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The Influence of Perceived Organizational Support on Job Insecurity with Job Involvement as A Moderating Variable

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Abstract

This research aims to analyze the influence of perceived organizational support (POS) on job insecurity and to examine the role of job involvement as a moderating variable in that relationship among non-permanent government employees (PPNPN) in a provincial government organization in Jambi, Indonesia. This research uses a quantitative approach with a survey method involving 75 respondents through total sampling technique. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The research results indicate that POS (Perceived Organizational Support) and job involvement are in the high category, while job insecurity is in the low category. However, POS does not have a significant effect on job insecurity, and job involvement does not moderate the relationship between them. These findings suggest that in the context of government bureaucracy, job security is more determined by structural systems and policies rather than psychological factors. This research implies that organizational support needs to be complemented by contract transparency and institutional policies to create job stability for contract employees.

Keywords: Perceived Organizational Support, Job Insecurity, Job Involvement

INTRODUCTION

Changes in the public sector labor system in Indonesia have led to an increase in the number of non-civil servant employees (PPNPN) as part of a bureaucracy efficiency strategy. While providing flexibility for government agencies, the non-permanent work status poses certain psychological challenges for employees, one of which is job insecurity—a feeling of uncertainty regarding job continuity (Sverke et al., 2002). High

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levels of job insecurity can negatively impact job satisfaction, organizational commitment, and employee performance, especially in a dynamic bureaucratic environment. One factor that is estimated to reduce job insecurity is perceived organizational support (POS), which is the perception that the organization values employees' contributions and cares about their well-being (Eisenberger et al., 1986). Based on Hobfoll's (1989) Conservation of Resources (COR) theory, POS acts as an external resource that can help individuals cope with stressors, including job uncertainty. However, empirical findings related to the relationship between POS and job insecurity still vary and seem to be influenced by the work context and organizational characteristics (De Cuyper & De Witte, 2006). In addition, employee involvement in work (job involvement) can serve as an internal resource that strengthens the protective impact of POS. Individuals with high levels of job involvement are believed to have a strong psychological bond with their work, making them better able to cope with external threats (Kanungo, 1982). Therefore, this study also explores the role of job involvement as a moderating variable in the relationship between POS and job insecurity. This research focuses on PPNPN in one of the government organizations of the Jambi Province, Indonesia, as a representation of the public sector in Indonesia that implements an annual contract work system.

Objectives

This study aims to examine: (1) whether perceived organizational support affects job insecurity, and (2) whether job involvement moderates this relationship. The findings of this research are expected to enrich the theoretical understanding of the psychological dynamics of contract employees, as well as provide recommendations for more adaptive and evidence-based public sector human resource management policies.

LITERATURE REVIEW:

Perceived Organizational Support

Perceived organizational support (POS) was introduced by Eisenberger et al. in 1986, motivated by the attention given to the relationship between employees and the organization from the employees' perspective, where if the organization treats employees fairly, it will have a positive relation to the behaviors exhibited by the employees. Sun (2019) states that perceived organizational support reflects the organization's value on employee contributions and provides attention to employee benefits aimed at motivating and building good relationships with employees. According to Dimitrakaki (2022), perceived organizational support is the extent to which employees feel their work in the

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organization is respected and considered important, leading to job satisfaction and good performance, and encouraging employees to integrate the organization into their identity.

Perceived organizational support can be measured through three dimensions according to Ahmed et al. (2012), namely: (1) Management Support: A form of organizational justice, employees can participate in decision-making, the organization's reward system, and the availability of opportunities for development; (2) Supervisory Support: Supervisors can make their subordinates identify their goals, empower them to achieve those goals, assist and enable them to perform their tasks, and provide suggestions for recognition of their achievements; (3) Support from Colleagues: Colleagues provide attention and support to other co-workers.

Job Insecurity

The concept of job insecurity was first introduced by Ashford et al. in 1989, defined as the extent to which individuals perceive a threat to the continuity of their employment and experience helplessness in facing such situations. This feeling of insecurity is not only related to the possibility of losing a job altogether but also includes concerns about the loss of certain aspects of the job, such as status, stability, responsibility, or career development opportunities. The latest theories on job insecurity encompass a layered and dynamic understanding of how job insecurity affects individuals and organizations. This comprehensive approach aims to provide a more nuanced understanding of the impact of job insecurity on performance and organizational behavior. Job insecurity is conceptualized at both the individual and organizational levels, including subjective and objective job insecurity, the job insecurity climate, and the strength of that climate (Sora et al., 2023).

