

POS and Psychological Empowerment as Moderating Variables on the Effect of Job Insecurity on Employee Performance in Islamic Banks

Sania Rahmawati and Muhammad Zakiy*

Universitas Muhammadiyah Yogyakarta

Abstract. *Employee performance in a company is an important component. The occurrence of the COVID-19 pandemic has caused employees to feel job insecurity due to the rise of layoffs in various sectors. This will indirectly affect the performance of employees in a company so that the performance of the company will decrease. For this reason, perceived organizational support and psychological empowerment are needed to reduce the negative effect of job insecurity on employee performance. This study aims to examine the effect of job insecurity on employee performance with perceived organizational support and psychological empowerment as moderating variables. This study uses descriptive quantitative research methods. Data were collected using a questionnaire via google form and distributed to employees who work at Bank Syariah Indonesia, Bank Muamalat, and Bank Madina Syariah. The questionnaire collected was 252 and analyzed using MRA (Moderate Regression Analysis) to test the hypothesis with the SPSS version 24 application. Research shows that there is a negative influence between job insecurity on employee performance, perceived organizational support could moderate the relationship between job insecurity and employee performance, and psychological empowerment is not able to moderate the effect of job insecurity on employee performance.*

Keywords: *Employee performance; job insecurity; moderating role; perceived organizational support, psychological empowerment*

Abstrak. *Kinerja karyawan dalam sebuah perusahaan merupakan komponen penting. Terjadinya pandemic covid-19 menyebabkan karyawan merasakan job insecurity akibat maraknya kasus PHK pada berbagai sektor. Hal tersebut secara tidak langsung akan mempengaruhi kinerja karyawan pada sebuah perusahaan sehingga performa dari perusahaan akan menurun. Untuk itu, diperlukan perceived organizational support dan psychological empowerment untuk menurunkan pengaruh negative job insecurity terhadap kinerja karyawan. Penelitian ini bertujuan untuk menguji pengaruh job insecurity terhadap kinerja karyawan dengan perceived organizational support dan psychological empowerment sebagai variabel moderasi. Penelitian ini menggunakan metode penelitian kuantitatif deskriptif. Data dikumpulkan menggunakan kuesioner melalui googleform dan didistribusikan pada karyawan yang bekerja di Bank Syariah Indonesia, Bank Muamalat, dan Bank Madina syariah. Kuesioner yang terkumpul sebanyak 252 responden, dan dianalisis menggunakan MRA (Moderate Regression Analysis) untuk menguji hipotesis dengan aplikasi SPSS versi 24. Hasil penelitian menunjukkan adanya pengaruh negatif antara job insecurity terhadap kinerja karyawan, perceived organizational support mampu memoderasi hubungan job insecurity dengan kinerja karyawan, dan psychological empowerment tidak mampu memoderasi pengaruh job insecurity terhadap kinerja karyawan.*

Kata kunci: *Dukungan organisasi; ketidakamanan kerja; kinerja karyawan; pemberdayaan psikologis; peran moderasi*

*Corresponding author. Email: muhhammad.zakiy@fai.umy.ac.id

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Introduction

Since the World Health Organization (WHO) announced the coronavirus as a global pandemic, Indonesia has also felt its impact on various sectors, especially the economic sector. Almost all economic activities were blocked due to the pandemic. The government certainly does various ways to break the chain of transmission of the virus (Afandi, 2021; Jebril, 2020). Various new policies have made the state's economy worse due to limited community activities. As a result, business actors experience a decrease in their income and even suffer losses. In addition, every business actor must incur fixed costs such as employee salaries regardless of whether the business suffers a loss or profits. This is, of course, a difficult problem to solve. An effort that can be made is to reduce the number of employees in a company. Many employees have been laid off since the Covid 19 virus pandemic hit Indonesia because the company wanted to reduce the burden (Kalimah & Zakij, 2021).

The pandemic caused major changes to the company and caused massive layoffs. Job insecurity is a feeling of worry about work and the threat felt by someone about his job (Sverke et al., 2002). The consequences of termination of employment rights or layoffs are one of the subjective factors that cause the emergence of Job Insecurity in employees. Insecurity in employees is considered as one of the triggers of stress that will have a negative impact on the employees themselves and the company. According to the Society for Human Resources Management (2014) in Costa & Neves (2017), job security is one of two factors that are considered the most crucial problem for employees in the last 11 years. According to research conducted by Sverke et al. (2002), that job insecurity will have an impact on employee well-being, job satisfaction, turnover, and job performance.

