Impact of Perceived Organizational Support on Organizational Citizenship Behavior: The Mediating Roles of Job Insecurity and Organizational Trust

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ABSTRACT

This study aims to examine the impact of perceived organizational support (POS) on organizational citizenship behavior (OCB) through the mediation role of job insecurity and organizational trust. We employed the cross-sectional design with a questionnaire to collect data from 296 selected employees of manufacturing industries in Malaysia. The PLS-SEM technique is used in this study to test the proposed hypotheses. The findings reveal that POS directly impacts OCB, and this relationship is also mediated by job insecurity and organizational trust. Research on the relationship between perceived organizational support (POS) and organizational citizenship behaviour has primarily adopted a social exchange perspective. The results showed that job insecurity and organizational trust was a significant mediator of the relationship in POS and OCB. Moreover, perceived job insecurity tended to attenuate the relationship between POS and OCB, but enhanced the direct relationship between perceived organizational support and OCB. This study also filled the gap in the existing literature concerning job insecurity and organizatioanl trust of the manufacturing sector in Malaysia. Implications and future research directions are discussed.

Keywords: *Perceived Organizational Support, Organizational Citizenship Behavior, Job Insecurity, Organizational Trust, Malaysia*

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INTRODUCTION

In today's competitive business environments, organizational settings are more dynamic and uncertain than in the past. Managers cannot anticipate all situational contingencies before their occurrence and cannot specify behaviors they expect or desire from organizational members. As a result, the employee initiative and proactive cooperation characteristics of organizational citizenship behavior (OCB) can be extremely valuable to organizations and contribute to performance and competitive advantage (Yaakobi et al., 2020). OCB is desirable from an organization's point of view because such behavior is thought to increase available resources and decrease the need for more formal and costly mechanisms of control (Cho & Song, 2021). Moreover, For every organization, aligning its people strategy with its business strategy has become imperative for its long-term sustainability. POS is a prominent example to attract, recruit and retain employees has assumed a critical role for organization to be success. Organizational support towards employees results in beneficial outcomes such as organizational citizenship behaviour (OCB). POS is the collective perception of employees about the extent to which the organization values their contributions and cares for their well-being. The norm of reciprocity in nature of POS motivates employees to perform better job autonomy. As a result, employees with high POS will engage in greater job-related efforts, resulting in enhanced in-role job performance and extra-role performance helpful to the organization. However, improving the OCB of employees for achieving organzation's goal has been a daunting task. According to Conservation of Resources theory, trust in management may serve as a resource and access to resources can potentially buffer the stressor–strain relationship. McAllister (1995) discovered that trust is rooted in the affective ties linking individuals and conditions. The feature of trust is to establish stable social relations, which reflects that employees are more likely to performs extra-role behaviours in workplace, in particular helping colleagues to improve work efficiency and contribute to organizational success. Meanwhile, theory and research clearly support the notion that increasing trust attitude will lead individuals to have better outcomes. Therefore, OT may helps to achieve desired organizational outcomes, such as OCB.

Recent research show that because of lockdowns and the social distancing measures taken, businesses operated with a 50% capacity during the Covid-19. Remote work and layoffs have triggered a sense of job insecurity (JI) among employees (Jung et al., 2021). Such drastic situations may affect the employees' employment status and working conditions, thus possibly aggravating their job insecurity. When workers are concerned about the potential loss of their jobs, job performance is affected. Job performance consists of various sets of behaviors controlled by the employee that influence organizational goals and has three dimensions, one of which is contextual performance – also known as Organizational Citizenship Behavior (OCB) (Ramos-Villagrasa et al., 2019). OCB includes additional contributions employees make to the social and psychological workplace setting which lead to the advancement of the organization (Peral, 2019). JI might reduce employees' engagement in OCBs and increase the displays of counterproductive behaviors that negatively impact job performance. Thus, employees' intrinsic motivation and willingness to support the organization's objectives diminish as they feel overwhelmed by the fear of losing their current jobs (Mahmoud et al., 2021).