Lee et al. (2018) and Nawrocka et al. (2023) explain that job insecurity can be measured through 2 (two) main dimensions, namely: (1) Quantitative Job Insecurity: Feelings of anxiety and worry about losing one's job itself, or feelings of being totally threatened regarding job sustainability in the future; (2) Qualitative Job Insecurity: Anxiety regarding components of the job (Job Features) such as difficulty in maintaining a salary or wage that does not meet expectations, lack of freedom to manage work, poor working conditions and environment, lack of promotional opportunities or career advancement, absence of development or training directly related to job duties, as well as feelings of envy towards colleagues with different status or positions.

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Job Involvement

The concept of job involvement was first created by Lodahl and Kejner in 1965, defined as the degree to which an individual psychologically identifies with their job, or the importance of the job in the overall self-image, as well as how performance affects an individual's self-esteem. Furthermore, Kanungo in 1982 further developed this concept, stating that job involvement serves as a catalyst for fulfilling current individual demands and is described as a belief in the job. Salessi & Omar (2019) view job involvement as a culturally determined normative belief about the general importance of work, and is seen as a descriptive belief based on a particular job's ability to meet the individual's most important needs.

Lodahl and Kejner (1965) in Govender & Parumasur (2010) measured job involvement with 4 (four) dimensions as follows: (1) Response to work: Employees have expectations about their jobs, and to what extent these expectations are met; (2) Expressions of involvement in work: Employees have their own ways of expressing their engagement in their work; (3) A sense of responsibility towards work: Employees have a sense of responsibility towards their jobs; (4) Feelings about unfinished work and absenteeism: Employees involved in work avoid absenteeism from work and feel guilty about unfinished work.

Conservation of Resources Theory

In this study, the Conservation of Resources (COR) Theory is used as the main theory (grand theory) to explain the relationships and moderation mechanisms among the research variables. The COR theory assumes that individuals are naturally driven to acquire, maintain, and protect the resources they consider important. Based on the perspective of the Conservation of Resources (COR) Theory, there are three main conditions that can trigger stress in individuals (Hobfoll & Ford, 2007): first, when individuals or employees perceive a threat of loss to essential resources; second, when the loss of resources actually occurs; and third, when continuous efforts to obtain additional resources do not yield results. In the framework of this theory, employees can allocate their resources as an investment to acquire new resources. In the context of organizations, efforts to maintain resources often encourage individuals to work intensively. The pressure to continuously safeguard resources deemed valuable to the organization can lead individuals to take various actions as a form of protection for those resources.

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RESEARCH METHODS:

The research method uses a quantitative approach with a questionnaire design. The number of respondents is 75 PPNPN, selected using total sampling technique. The research instrument is a standardized questionnaire that has been tested for validity and reliability. This research uses an ordinal scale to measure the respondents' answers, which are then given values in the form of a Likert scale. Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) technique.

RESULT

Characteristics of the respondents

The data that has been collected includes information about work units, gender, length of service at BNN, education level, and age of the respondents. The characteristics of the respondents in this study indicate that the majority of the PPNPN employees work in the main working unit X in Jambi Province (40%), with a dominance of male respondents (70.67%). Most employees also have a work experience of more than five years (73.33%), reflecting a considerable level of work experience in the X institution. In terms of education, the majority of employees have a D4/S1 education level (53.33%), followed by high school/equivalent graduates (38.67%), showing a relatively diverse educational background. Meanwhile, the most dominant age group is employees aged 30–40 years (49.34%), indicating that the majority of respondents are in their productive age with optimal contribution potential in the organization.