Performance is the most critical outcome of an employee who contributes to the organization in order to achieve organizational goals. According to Rivai and Basri (2005), performance is defined as the willingness of a person or group of people to do a job in accordance with the responsibilities given, and the results are as expected. During a pandemic like this, employees are increasingly worried about losing their jobs due to the rampant issue of companies doing layoffs. This was caused by a massive reduction in human resources because companies limited production activities because they complied with government regulations, namely social distancing.

Job insecurity is not only detrimental to employees but also to the organization. To overcome the problems that may occur in these employees, it is necessary to support the organization itself or perceived organizational support, which is defined as confidence in employees about the extent to which the company values contributions and pays attention to their welfare (Maden dan Kabasakal 2014). In the problem of job insecurity, feeling constant worry may cause stress to employees and will affect performance. Therefore, the perception of organizational support is needed to reduce job insecurity for employees because organizational support such as good relations between superiors and employees can perceive that the organization is very concerned about the welfare of its employees. In line with social exchange theory, if an employee feels that his or her welfare is being cared for, the employee will tend to reciprocate with good performance.

In addition, the role of psychological empowerment also plays a vital role in overcoming the problem of job insecurity. Psychological empowerment is defined as one's belief in one's ability to do a job related to skills and competencies (Meyerson dan Kline 2008). If an employee has self-confidence and knows that he is competent, it will reduce the feeling of insecurity on the job he has now.

The role of perceived organizational support and psychological empowerment variables is expected to moderate the negative effect of job insecurity on employee performance. From these reasons, the purpose of this study was to look specifically at the effect of job insecurity on employee performance moderated by POS and psychological empowerment. Previous studies have linked many causes of job insecurity to age, gender, managerial position and changes in workplace (Buonocore et al., 2020; Vander Elst et al., 2018). However, not many studies have examined the causes of job insecurity due to the Covid 19 pandemic. Such as what we know is that the Covid 19 pandemic has had a major impact on the community's economy which has required companies to reduce employees (Kalimah & Zakiy, 2021).

With the rapid development of Islamic financial institutions and their important role in the Indonesian economy, of course, reliable human resources are needed to realize their vision and mission. Islamic banks in Indonesia have the potential to be at the forefront, become leaders, and become the center of Islamic finance (Zakiy dan Haryanto 2021). The rise of layoff issues due to this pandemic has allowed many employees to experience job insecurity. Researchers chose objects in three Islamic banks, and they are Bank Syariah Indonesia, Bank Mu'amalat, and Bank Madina Syariah. The three Islamic banks have implemented a GCG (Good Corporate Governance) system in accordance with Bank Indonesia regulations. The implementation of GCG is relevant to employee performance because the application of this principle is increased performance and a good corporate image (Agustiningrum, 2016; Khasanah et al., 2022).

Literature Review

Job Insecurity

Greenhalgh dan Rosenblatt (1984) defined job insecurity as a feeling of powerlessness to maintain a current job because of threats in the job.

According to Robbins & Timothy (2009), the factors that cause job insecurity are seen from individual characteristics, including; age, marital status, level of job satisfaction. Meanwhile, according to Ashford (1989), there are five indicators in job insecurity, including; the meaning of the job itself, the magnitude of the possible threat that will occur in the current job, the level of threat that may occur in the future, the threat to the job in the future, and inability or powerlessness. Job insecurity certainly has an unfavorable impact on the company. According to Ashford (1989), the impact of job insecurity is the desire to find a new job, low commitment, low trust in the organization, and low level of satisfaction.

Employee Performance

Rivai dan Basri (2005) defined performance as the willingness of a person or group of people to do a job in accordance with the responsibilities given, and the results are as expected. Employee performance is also defined as the fulfillment of work-related tasks and skills by an employee (Sinulingga dan Aseanty, 2017). Four factors affect employee performance. Among others are; job insecurity, employee involvement, organizational support, and organizational commitment (Pawestri dan Pradhanawati 2017). With a decrease in employee commitment, it is feared that it will reduce employee performance (Dwita & Rozikan, 2022). Schuler dan Jackson (1999) concluded four dimensions of employee performance: attendance and punctuality, interpersonal skills, group support, planning, and coordination.

Perceived Organizational Support

Perceived organizational support is defined as the extent to which employees feel cared for by the organization, appreciate their contributions, and meet their social-emotional needs as well as their well-being (Rhoades dan Eisenberger 2002). Meanwhile, Karavardar (2014) stated that perceived organizational support is employee perceptions of the extent to which the organization provides support to

employees and the organization's willingness to meet employee needs. Perceived organizational support can be measured by several indicators. Among others are; rewards, superior support, working conditions, and employee welfare. Furthermore, there are three actions from organizations that can increase Perceived Organizational Support. Among others are; fairness, organizational rewards, job conditions, and supervisory support (Rhoades dan Eisenberger 2002).