In contemporary organizational settings, understanding the complex interplay between employee perceptions, attitudes, and behaviors is crucial for enhancing organizational performance and employee well-being. Perceived Organizational Support (POS) is widely acknowledged as a key factor in shaping employees' attitudes and behaviors (Bergeron et al., 2020). Likewise, Organizational Citizenship Behavior (OCB), which comprises voluntary, discretionary actions that go beyond employees' formal job requirements, plays a vital role in enhancing organizational effectiveness. However, the mechanisms through which POS influences OCB remain multifaceted and not fully explored (Musenze, I.A. et al., 2020). This study seeks to investigate the relationship between POS and OCB, with a particular focus on the potential mediating roles of job insecurity and organizational trust. By exploring these underlying mechanisms, this research aims to provide valuable insights into how organizations can promote positive employee behaviors, strengthen trust, and reduce job insecurity, ultimately contributing to enhanced organizational performance and employee well-being. In essence, this problem statement outlines the research gap and the key variables of interest (POS, OCB, job insecurity, and organizational trust), highlighting the need to investigate how these factors interact to better

understand how organizational support impacts employee behavior and attitudes. Thus, the value added from this study is to bridge these literature gaps and contribute to the pool of research about JI, OCB, POS, OT and the various relationships between them. More specifically, the study aims at answering the following questions:

Q1: How does POS influence Organizational Citizenship Behavior?
Q2: How does JI and OT promoting Organizational Citizenship Behavior and mediated its relationship between POS and Organizational Citizenship Behavior?

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Perceived Organizational Support and Organizationl Citizenship Behaviour

According to Kumar and Punitha (2022), POS refers to employees' perception of organizational support, that is, the extent to which the organization values its contribution and cares about its welfare. Utami (2022) found that if employees think they have received high-level organizational support, they will integrate the organization's members into their identity, establish a relationship and have a more positive view of the organization. Because of the unification of organizational membership and employee identity, employees will feel that they are part of the organization and are responsible for contributing to the organization and providing the best performance. Hence, the perceived organizational support (POS) elicits felt obligation from employees who, in turn, reciprocate by helping the organization through OCB. The following hypothesis was formulated:

Hypothesis 1: Perceived organizational support is positively related to organizational citizenship behavior.

The Mediating Role of Job Insecurity

Social exchange theory (SET) demonstrates that perceived organizational support shows that employees believe in the contribution and

welfare of the organization and care for their welfare (Loi et al., 2011). For example, fair policies and procedures strengthen employees' belief that they will be rewarded for their efforts to help and benefit the organization. This will signal to employees that they are valued so that employees can create a sense of responsibility and share knowledge of the organization (Lim et al., 2006). In contrast, a high degree of job insecurity will lead individuals to re-examine their existing support for the organization and adjust their work attitude as employees prioritize self-development, incentives & support from the organization (Al-Tahitah et al., 2020). Employees' primary tasks are safety and basic needs, which directly affect the performance and behavior of employees in the organization (Arasanmi & Krishna, 2019). Therefore, perceived organizational support can promote employees' OCB to achieve organizational goals by reducing employees' sense of job insecurity. Therefore, we assume the following hypotheses:

Hypothesis 2: Job insecurity mediates the relationship between perceived organizational support and organizational citizenship behavior.

The Mediating Role of Organizational Trust

Gambetta (1988) defined organizational trust (OT) as employees global assessment of organizational credibility. Mutual trust ensures that OCB will be rewarded in the long run. The management's attitude towards employees is conveyed through its decisions and policies (Connell & Mannion, 2006). Employees will repay the trust conveyed by management. Conversely, an organization's structure, role and climates convey a lack of trust in employees, who will respond with distrust. This regard highlights the reciprocity of trust in nature. Suwandana et al. (2021) found that the positive impact of POS on OCB can be effectively improved by strengthening employees' trust in the organization. Albloush (2020) reported that if employees feel that their organization supports them, they will have a sense of trust in the enterprise and have an obligation to repay the organization to improve work performance and OCB.