Descriptive Analysis

Based on descriptive analysis, employees' perception of organizational support is classified as positive with an overall average score for the variable of 310.39, which indicates that the level of perception of organizational support is categorized as high based on the assessment criteria used in this study, with supervisor support being the most prominent aspect, followed by support from colleagues and management, which also falls into the high category. Next, the level of job insecurity among employees is relatively low with an overall average score for the variable being 183.63 which falls into the low category, although there is moderate concern regarding job sustainability and wage adequacy, highlighting the importance of attention to financial welfare aspects. And last, Employees demonstrate a high level of job involvement with an overall average score for the variable being 294.81, which falls into the high category, reflected in their

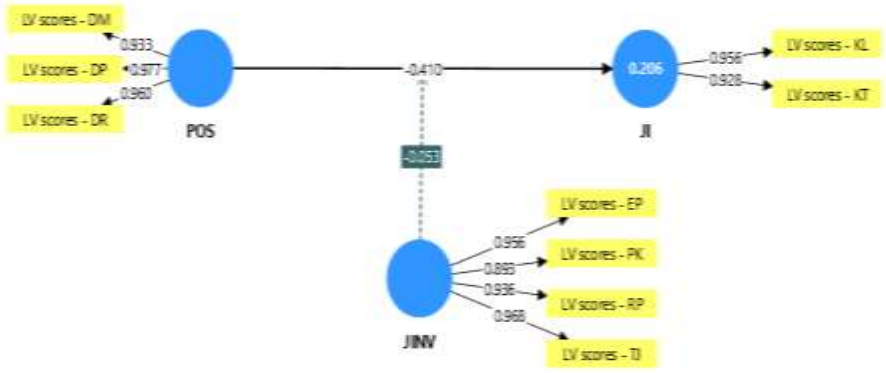
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commitment, discipline, initiative, and emotional attachment to work that is considered important and in line with personal expectations.

Data Analysis

Verificative analysis using SEM-PLS through SmartPLS 4.0 is used to test two main hypotheses, allowing for an in-depth evaluation of the complex relationships between latent variables and indicators in the research model presented below:



Specifically, construct X has an AVE value of 0.916, indicating that about 91.6% of the variance of its indicators can be explained by that construct. The AVE value for construct Y is 0.888, and for construct Z it is 0.881, which represent 88.8% and 88.1% of the variance of the indicators that are successfully explained by their latent constructs, as shown in the following table:

Variable	AVE Score
X (POS)	0,916
Y (JI)	0,888
Z (JINV)	0,881

Source: Data processed (2025)

To obtain a more comprehensive understanding of the clarity of differentiation between constructs, it is necessary to conduct discriminant validity testing through the Heterotrait-Monotrait (HTMT) ratio, and it was found that all pairs of constructs showed HTMT values below 0.90, which means that the constructs in the model have adequate discriminant validity, and support the reliability and conceptual clarity of each measured variable, as shown in the following table:

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HTMT Score	JI	JINV	POS	JINV x POS
JI				
JINV	0.428			
POS	0.478	0.867		
JINV x POS	0.306	0.663	0.776	

Source: Data processed (2025)

In the collinearity test, it was found that most constructs in the model have a Variance Inflation Factor (VIF) value below 3, indicating no significant evidence of multicollinearity among the tested variables, as shown in this table:

Collinearity Test	VIF
JINV -> JI	3.199
JINV x POS -> JI	2.357
POS -> JI	4.324

Source: Data processed (2025)

The results of the construct reliability testing show that this research model has a very good level of internal consistency. This is reflected in the values of Composite Reliability (CR) and Cronbach's Alpha (CA) obtained for each latent construct. All variables in the model have CR values above 0.70, as shown in this table:

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
JI	0.875	0.913	0.941
JINV	0.955	0.984	0.967
POS	0.954	0.958	0.970

Source: Data processed (2025)

The results of the determination test, the R Square (R^2) value of 0.206 indicate that the independent variables in the model can only explain 20.6% of the variance of the dependent variable. Thus, 79.4% of the variation occurring in the dependent variable is caused by other factors not included in this research model, as shown in the following table:

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	R-square	R-square adjusted
JI	0.206	0.173

Source: Data processed (2025)

Based on the goodness-of-fit test, it was found that the value of the Standardized Root Mean Square Residual (SRMR) for the tested model is 0.056. This value is below the threshold of 0.08, which is commonly used as an indicator of a good model fit. This finding indicates that the constructed model has an adequate level of correspondence with the empirical data, as shown in the following table:

	Saturated model	Estimated model
SRMR	0.049	0.056

Source: Data processed (2025)

Hypotesis Test

The Influence of Perceived Organizational Support (X) on Job Insecurity (Y)

	T statistics (|O/STDEV|)	P values	Conclusion
POS -> JI	1.866	0.062	Not Significant

Source: Data processed (2025)

The hypothesis test results with a P value of 0.062 indicate that there is no statistically significant relationship between the variables tested because the P value is greater than the standard significance level of 0.05 (5%), thus Perceived Organizational Support does not have a significant effect on Job Insecurity.

