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## Impact of perceived organizational support on turnover intention in Pakistan. Mediating role of job security & employee motivation

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### Abstract

*This research aims to model the relationship between perceived organization support (POS) on turnover intention (TI) among employees in SMEs. The study explores the mediating roles of job security (JS) and employee motivation (EM). The research is grounded in social exchange theory, emphasizing reciprocal relationship among the organizations & employees. The study contributes to the literature through addressing the scarcity of research on mediating processes through which POS influences turnover intention. It also examines the unique mediating roles of job security and employee motivation in Pakistani SMEs. Research questions describe the effects of POS on turnover intention, job security's mediating function, and employee motivation's influence. Social exchange theory highlights reciprocal relationships among organizations & employees. Data were collected from 200 SME employees' in Pakistan through questionnaires, and the analysis was conducted using IBM SPSS and IBM AMOS tools. The findings reveal a significant negative impact of POS on turnover intention. Moreover, job security and employee motivation were partially mediated between POS and turnover intention. Practical implications suggest that SMEs should focus on enhancing POS through strategies such as regular salary reviews, creating a culture of learning and development, and providing opportunities for career growth. The study concludes with recommendations for future research & limitations are also acknowledged.*

**Keywords:** Perceived Organizational Support; Job Security, Employee Motivation, Turnover Intention.

### Introduction

Perceived organizational support constituted the most important characteristic of achieving individual and corporate results (Zhang et al., 2019). Mainly, support & corporate feedback is vital achievement of attitudes for employees' intrinsic motivational act (Mudhofar, 2021), such as

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commitment (Zhang et al., 2019), OCB (Vu et al., 2022), and loyalty (Sesar et al., 2021) job security (Paruzel et al., 2021). Employees' unhappiness with POS gives rise to unfavorable views and opinions, resulting in decreased performance and even negative work outcomes. Thus, employees' POS with proper attention is vital to get the most positive consequences. However, only some research looked at mediating processes that POS utilizes to influence turnover intention are rare.

Current papers investigated casual linkage between POS, employees' turnover & the mediating impact of job security as well as motivation. This study makes many contributions to the corpus of literature through accomplishing the research objectives. The paper's primary contribution improves the comprehension of role perceived Organizational Support (POS) plays in attaining employee outcomes, such as minimal turnover. However, still business researchers believe that POS related research is still rare (Setyaningrum et al., 2023). As such this research contributed in achieving more about employee outcomes (like, turnover-intentions).

Second, the unique addition of current research is examining the role that job security plays as a mediator between POS and employee turnover. Vu et al. (2022) defined JS Job security as the degree to which an individual believes that they have a secure job and will be able to maintain one's current job. Mudhofar (2021,) asserted that people those feeling comfortable in their workplace exhibit greater levels of motivation, more engaged conduct, and total admiration for their employer as well. A proper employment, that guarantees its longevity in the future, and the attitude or sensation of threatening variables in that jobs are all connected to a set of emotions and perceptions known as job security. The job security has remained centre of attention for management scholars Toyon (2023), because of its ability of effecting various constructs like motivation (Liu et al., 2021), and as well as POS (Paruzel et al., 2021), and turnover intention. In parallel research, employee motivation was also investigated as a mediator between concerned links. Empirical investigation (Bentley., 2021) showed motivation positively influence turnover intention. This suggests that organizations should consider increasing motivation in order to reduce turnover intention among the employees'. Additionally, the study also found that motivation was a stronger predictor of turnover than POS. Likewise, motivation research is rather than limited in the idea that POS is able to transmit an impact on employee outcome constructs. Interestingly, JS and motivation play parallel mediating role between POS & turnover intention. Thus, study also addresses another gap as well. Following the rationale and background for the current research, develop the following research questions: Q1: What are the effects of POS on employee turnover intention among Pakistani SME employees? Q2: Does job security mediate link among POS & turnover intention among Pakistani SMEs? Q3: Does employee motivation affect relations of POS and turnover intention among Pakistani SMEs?