Psychological Empowerment

Psychological empowerment is defined as an increase in motivation in a person related to his work role, which is related to the existence of 4 dimensions such as meaning, competence, self-determination, and impact (Spreitzer, 1995). Psychological empowerment is also defined as one's belief in one's ability to do a job related to skills and competencies (Meyerson dan Kline 2008). Spreitzer (1995) explained four dimensions of psychological empowerment, including meaning, competence, self-determination, and impact.

Hypothesis Development

Effect of Job Insecurity on employee performance

Job insecurity is one of the triggers of job stress because employees are afraid of losing their jobs. If employees feel work stress, it will reduce performance. Job insecurity will have an impact on employee well-being, job satisfaction, turnover intention, and job performance (Sverke et al, 2002) Employees will tend to lower their performance if their need for security is not met in an organization. Some previous studies such as research Listyani (2020) that job insecurity has a negative effect on employee performance. Another study by 'Ajiputra and Yuniawan (2016) also showed that job insecurity had a negative effect on performance.

Perceived Organizational Support (POS) as a moderator of job insecurity relationship to employee performance

Organizational support given to employees in various forms such as the provision of decent salaries and good relations between employees and their superiors will make employees feel supported and cared for so that they are able to control stress due to pressure and worries about losing their jobs. In addition, it is in line with social exchange theory where there is a reciprocal norm between employees and the organization. Employees who feel high POS will continue to provide maximum performance even though the perceived job insecurity is high. Employees who feel high job insecurity but also high organizational support, then these employees will continue to improve their performance compared to employees who do not get support from the organization.

Psychological empowerment as a moderator between job insecurity and employee performance

Someone who has self-confidence and knows that there is added value in himself will make someone not feel insecure even when exposed to layoffs (Setyorini dan Susanto, 2016). Previous research has shown that when individuals feel high levels of psychological empowerment, they are highly likely to feel motivated and dedicated to their job responsibilities '(Maan et al., 2020). If a person already has confidence in himself and knows the competence of his work, he will try more to complete his tasks well. Therefore, an employee who feels psychologically empowered will give good performance even though the perceived job insecurity is high. Employees who feel high job insecurity but have high psychological empowerment, then these employees will continue to improve their performance compared to employees who do not feel psychological empowerment in themselves.



Figure 1.
Conceptual Framework

Research Methodology

This research uses a descriptive quantitative research method, namely explanatory research which tests theory (Hair et al., 2014). The data and respondent information were primary data taken directly from Bank Muamalat, Bank Syariah Indonesia and Bank Madina Syariah. This study examined the variables of job insecurity, perceived organizational support, psychological empowerment, and employee performance. The unit of analysis in this study was employees in the Islamic finance industry.

The type of data was cross-section observation onto several units of observation at one point in time. The study used a non-probability sampling technique. The data collection technique in this study used saturated sampling with 252 respondents. This data collection was by distributing questionnaires. Also, the data in this study were primary data obtained from distributing questionnaires. This study used a 5-point Likert scale. Point 1 means disagree, and point 5 for strongly agree. Employees at Bank Syariah Indonesia, Bank Muamalat, and Bank Madina Syariah were asked to answer the statements in the questionnaire. The validity test in this study used the correlation coefficient by calculating the value of each statement in the questionnaire. Reliability testing in this study used Cronbach Alpha.

Job Insecurity

Greenhalgh & Rosenblatt (1984) stated that job insecurity is a feeling of powerlessness to maintain the current job because of threats in the job. Five indicators were used in the variable. The job insecurity variable was measured using a 4-point statement developed by (Witte, 2000). An example of a statement item is “I feel worried about my future career”.

Employee Performance

Iresa et al. (2015) defined performance as the output of a job viewed in terms of quality and quantity in accordance with its responsibilities. According to Schuler & Jackson (1999), there are four indicators of performance, one of which is attendance and punctuality. This variable was measured using a 9 item statement developed by (Viswesvaran & Ones, 2000) with a Likert scale. An example of a statement item is “I am able to achieve the quality standards set by the company”.

Perceived Organizational Support

The first moderating variable in this study is Perceived Organizational Support. Karavardar '(2014) defined perceived organizational support as employee perceptions of the extent to which the organization provides support to employees and the organization's willingness to meet employee needs. One of the indicators used in measuring this variable is an award or reward. The POS variable was measured using a 6-point statement developed by support (Rboades dan Eisenberger 2002). One of the statements in the questionnaire is, “The organization is willing to help me when I need help”.

Psychological Empowerment

The second moderating variable is psychological empowerment, defined as one's belief in one's ability to do a job related to skills and competencies (Meyerson & Kline 2008). There are four indicators in measuring this variable: meaning, competence, self-determination, and impact. The psychological empowerment variable was measured using 12 statement items developed by (Thomas & Velthouse 1990). One example of his statement is, "The work I do is very important to me".