The Influence of Job Involvement (Z) in Moderating Perceived Organizational Support (X) towards Job Insecurity (Y)

	T statistics (|O/STDEV|)	P values	Kesimpulan
JINV POS -> JI	0.636	0.525	Tidak Signifikan

Source: Data processed (2025)

The results of the hypothesis test indicate that job involvement has a nonsignificant moderating effect on the relationship between perceived organizational support and job

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insecurity. This can be seen from the P-value of 0.525, which is much larger than the standard significance level of 0.05.

DISCUSSION

The Influence of Perceived Organizational Support on Job Insecurity

Based on the results of hypothesis testing, it shows that perceived organizational support does not have a significant effect on job insecurity. The descriptive analysis results of the perceived organizational support variable are in the high category, while the descriptive analysis results of the job insecurity variable indicate that, overall, respondents have a low sense of job insecurity. This finding is surprising considering that quite a number of previous studies have stated that workers with non-permanent employment status experience high levels of job insecurity. Job insecurity, or job insecurity, theoretically represents a form of psychological stress that arises from the threat of job loss or uncertainty regarding future career prospects (Nawrocka et al., 2023). According to the Conservation of Resources (COR) Theory developed by Hobfoll (1989), individuals experience stress when facing the threat of resource loss, actual loss, or when failing to acquire resources after making certain efforts (Stankevičiūtė et al., 2021). In the context of work, these resources can include a stable income, job status, organizational support, or hopes for a better future.

Although PPNPN in government organizations do not have the status of permanent civil servants (ASN), their level of job insecurity may be lower compared to contractual workers in the private sector. This can be explained through the COR perspective. One of the main reasons is the existence of a stable and consistent contract extension pattern from year to year. Bureaucracy in Indonesia has its own regulations regarding the arrangement of Non-Permanent Government Employees (PPNPN) that are framed within a clear legal contract concerning the duration, which is different from the private sector that is more prone to sudden termination of employment without guarantees (Zakaria et al., 2019). This explanation is reinforced by the fact that contract workers such as PPNPN in many government organizations are recruited under a Fixed-Term Employment Agreement (PKWT) with an initial contract duration of 1 (one) to 2 (two) years, along with opportunities for contract extension (Al Amin & Pancasasti, 2021). This recurrence sends a signal of stability which is seen as a retained resource, thus reducing the perception of threat regarding job loss.

In addition, in many cases, contract employees have been working continuously for years, which fosters a perception of security. This can also be seen in the demographic

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data of this study, where 73.33% of the total respondents have been working in the research institution for more than 5 years, so they feel quite secure with their status amidst the numerous rules prohibiting the hiring of contract workers and the uncertainty of their status. Based on the Conservation of Resources (COR) Theory developed by Hobfoll (1989), the low job insecurity among non-permanent civil servants (PPNPN) and the insignificant influence of perceived organizational support on job insecurity in this study can be interpreted as a result of the combination of stable work contracts, high organizational support, and the presence of realistic future expectations. These three components create a relatively safe and sustainable resource ecosystem that serves as a psychological buffer against the threat of job loss. Previous studies, as explained by Jiang et al. (2023) and Låstad et al. (2025), also indicate that when these external and internal resources are available, perceptions of job threats become lower, even though the employment status is non-permanent.

Thus, although theoretically, POS should reduce job insecurity, in practice, especially in the public sector or organizations with rigid work structures, the effect may become insignificant due to external factors that dominate in shaping employees' perceptions of job security. Even though employees feel they receive attention and support from the organization, they remain aware that decisions regarding contract extensions, promotions, or termination of employment are dependent on central policies, annual budgets, and administrative regulations, not on interpersonal relationships. Therefore, organizational support psychologically is not considered a guarantee of job security.