Current investigation, contribute to turnover intention and POS research in three ways; first, assess current POS organizational activities are critical elements in forming low turnover intentions. The researchers also highlights main concept of POS and turnover intentions (e.g. Silva et al., 2022). Second several researchers (e.g. Zhang et al., 2019), stressed empirically investigating theoretical-

underlining of social exchange. So, the researchers go further to test hypothesis via social-exchange theory, proposing that POS is a significant driver of decreasing the turnover ratio in Pakistani SMEs. Thirdly, examining the model in one of the significant sectors in non-western cultural contexts. Mostly non western culture countries had weak business infrastructure and low contribution (Guo et al., 2019) to GDP. Thus, practitioners may find current paper insightful in understanding, how POS and TI affect talent retention.

This research is ordered in five sections. In Section 1, introduction, in Section 2, relevant literature is reviewed, and discussed proposed research hypothesis. Section-3, comprises methodology of current study. However, the research results through data analysis mentioned such as Section 4. Section 5 discusses implications and then limitations and suggests future research also discussed.

## **Theoretical Background**

### ***Social exchange theory***

In exchange for reciprocal actions, one party (e.g., an organization) performs voluntary acts on behalf of another (e.g., employees') as per (Blau, 1964). The authors of Liu et al. (2021) contended that social exchange is a long-term exchange premised on favors, and diffuse obligation to reciprocate. An employer and employee maintains a balanced relationship in a reciprocal arrangement.

A key component of SET is that an individual's actions are influenced by other people's reactions, although this requires a considerable effort on the individual's part. In organizational exchange relationships, these relationships tend to be more fruitful when an organization is able to manage its human resources effectively and cultivates the perception of motivation and job security among employees'.

Consequently, employees feel morally or ethically obligated to reciprocate by acting in similar behavior. Drawing on opinion, mostly expected that staff will have expect POS and decreased turnover rate in organizations, as well motivating much more, and feel job security.

### ***POS and turnover intentions***

Mostly social exchange theory, predict employees' experience with high POS would reciprocate in positive manner (Maan et al., 2020). Additionally, POS contributes positive workplace atmosphere, which might raise output & job satisfaction.

Moreover, employees' such that are engaged in an employment tend to be more satisfied and reciprocate towards the organization felt more committed, behave in a positive manner, and don't intend to leave. Moreover, Gao et al. (2020) revealed POS was negatively related to turnover. POS also contributes to a more favorable workplace atmosphere, which would produce higher productivity and satisfaction. Hence, it is proposed that:

**H1:** POS negatively influences the TI.

***POS, Job Security, and Employee Motivation***

Experimental proof revealed POS constitutes powerful indicator of employee job security (Chen et al., 2021). POS is often a reflection of a company's financial health, and when a company's POS is low, it is often an indication that the company's future is uncertain and that layoffs may be imminent. POS can also surely used to assess a company's potential, as strong POS can indicate company's is investing on staff's security for growth. POS would also determine, how much a company provides security to their employees (Wen et al., 2019). Companies with high POS are often more likely to offer higher wages, benefits, and job security, while companies with low POS are more likely to be stingy with their resources. POS can also be used to measure a company's commitment towards sustainability, as higher POS is generally associated with more sustainable practices, likewise, more job security. Additionally, POS can be used to compare the profitability of different businesses, as businesses with higher POS are often more secured to employees (Chen et al., 2021).

SET (Blau, 1964) mentioned that employees' has more motivation in contributing towards the organizational outcomes, if workers' perceive that their organization supports them. Through information, wealth, and opportunity such as power, the firms empower its employees.

Furthermore, empowerment increases job satisfaction, job performance, organizational commitment and loyalty, and employee retention. Employees who are empowered can experience a sense of work much more meaning ful (Saether, 2019) and are intrinsically motivated (Bernarto et al., 2020).