Specifically, the positive work experience provided by the organization (for example, fair treatment) will make employees believe that the organization values their contributions and cares about their welfare, thus generating trust in the organization. Kim et al. (2022) highlighted that

compared with organizations with lower trust, organizations with higher trust are more successful, adaptable, and innovative. Shockley-Zabalak et al. (2000) indicated that distrust might lead to team decision-making mistakes, increased stress levels, staff losing attention to work, and decreased creativity and innovation ability. On this basis, it can be said that OT may be considered an important variable in adjusting POS to OCB. Therefore, we posit the following hypotheses:

Hypothesis 3: Organizational trust mediates the relationship between perceived organizational support and organizational citizenship behavior.

Perceived Organizational Support and Organziatioanl Trust

POS refers to the degree to which employees believe that employers care about their happiness and value their contribution to the organization (Nassar et al., 2022). Employees will recognize the organization's positive discretionary activities that are beneficial to them as evidence of the organization's concern for their well-being. Organizational rewards represent an organization's investment in employees, which employees interpret as an expression of organizational appreciation and recognition, thereby helping to establish trust among employees. Rhoades and Eisenberger (2002) argue that providing potential career opportunities such as promotions may imply a high level of attention to employees and recognition of their contributions by the organization, indicating the organization's care and support. For example, promoting employees makes them perceive organizational support, which strengthens their trust and sense of belonging to the organization. Riggle (2007) has shown that employees' perception of organizational support has a positive impact on organizational trust. Because employees may view the organization's focus on their own happiness as goodwill evidence of the organization's credibility (Chen et al., 2005). Therefore, the more employees believe that the organization supports their efforts and values their contributions, the greater their trust in the organization (Tremblay et al., 2010).

The present study provides the support that POS and organizational trust on the belief that behaviours related to organizational support (for example, pro- motions, compensation, career development efforts) appear to be interpreted by employees as marks of respect and consideration on

the part of their employer, which in turn appears to increase their trust in and the quality of their relationship with the latter. Therefore, we propose the following hypotheses:

Hypothesis 4: POS is positively related to organizational trust

Perceived Organizational Support and Job Insecurity

Guided by organizational support theory (Eisenberger et al., 1986), we propose that employee in a more supportive organizational environment (high POS) will increase the sense of security among employees. POS is a critical contextual factor that largely dictates how employees behave in return to favorable treatments from the organization based on social exchange theory and the norm of reciprocity (Annamalai et al., 2010). A supportive organizational environment is believed to have the capacity of creating a cheerful and productive workforce because POS fosters employees' expectation and cognition that the organization would provide sufficient job resources when needed (Nemteanu et al., 2023). Thus, as an important job resource, POS has positively related to job security and manifests to bring about additional personal resources (e.g., self-efficacy, optimism, self- esteem) which greatly facilitate individual work engagement. POS is likely beneficial both because of this direct supportive influence on employee engagement and because of the interactions POS likely has with the employee's personal resources in influencing engagement (Hngoi, C.L. et al., 2023). In this regard, the job insecurity may decreased when POS is high because all employees, including those less proactive ones, are likely to be engaged and interested in their job in a highly supportive organizational environment in the context of the COVID-19 brings about enormous employment uncertainty for employees. Taking these together, we hypothesize as follows:

Hypothesis 5: POS negatively influences the job insecurity

Organziatioanl Trust and Organizational Citizenship Behaviour

Trust is rooted in the emotional bonds that connect individuals and conditions (McAllister, 1995). Organizational trust embeds the concepts of

employees' confidence in management, comfort, confidence in management behavior, honesty, and good expectations (Sheikh, 2023). Therefore, an increasing number of trust attitudes are driving individuals towards a better future. At the same time, theory and research clearly support the view that OT may help achieve expected organizational outcomes, such as OCB (Dirks & Ferrin, 2001). Due to the increase in social communication and trust between employers and employees, employees are more likely to be grateful to the organization and increase their motivation, thereby exhibiting additional role behaviors. Many studies have found a significant positive correlation between OT and OCB. For example, Organizational trust is defined as the belief that future actions of an organization will be beneficial, or at least not detrimental to the interests of employees (Kars & Inandi, 2018). It is related to the level of trust employees have in their organization. Organizational trust is influenced by employees' perceptions of efficiency processes within the organization, as well as their perception of the organization's reliability and honesty (Yildiz, 2019). OT in the above-mentioned studies has been shown to positively affect extra-role/discretionary behaviors such as OCB. In this context, the following hypothesis was formulated to test:

Hypothesis 6: Organizational Trust will be positively related to OCB.

Job Insecurity and Organizational Citizenship Behaviour

Job insecurity involves concerns about the quality of future work, including deteriorating working conditions, demotion, lack of career opportunities, salary development, decreased interest and training (Sverke et al., 2002). Work anxiety, as a powerful source of work stress, has a negative impact on the consequences of both individual and organizational work related behaviors. According to Lu, W. *et al.* (2021), the field of organizational citizenship behavior can include two comprehensive dimensions: within role behavior and outside role behavior. Within role performance refers to the results and behaviors that an organization clearly requires and are strictly related to organizational goals, including achieving organizational goals and effective operations. Additional role performance refers to employees' discretionary and voluntary behavior, which does not necessarily directly affect an individual's target productivity. Podsakoff *et al.*, (2009) pointed out that OCB is defined as "maintaining and enhancing the social and psychological environment that supports task performance".

Purba and Muhammad (2020) found that job insecurity is seen as a source of obstructive stress, as workers may perceive no opportunities for career development. As a work barrier, job insecurity can interfere with the achievement of work goals and reduce positive behavior towards individuals and organizations (Vu, T.-V. *et al.*, 2022). Based on these assumptions and assuming that employees' attention to work conditions may distract them from their work and reduce their motivation, we assume that job insecurity may be detrimental to OCB. Therefore, we propose the following hypotheses:

Hypothesis 7: Job insecurity is negatively related to organizational citizenship behavior
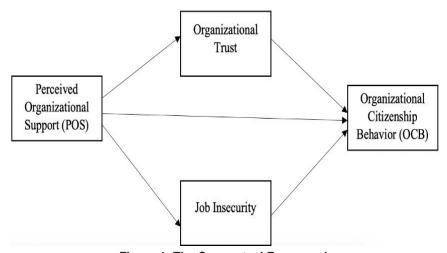

Figure 1: The Conceptual Framework

The Conceptual Proposed Framework

The variables in this research are as follows: perceived organizational support is the independent variable, organizational citizenship behavior is the dependent variable, the organizational trust and job insecurity are mediator variables. The research framework is presented in Figure 1.

METHODS

Sample and Data Collection Procedure

The structured questionnaire was employed in this study to validate the proposed model and hypotheses. The manufacturing indust*ries are* located in Penang, Malaysia*,* including mainland and island. Prior to the survey, the researcher sent a cover letter to human resource managers in the manufacturing industry explaining the purpose of the study, explaining the brief, and requesting permission to conduct the study. Once permission for data collection was obtained from the HR manager, the questionnaire was distributed to employees via an online Google Form. Employees who agreed to participate were asked to fill out a questionnaire and send it electronically to the researchers. Furthermore, considering that human resource managers or representatives were not familiar with the use of Google Forms, the researcher also guided them on how to fill out the questionnaire. Meanwhile, all survey participants will remain in contact with the researchers throughout the data collection period. In addition, each employee respondent was asked to invite a co-worker with whom she/he works closely on a daily basis to answer a brief survey about the focus employee's work behaviors. In this process, it not only helped the researcher achieve the research objectives, but also highlighted the benefits of participating in the questionnaire, that is, the extent to which the research will contribute to the manufacturing industry, provide useful insights and information, and assist managers in strategic planning and Implement, perform your role better, and gain a competitive advantage by improving work performance. More importantly, leaders and employees were given confidentiality of information from the researchers, allowing them to fill out the questionnaire easily and fearlessly, which could improve the efficiency and reliability of their answers and provide stronger evidence for this study.