The Role of Job Involvement Moderation on the Influence of Perceived Organizational Support and Job Insecurity

The research results showing that job involvement does not significantly moderate the relationship between perceived organizational support (POS) and job insecurity can be explained through theoretical and contextual approaches. Job involvement, which reflects the extent to which individuals are psychologically and emotionally engaged in their work (Kanungo, 1982), should be able to enhance the positive effects of POS in reducing perceptions of job insecurity. However, in many cases, including in government organizations, job involvement does not always have a strong enough influence on perceptions of job security. This is because in government bureaucracy, decisions regarding job status (especially for contract employees like PPNPN) generally do not depend on how involved or productive an employee is, but rather are determined by

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regulatory systems, budgets, and structural policies from the center (De Cuyper & De Witte, 2006).

This condition aligns with the Conservation of Resources Theory (Hobfoll, 1989), which states that individuals strive to maintain the resources they possess, and stress arises when those resources are threatened. In this context, POS is an external resource, while job involvement is an internal resource. However, if individuals assess that their job involvement is unable to influence external decisions (such as contract extensions), then that involvement cannot serve as a buffer against feelings of job insecurity. As a result, job involvement fails to significantly moderate the relationship between POS and job insecurity. In fact, in some cases, high involvement can even increase emotional uncertainty if individuals feel unappreciated or lack control over the continuity of their employment (Blustein, 2006).

On the other hand, the low level of job insecurity felt by respondents is also an interesting phenomenon. Although they are formally in a non-permanent work status, many contracted workers in government agencies feel secure due to the context of structural protection, such as the tendency for regular contract extensions, stable informal working relationships, and the discourse of being promoted to the status of PPPK or ASN which provides long-term hope (Kurniawati & Pambudi, 2021). This sense of security is also supported by a relatively stable work environment, standardized workloads, and social expectations that working in government agencies promises a relatively guaranteed future. A study by Kirves et al. (2011) also shows that in organizations with established work structures and high institutional stability, perceptions of job insecurity tend to be lower even though workers' formal status is contract.

Thus, low job insecurity can reduce the need for psychological safety from resources such as POS or job involvement. In such conditions, both the direct relationship of POS to job insecurity and the moderating effect of job involvement become weaker or insignificant. This explains why the hypothesized model was not statistically proven in the context of government bureaucracy in Indonesia. Furthermore, the rejection of the job involvement moderation hypothesis indicates that in the context of contract employees in government organizations, psychological variables do not always act as buffers or enhancers of the relationship between organizational support and job security. Job security is more influenced by structural policies and formal systems. Therefore, organizations need to adjust their HR management approach to the institutional context and employee status.

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CONCLUSION

Based on the results of the data analysis and discussion presented in the previous chapter, the following conclusions can be drawn: (1) The perceived organizational support among the respondents in this study, who are Non-Permanent Civil Servants (PPNPN) in the BNN (National Narcotics Agency) Provincial Office of Jambi and their ranks, is categorized as high, with feelings of job insecurity categorized as low, and job involvement categorized as high; (2) Perceived organizational support does not have a significant effect on job insecurity among PPNPN in the BNN Provincial Office of Jambi and their ranks. Although the employees feel high support from the organization, they still show a low level of job insecurity. This can be explained by the relatively stable context of government organizations, consistent contract renewal procedures, and informal expectations for job continuity; (3) Job involvement does not significantly moderate the relationship between perceived organizational support and job insecurity, indicating that job involvement neither strengthens nor weakens the impact of organizational support on feelings of job insecurity among non-permanent civil servants at the BNN Province Jambi unit and its staff.

SUGGESTION

Based on the results of the research conducted, the researcher can provide the following recommendations there are future research is encouraged to include other variables such as perceived employability, psychological contract, or organizational justice that may be more relevant in explaining job insecurity among contract employees in the context of government bureaucracy. Next, upcoming studies could also use a longitudinal approach to observe changes in perceptions and conditions of job insecurity over a certain period, especially approaching evaluations or annual contract extensions. To strengthen the findings, it is also recommended to replicate the study in other public sector contexts such as hospitals, state educational institutions, or ministries for broader generalization. Last, qualitative approaches through in-depth interviews with non-PNS can delve deeper into how they interpret organizational support and the perception of job stability that cannot be measured through quantitative instruments.

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