**H2:** POS has positive impact on job security.

**H3:** POS has positive influence on employees motivation.

Previous studies (Maan et al., 2020) have revealed that in SET relationship, organizations provide job security that create unique relationships that enhances POS and may decrease employees' turnover. With enhanced organizational culture, SET relationships may increase POS decrease intensity of TI, and enhance work-supporting culture. Maan et al. (2020) affirmed that job security is an important factor in creating SET relationships, as it encourages loyal employees and, motivation to long-term success. With job security, employees would be more satisfied & motivated towards hardworking, thus resulting in improved productivity and higher job satisfaction. This, in turn, leads to increased POS and decreased TI. Additionally, job security is an important factor in attracting and retaining personnel, as employees stay when they feel they are valued and appreciated. Furthermore, job security helps to create a positive workplace culture and can help to foster trust between the employees' and as well as organization.

Employees' motivating attitudes low harmful physical, and behavioral reactions via financial and emotional support, according to empirical research (Fite & Lemi, 2022). Furthermore, Fite & Lemi (2022) asserted that employee motivation serves as a mediator between POS and employee

turnover intention, implying that POS is a powerful predictor of employee job security. Past research (Bernarto et al., 2020) reported that both POS and TI have negative impact on employees' motivation. However, to the best of author's knowledge, few researchers have looked at the link between POS and TI (Maan et al., 2020). Thus, hypothesis that:

**H4:** The Job security mediates the connection among perceived organizational support and TI.

**H5:** The worker motivation mediates the association among POS and TI.

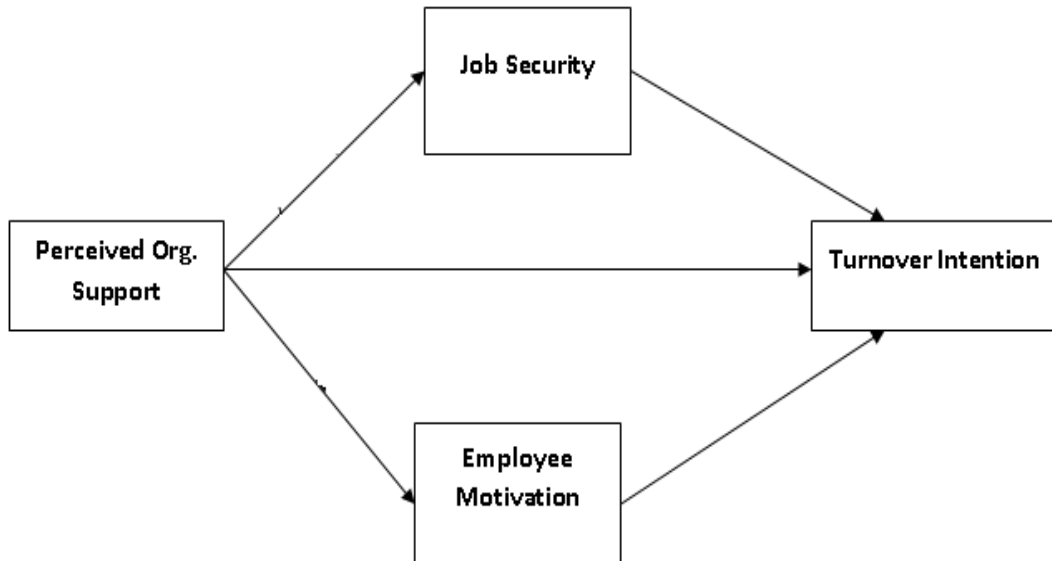


Figure 1: Conceptual framework

## Methodology

### Survey & sample

Researchers obtained responses from 200 SMEs employees from Pakistan. Data gathered via online survey questionnaires. From February to June 2023, an e-mail survey was sent to 275 SMEs workers. According to the data, 33% of respondents were female, while 67% are male. In all, 72% of respondents were middle-level managers, 18% were lower-level managers, and 10% were senior-level managers. Also, discovered 64% participants less than one year of experience, while 24% 'one to three years'. 12% had 'more than 3 years' experience. See Table 1. Data gathered via emails to Pakistani SME employees.