The sample size of this study was determined. In addition, when calculating the sample size for the present study, an a priori power analysis was applied using G*Power 3 (Faul et al., 2009). By using the following input parameters: Power (0.80), an alpha significance level (0.05), medium effect size f2 (0.15), and three predictors, which requires the minimum sample size of 119. Among these questionnaires, a total sample size is 296 due to about 64 were rejected that missing data or large deviation in

response. Through stratified random sampling, the sample consisted of 296 employees from the top, middle and lower managerial levels from manufacturing industries. A total of 296 valid questionnaires were received out of 360 questionnaires with the response rate being 82.22%.

Variables & Measurements

Organizational Citizenship Behavior (OCB). OCB was measured with the scale by Smith et al. (1983) that consisted of 16-item tapping behaviors that directly help a specific person or are indirectly helpful to others involved in the organization. For example, "I help others who have been absent". Participants were asked to agree or disagree with the statements on a 5-point Likert-type scale (1 = strongly disagree, 5 = strongly agree).

Perceived Organizational Support (POS). POS was developed by Rhoades and Eisenberger (2002); these constructs measure the employee's perception of organization's instrumental support in their development and well-being.

Job insecurity (JI). We used five items to measure the global sense of job insecurity, which included both the likelihood as well as the threat of losing the job (Greenhalgh & Rosenblatt, 2010). Three of item are taken from ASSET (Cartwright & Cooper, 2002). The other two items are from the scale developed by Mauno et al. (2001).

Organizational Trust (OT). OT was measured with four items by Huff and Kelley (2003). A sample item is, "There is a high level of trust throughout this organization". All construct items were measured on a 5-point Likert-type scale (1 = strongly disagree, 5 = strongly agree).

Questionnaire Development and Measures of Constructs

A structured self-administered questionnaire was adopted to collect the necessary information to examine the relationship among the proposed hypotheses. The reliability and validity of all structures have been checked using comppsite reliability statistics and referring to Cronbach's alpha. In addition, average variance extraction (AVE) is also considered to test the convergence effectiveness of each construct. Then, in order to test

the assumptions proposed in the conceptual model, a path analysis was conducted.

RESULTS AND ANALYSIS

We use the partial least squares structural equation model (SmartPLS-v4) to test the conceptual model. PLS is a second-generation technology, which has several advantages over the structural equation model based on covariance. Its advantages include less restrictive assumptions on the non-normal distribution of data, are able to explain the complex relationship between variables, and the ability to effectively predict the key driving factor structure of the result structure (Hair et al., 2012).

Measurement of Reliability and Validity

To ensure the strictness and quality of measuring instruments, the reliability statistics, i.e., the Cronbach's alpha value and composite reliability will be calculated for all the constructs of the study. Convergence and discriminant validity are used to test the measurement model. According to Hair et al. (2012), there are four methods were used to evaluate (1) the composite reliability (CR) with a value of more than 0.7; (2) The literature suggested various levels of acceptance. For example, Nunnally (1994) suggested that to indicate internal consistency, Cronbach's alpha values should exceed 0.70. Carmines and Zeller (1979) proposed an internal consistency acceptance standard of 0.80. Despite the different views on the level of acceptance, a value of 0.70 and above is generally accepted to imply internal consistency and as a benchmark (Hair et al., 2013). However, Values of 0.95 and higher are problematic, as they indicate that the items are redundant, thereby reducing construct validity (Diamantopoulos et al., 2012; Drolet & Morrison, 2001). Reliability values of 0.95 and above also suggest the possibility of undesirable response patterns (e.g. straight-lining), thereby triggering inflated correlations among the indicators' error terms; (3) AVE estimates with values more than 0.5. And (4) each of the outer loadings must be > 0.7.

