employee

engagement, and job satisfaction with nurses with regional coverage only in hospitals in DKI Jakarta. Additional factors that may influence turnover intention, employee engagement, and work satisfaction, such as other variables that may be proposed, including servant management, should be included as suggestions to future study, and coverage is not just expanded in DKI Jakarta. Furthermore, Research respondents may have filled out a questionnaire based on the expected conditions and not the actual ailments that were happening.

This study aims to determine the relationship between job insecurity and perceived organizational support and how it impacts turnover intention, employee engagement, and job satisfaction of nurses in the DKI Jakarta area, especially during the COVID-19 pandemic. The managerial implications can be proposed by looking at the most significant operational value of perceived organizational support, namely the statement that the organization is willing to assist when I have a problem. First, hospital leaders need to pay attention to the welfare of nurses on aspects of their work through the fairness of the hospital policy system, both from the salary system, workload distribution, rewards, career paths, working hours, ensuring health workers can rest as needed and improving work facilities. They. Second, hospital leaders can build an emergency preparedness incident management system as a command system for hospital capabilities such as the availability of PPE, toiletries, laundry services, free access to periodic health services, housing, transportation, and free parking. It is no less important to provide organizational support in the form of free mental health services, such as the availability of periodic short forums where nurses can express their concerns to offer peer support and the availability of individual counseling sessions. It is hoped that this support can help nurses minimize job insecurity. The high level of organizational support will lead to positive assessments of nurses to be satisfied, increase employee engagement and decrease turnover intention.

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