Employee e-mail addresses obtained from HR department of relevant SMEs. Only 200 of the 275 emails were adequately responded to the instrument. Harman's-single factor test designed to avoid variance issues. Result reveals that no common variance problem occurred because explained dimension variance is 42%, much below then 50% prerequisite.

**Table 1:** Control constructs

Title	Category	Percentage
Gender	Female	33
	male	67
Position	Middle level	72
	Lower level	18
	Senior Level	10
Experience	< 1 y	64
	1- 3 y	24
	> 3 y	12

### ***Measurements***

The POS concept was evaluated using a widely used, often quoted eight-item scale developed (Eisenberger et al., 1986). Example questions included “My restaurant considers my goals and values” and cronbach’s reported .71. Jung & Yoon (2013) developed five-item turnover-intention scale. Turnover intentions describe ‘employees’ staying willingness and permanently leave work from the current SMEs (Price, 2001). Included sample like ‘currently seriously considering leaving my current job to work at another company’. Jung & Yoon (2013), turnover intention  $\alpha$  was .86. Scale measured using five-point Likert scales (1-strongly disagree & 5-strongly agree. Scale Cronbach's alpha was .76. An 11-point scale of job security, comprised items cognitive (individuals believe regarding job-security) while affective (individual believe regarding job-security). Sample items include "I am sure that I kept my job" and "I am anxious about the prospect of the job". Motivation construct were calculated with 3- items adapted indicators from (Gagné *et al.*, 2015), sample items include ‘I don’t, because I really feel that I’m wasting my time at work’. Cronbach’s  $\alpha$  was .72.

### ***Data analysis techniques***

IBM AMOS & IBM SPSS tools were used to test the hypotheses listed above. First and foremost, performed the validity and reliability analysis. For the first validity test, exploratory factor analysis is suggested. Secondly, to calculate Cronbach's Alpha for the evaluation reliability. These tasks are carried out using IBM SPSS software. Moreover validity and reliability tested, and also developed SEM structure for hypotheses’ assessment.

### ***Mediating effects***

The findings of the mediating analysis are shown in Table 6. For testing the mediation analysis, the authors employed bootstrapping analysis. Mediating hypothesis, as stated in Table 5, evaluates job security & employee motivation with indirect effect of POS on turnover intention. The result shows that POS has direct impact on TI and is significant, so partial mediation occurred. Therefore, hypothesis H3 & H4 were accepted.

**Table 2:** AVE, CR & loadings

	items	Loading	Cronbach	AVE	CR
<b>Perceived organizational support</b>	POS1	.75	.74	.84	.78
	POS2	.79			
	POS3	.75			
	POS4	.76			
	POS5	.762			
	POS6	.79			
	POS7	.75			
	POS8	.68			
<b>Turnover Intentions</b>	TI1	.81	.84	.92	.86
	TI2	.86			
	T3	.78			
	TI4	.81			
	TI5	.77			
<b>Job Security</b>	JS1	.85	.79	.81	.75
	JS2	.84			
	JS3	.82			
	JS4	.71			
	JS5	.70			
	JS6	.84			
	JS7	.85			
	JS8	.83			
	JS9	.87			
	JS10	.88			
	JS11	.86			
<b>Employee Motivation</b>	EM1	.76	.74	.84	.76
	EM2	.73			
	EM3	.76			

**Table 3:** Validity

	1	2	3	4
<b>1. POS</b>	<b>(.74)</b>			
<b>2. TI</b>	.46	<b>(.84)</b>		
<b>3. JS</b>	.74	.34	<b>(.79)</b>	
<b>4. EM</b>	.62	.45	.74	<b>(.74)</b>