From Table 1, it can be summarized that all the variables and data are reliable as it has fulfilled the criteria, and factor loadings are more than

0.7 & less than 0.95. Thus, the AVE values were also above 0.5 for all the constructs of this study, which means that the convergent validity is reliable established.

Table 1: Measurement of Reliability and Validity

Construct	Items No.	Factor loadings	Cronbach's alpha	Composite reliability	AVE
Organizational Citizenship Bahviour	OCB1	0.740	0.922	0.923	0.588
	OCB2	0.739			
	OCB3	0.774			
	OCB4	0.751			
	OCB5	0.768			
	OCB6	0.776			
	OCB7	0.782			
	OCB8	0.780			
	OCB9	0.745			
	OCB10	0.810			
Perceived Organizational support	POS1	0.785	0.868	0.871	0.656
	POS2	0.756			
	POS3	0.816			
	POS4	0.867			
	POS5	0.823			
Job Insecurity	JI1	0.835	0.882	0.889	0.679
	JI2	0.868			
	JI3	0.797			
	JI4	0.810			
	JI5	0.809			
Organizational Trust	OT1	0.863	0.893	0.894	0.758
	OT2	0.877			
	OT3	0.889			
	OT4	0.851			

The discrimination score was calculated (refer to the Table 2 below) to measure the distance between tatent variables. The discriminant score indicates that all values are greater than the relevant values of the corresponding latent variables. Therefore, discriminant validity exists in the model and has statistical significance.

Table 2: Discriminant Validity

Variables	JI	OCB	OT	POS
JI				
OCB	0.687			
OT	0.558	0.720		
POS	0.704	0.878	0.842	

* Correlation is significant at the 0.01 level

Figure 2 shows the standardised path coefficient. The relationship between POS and OCB (β=0.786; P<0.01). So, the hypotheses 1 is supported. The relationship between JI and OCB were statistically significant (B=0.218; P<0.01). So, the hypotheses 7 is supported. The relationship between POS and JI (β=0.628; P<0.01) is significant. So, the hypotheses 5 is supported. In addition, the relationship between POS and OT (β=0.742; P<0.001) is also significant. So, the hypotheses 4 is supported. However, we have found the relationship between OT and OCB (β=0.140; P>0.05) has no effect. So, the hypotheses 6 is not supported. Therefore, we can observed from the figure that POS has two effects on OCB, namely, the direct and indirect effects generated through JI.
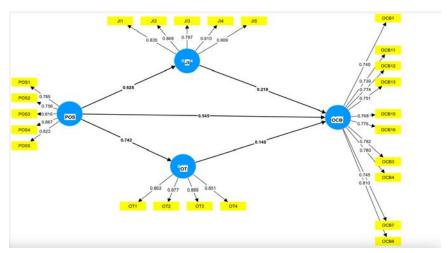

Figure 2: Results of Path Analysis

Mediation Role of Job Insecurity and Organizational Trust

In order to test the role of job insecurity and organizational trust as a mediator between POS and OCB, we calculated a standardized path coefficient (specific indirect effect), as shown in Table 3. Regarding the role of job insecurity as a mediator, we found the sinficantly positive effects. Job Insecurity mediated the relationship between POS and OCB (β=0.137; P<0.01) was positively correlated with mediating effects. So, hypotheses 2 is supported. However, we found the Organization Trust has no mediated the relationship between POS and OCB (β=0.104; P>0.05) that was not correlated with mediating effects. So, hypotheses 3 is not supported.

Table 3: Summary of Hypotheses

Hypotheses	Relationship	β	P value	Results
H1	POS->OCB	0.786	0.000	Supported
H2	POS->JI->OCB	0.137	0.000	Supported
H3	POS->OT->OCB	0.104	0.059	Not supported
H4	POS->OT	0.742	0.000	Supported
H5	POS->JI	0.628	0.000	Supported
H6	OT->OCB	0.140	0.063	Not supported
H7	JI->OCB	0.218	0.000	Supported

Note: *p < 0.05; **p < 0.01; ***p <0.001; POS -Perceived Organizational Support; OCB = Organizational Citizenship Behaviour; JI = Job Insecurity; OT = Organizational trust.