**Table 4:** Direct Path

	Path	Estimate	t	significant	Results
<b>Hypothesis1</b>	POS-TI	.46	7.61	0.000	satisfied
<b>Hypothesis2</b>	POS-JS	.64	11.97	0.000	satisfied
<b>Hypothesis3</b>	POS-EM	0.60	10.67	0.000	satisfied

**Table 5:** Mediation Path

	Relation	Estimate	SE	t	LL	UL
<b>Total</b>	POS-TI	.52	.069	7.61	.38	.66
<b>Direct</b>	POS-TI	.45	.069	6.45	.15	.45
<b>Indirect</b>	POS-JS-TI	.52	.058	-	.41	.64
<b>Total</b>	POS-TI	.52	.069	7.62	.38	.66
<b>Direct</b>	POS-TI	.33	.083	4.01	.16	.49
<b>Indirect</b>	POS-EM-TI	.19	.066	-	.08	.34

Hypothesis 1-3 proved positive, and shown significant influence as indicated in (table 4). Also, mediating empirical findings indicate POS has significant direct impact with TI. As a result, scholars also investigated indirect influence of POS & TI. Finding indicators of POSs’ indirect substantial influence on TI. Job security and employee incentives served as intermediaries among POS & TI. The findings show that they both considerably partially moderated the relationship. As a result, H4 and H5 are also become acceptable. Furthermore, the variable job security has a higher impact on TI, and also inferred that job security is a stronger mediator between POS and TI.

If job security and employee motivation are considered as mediating variables, POS has a strong indirect impact on TI. As a result, H4 and H5 become acceptable. When the direct and indirect impacts of POS on TI were compared, it was discovered that the direct influence of POS on TI was stronger than the association between these two variables in the presence of Job security and employee satisfaction as mediating variables. This close relationship could be attributed towards POS meeting the expectations of the employees. Employees are satisfied if their expectations have been met. Employee motivation, on the other hand, necessitates a comparison of what employees pay in exchange for what they had received. However, employee motivation is the primary driver of POS and primary reason of decreased turnover intentions.

**Discussion**

SME is made up of complicated tasks that necessitate investment of effective and efficient human resources. The researchers should be cautious about the turnover intents with POS functionalities since SME regular procedures have been the standardised since the COVID-19 pandemic hit the world. POS is one of most powerful trends shaping company strategy today (Lu et al., 2023). According to the findings of this study, an extraordinarily strong indirect link between POS and TI (Silva et al., 2022). This implies that the level of POS functions in an organization directly affects the turnover intentions. Findings of the current study align with previous research on the importance of POS in shaping employees' attitudes and behaviors (Silva et al., 2022). It is crucial for SMEs to recognize the impact of POS on TI and invest in strategies that enhance employee satisfaction and commitment to reduce turnover intention. By recognizing the importance of the indirect linkage between POS and TI, SMEs can take proactive steps to address these factors and create a more positive and fulfilling work environment for their employees’. One effective measure



that SMEs can implement is providing opportunities for career growth. This can be done through offering training programs, mentorship opportunities, and clear paths for advancement within the organization. By investing in their employees' professional development, SMEs can not only increase job satisfaction but also enhance their employees' commitment to the organization. Additionally, offering competitive compensation packages can play a significant role in improving POS and reducing turnover intentions. By offering competitive compensation packages, SMEs can attract and retain talented individuals searching for sound financial stability and recognition for their efforts. Such employees feel that the organizations are being fairly compensating for their work and performance, they are more likely to be satisfied and dedicated to their roles. Moreover, providing opportunities for career growth and advancement can further motivate employees to stay with the organization long-term, as they are able to see a clear path for their professional development and future success.

The second important result also indicates that POS has a significant impact on job security. This means that having a POS can help employees maintain their jobs and reduce the risk of being laid off. Furthermore, having a POS can help employees gain new skills and knowledge, that in turn can increase their job security.