DISCUSSION

This study seeks to explore the relationship among POS, JI and OT toward OCB, the present study revealed that perceived organizational support plays an important role in enhancing the performances of the OCB. The result of our study confirmed the prior study of Alshaabani et al. (2021). Thus, this stating that organization with a positive attitude and support towards employee's behaviour were inspired are able to improve performance during the COVID-19 pandemic. Firms are investing significant resources in POS programs, striking examples of which can be found in Fortune's annual listing of "The 100 Best Companies to Work For" (Levering & Moskowitz, 2007). Google can be a good example that offers a Global Education Leave Program through which employees can further their education, encourages engineers to spend 20% of their time working on independent projects, and provides employees gourmet meals, onsite doctors, and the use of swimming

and spa facilities without the cost. Moreover, the results of the study also reveal that POS has a positive relationship with JI and OT. This finding also supports the previous studies of Riggle et al. (2009) who found that POS influences the performance of job outcomes and psychological capital.

POS can be improved organizational citizenship behaviour by enhancing job security. When employees perceive high levels of support from their organization, it fosters trust and commitment, creating a sense of job security as they believe their contributions are valued and their employment is stable (Farroukh et al., 2023). This perception of support triggers a sense of reciprocity, where employees feel obligated to engage in behaviors that benefit the organization beyond their formal job duties. Additionally, reduced fear of job loss, often associated with high POS, leads to a more positive and less anxious work environment, conducive to OCB (Mahmoud et al., 2020). Positive organizational cultures and supportive leadership further reinforce these dynamics, motivating employees to take ownership and pride in their work, ultimately contributing to the organization's success through voluntary, discretionary actions.Therefore we are explaining that there a negative relationship between job insecurity and OCB, because if the organization is not providing protection against the family, ego, and well-being of employee, then that insecurity directly effects on employee behaviour. Job insecurity reflects one's "perceived powerlessness to maintain desired continuity in a threatened job situation". More simply, insecure employees perceive the threat of losing their job. The association between POS and JI was statistically positive and significant, indicating that when employees perceived the support from organization to be improved, their job insecurity accordingly decreased towards employee's behaviour, inspiring them to keep positive behaviour and attitude (Stankevičiūtė et al., 2021). In contrast, when an organization fails for delivering employees contracts rights (e.g., incentives for best performance), the failure of the organizational contract taking directly effects on the employee mind low security regarding the organization, and they feeling low job behaviour. Thereforce, JI has play the mediated role in the relationship between POS and OCB.

At the same time, POS and OT was also found to be statistically significant. So, when workers are treated well, they work harder in return for the realization of organizational objectives and their level of organizational

trust increases as a result. Specifically, When employees have higher level or perceived organizational support, they could feel psychology and physically safe in their work environment to enhance their trust toward organization. Indeed, employees may perceive an organization's concern about their well-being as benevolent evidence of the organization's trustworthiness. The more the employee views the organization to be supportive of their efforts and value their contribution, the more trust an employee will have in the organization. Behaviours related to organizational support (for example, promotions, compensation, career development efforts) appear to be interpreted by employees as marks of respect and consideration on the part of their employer, which in turn appears to increase their trust in and the quality of their relationship with organization.

For the more, the result of this study has no found that OT and OCB have a significant relationship. Moreover, we have observed that OT has not mediated the relationship between POS and OCB. This finding is inconsistent with prior research on relationship between OT and OCB which found that OT have a positive and significant relationship with OCB (Dai et al., 2022). The fair treatment of employees through OT and dimensions of OCB not only engenders trust in organization but also directly influences employees' extra-role behaviour because the mutual trust that underlies social exchange relationships ensures that OCB will be reciprocated in the long run (Krajcsak & Kozak, 2022). Employee have a good trust toward organization will benefical to faith in management, assurance about action, honesty and positive performance. The existence of a trustworthy culture guarantees that the promises are kept by the senior management, which reduces ambiguity and uncertainty to a great extent (Connell & Mannion, 2006). Thus, higher level of trust motivates employees towards team and organizational goals. However, empirical results does not found significant effects of OT as a mediator in the relationship between POS and OCB which implies that it does not necessarily mean that improve trust among employees are able to motivate employees to perform extra-role work behaviour and improve job autonomy of their work. There are two reasons to prove the OT has no significantly positive impact on the OCB; (1) with better career opportunity available, employee turnover is high which leaves less scope for the development of trust, which is a more time-bound process. (2) Organ (2014) defines OCB as an individual behavior that is discretionary, not directly and explicitly received an award from the formal system, and