On the other hand, the third hypothesis result indicates that POS has a positive influence on employee motivation as well. This hypothesis was supported, as employees felt supported and valued via the POS system are more productive and motivated towards the organizational activities. POS also improves the job satisfaction, as it gives employees a sense of ownership and control over their work. Furthermore, the POS enables employees to provide feedback about their work, allowing for a more productive workflow.

Job security mediates the association between POS and turnover intention. Job security mitigates effects of POS on turnover, as employees' are loyal to employers in relation of job security. Additionally, employers are more likely to invest in their employees, if they feel job security and are less likely to leave. This, in turn, leads to increased job satisfaction and improved performance. Furthermore, job security helps to enhance trust among employees', which is essential for a successful workplace. This trust leads to better communication and collaboration, which is necessary for successfully implementing any plans or projects. Additionally, job security helps to reduce stress levels, leading to a healthier and more productive workplace.

Employee motivation mediates the association between POS & turnover intention. It indicates that if a company increases the basis of its employees, it will reduce turnover intentions. This can be achieved by providing employees with meaningful rewards, recognition, and the other opportunities for growth and development. Additionally, providing employees with a positive work culture can help in creating a sense of loyalty, and commitment. Companies should also focus on creating a culture of open communication and collaboration, as this can foster trust and create a positive work environment. Finally, companies should strive to create an atmosphere of respect

and understanding, as this can help to reduce employee stress and increases the job satisfaction.

### **Practical and Managerial Implications**

The present day SMEs should carefully consider the practical and managerial implications for these strategies. Firstly, Organizations must perform regular salary reviews to ensure that employees' are compensated competitively within the industry. It helps prevent the loss of talented individuals to competitors who may offer higher compensation packages. Furthermore, SMEs should prioritize developing a culture of learning and development by providing opportunities for employees' to improve their skills and knowledge. This can be accomplished through training programs, mentorship opportunities, or even financial assistance for further education. By investing in their employees' growth, SMEs can keep talent inside the organization and cultivate continuous improvement and innovation. When workers feel valued and supported in their professional development, they are more likely to contribute towards the new ideas and approaches. A culture of learning and development can also attract high-caliber individuals seeking opportunities to grow and advance their careers. By offering these opportunities, the culture of learning & development can also enhance employees' retention rates. Employees are more inclined to stay with the company & sense involved in growth and success. This lowers turnover costs and allows SMEs to retain top talent. Moreover, focusing on continuous improvement and innovation could aid SMEs in rapidly altering business. By constantly encouraging employees' to seek new ways to improve the processes and products, SMEs can adapt and thrive in an increasingly competitive market.

Furthermore, emphasizing learning and development procedure develops an innovative culture within the firms. Employees' are encouraged to think creatively and explore new ideas are more likely to create inventive solutions to difficulties and move firmly ahead. This can give SMEs a competitive edge and help them stand out. Furthermore, investing in employee development could also lead to increased productivity and efficiency. This can result in cost savings for the company and allow SMEs to allocate resources to other business areas.

### **Future studies suggestions & limitations**

Some of the limitations of the study are pointed out in this section. First, the sample was geographically limited as only SMEs employees were selected. Secondly, the piece was relatively small; a larger selection and a better response rate were necessary for unbiased results. Thirdly, only SME sector employees' participated in this study. Another sector was also selected to enhance the generalized data. Researchers indicate future research comprises other industries like manufacturing, textile, agriculture, etc., with larger populations of employees, including empirical analysis of larger employees to enhance generalized data findings. Fourthly, strengthen the validity of the current conclusions by using longitudinal studies and cross-sectional data. Moreover, further research would be investigating the addition of more subscale questions; generally, examining other multinational companies is also suggested. Hence, the impact of POS, turnover intentions, job security, and employee motivation would explore international employees' viewpoints. It is also

recommended that a comparable experiment be conducted in an e-learning educational institute.

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