overall effectiveness encourages organizational functions. It is free and voluntary; as such behavior is not required by the requirements of the role or job description but as a personal choice.

On the other hand, we have found that manufacturing industries are the main contributor of a country, which makes it necessary for employees to always work for the better. These sectors produce tangible goods that shape a nation's economic landscape, impacting growth, employment, and global competitiveness. The necessity for manufacturing employees to consistently strive for betterment is rooted in their roles as economic drivers. Embracing technological advancements, fostering innovation, and maintaining global competitiveness are crucial aspects of their responsibilities. This commitment not only safeguards their own job security but also bolsters the resilience of supply chains, upholds environmental sustainability, and promotes skill development. In essence, the dedication of manufacturing employees to excellence plays a pivotal role in ensuring the prosperity and stability of their organizations and their country as a whole. Organizations that are well respected and trusted by people; that employ satisfied workers working in a positive communication setting are going to be successful. The achievement of manufacturing will be the key of the achievement of other organizations in the long term.

The overall contribution of this study is the development and validation of a comprehensive model that includes job insecurity that have proven to be crucial in the relationship between perceived organizational support and OCB. But we have also made an effort to explain this relationship not only by the effects of the job insecurity, but also by the effects of organizational trust and perceived organizational support on the OCB. Thus, we propose a complete specific sequence: perceived organizational support, with the added value of having mediating effect of JI and OT. This is because all of OCB-related studies have been conducted at the individual level. However, there are few studies that have examined the effects of POS on OCB at the team or organizational level. Therefore, our research is valuable by providing a novelty framework and have given a direction for industry to practice HRM.

CONCLUSION

As a conclusion, the real success of manufacturing depends on the performance and productivity employees. The POS has a significant impact on the OCB of Malaysian manufacturing employees. The social exchange theory has also been proved to be effective, which indicates that positive social exchange relationships will in turn increase employees' attachment and commitment to the organization. The more support employees get from the organization, the more they tend to have emotional attachment to the organization, and they show more enthusiasm for work, which will lead to higher OCB. This is vital to the stability of the company's performance and productivity. Thus, this research verified that perceived organizational support has an important impact on job insecurity and organizational trust; Job insecurity has mediated the relationship between POS and OCB during the pandemic.

IMPLICATIONS & FUTURE RESEARCH DIRECTION

From theoretical perspective, previous study only discusses positive behavior outcome on organizational citizenship behavior. There is a lack of negative behavioral outcomes that may influenced due to POS. This study thus is to test job insecurity and organizational trust are used as new mediating variables to further examine the influence of POS on OCB. This provided the valuable findings related to the current theme in the context of COVID-19. Therefore, this study has made significant contributions to fill the research gaps. From managerial and practical perspective, this study provides a direction and guidance for the management of manufacturing industry by providing appropriate organizational support among employees to improve their competences and positive behavior towards the organization. This will not only improve the efficiency of the organization, but also lead to optimistic thinking and good behavior of employees.

Future research may adopt the qualitative methods to analyze variables to improve the authenticity of information and make research more practical by interviewing participants' views. Future researchers can integrate other relevant variables in framework, such as adding moderator variable to innovate this research. It is suggested that future research can be included in

more samples size to obtain more accurate and detailed results. Moreover, the future research may take account into conduct the other/compare the different industry and country to obtain more accurate results.

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