Results and Discussion

A. Reliability Test

All variables used in this study were reliable and could be used as research instruments. Referring to the reliability test results, all variables have a Cronbach's Alpha value of more than 0.6. The results of the analysis were as follows:

Table 1.
Reliability Test Results

Variables	Cronbach's Alpha	Description
Job Insecurity	0,650	Reliable
Perceived Organizational Support	0,906	Reliable
Psychological Empowerment	0,878	Reliable
Employee Performance	0,927	Reliable

B. Descriptive Statistics

In this study, the descriptive statistics section presents the mean, standard deviation, and correlation coefficient of this study.

The variables used in this study are job insecurity, perceived organizational support, psychological empowerment, and employee performance.

Table 2
Descriptive Statistical Values

Variables	M	SD	JI	POS	PE	EP
JI	10.43	2.128				
POS	24.29	4.144	-.346**			
DPE	48.35	6.124	-.371**	.531**		
EP	38.93	4.477	-.255**	.462**	.619**	1

C. Hypotesis Test

Simple Regression Analysis & Moderate Regression Analysis (MRA)

The results of the analysis of hypothesis testing can be seen in the following table 3.

This study uses a simple regression analysis method to test the first hypothesis and uses the Moderate Regression Analysis method or MRA test to test the 2nd and 3rd hypotheses.

Table 3.
Hypotesis Testing Results

<i>Employee Performance</i>			
	B	T	P
JI R ² = 0,063 ΔR ² = 0,063	-.490	-4.172	0,000
JI POS R ² = 0,221 ΔR ² = 0,158	-.207 .461	-1.800 7.087	.073 .000
JI POS JI*POS R ² = 0,269 ΔR ² = 0,111	2.125 1.066 -.098	3.602 6.573 -4.026	.000 .000 .000
JI PE R ² = 0,382 ΔR ² = 0,391	-.056 .435	-545 11.306	.586 .000
JI PE JI*PE R ² = 0,387 ΔR ² = 0,005	.943 .556 -.021	1.299 5.850 -1.391	.195 .000 .165

Based on the table above, the results of testing the effect of job insecurity on employee performance show a t-value of -4.172 with a probability value of 0.000 where the significance value is less than 0.05 with a negative regression coefficient. Therefore, it can be said that job insecurity has a negative effect on employee performance, or H1 is accepted. Next is testing the second hypothesis. It can be seen that the results of testing the interaction of job insecurity with perceived organizational support (JI*POS) on employee performance show a t-value of -4.026 with a probability of 0.000, which means the significance value is less than 0.05; therefore, it can be said to be significant. The t value of -4.026 indicates that perceived organizational support can moderate the negative effect of job insecurity on employee performance. So, H2 is accepted.

Furthermore, based on the hypothesis testing table, it can be seen that the last hypothesis test or H3 interaction of job insecurity with psychological empowerment (JI*PE) on employee performance shows a t-value of -1.391 with a probability value of 0.165 or greater than 0.05 which means no significant. From the results of the hypothesis test above, it can be concluded that psychological empowerment is not able to moderate the negative effect of job insecurity on employee performance, or H3 is rejected.

Discussion

Job Insecurity Has A Negative Effect On Employee Performance

Buitendach & De Witte (2005) defined job insecurity as a loss of control to maintain the continuity of an employee's job. Job insecurity can happen to someone along with changes in the world of work that come from internal or external.

According to Sverke et al. (2002), job insecurity can have an impact on several aspects such as employee well-being, job satisfaction, absenteeism, turnover, and last is employee performance. Based on this research, it can be seen that someone who feels job insecurity will have an influence on his performance, so that it must be considered.

Feelings of worry that are felt will certainly trigger stress for employees. The rise of layoff issues can be one of the reasons an employee feels Job Insecurity. They will tend to be afraid if they cannot maintain their current job due to the COVID-19 pandemic. Meanwhile, if the perceived job insecurity of employees is high, then employee performance will decrease and will have an impact on the quality of the company. Employee performance plays a very important role in achieving company goals so that job insecurity must be minimized or even eliminated

Perceived Organizational Support Moderates The Negative Effect Of Job Insecurity On Employee Performance.

To achieve the goal, the human resources in the company must, of course, be of high quality because human resources are one of the essential components. If the employee's performance is terrible, it will have an impact on the company's performance so that the company can suffer losses. Employee performance will continue to decline if the company allows its employees to feel job insecurity due to the COVID-19.

The role of the company is significant in dealing with job insecurity problems. One way for companies to reduce these feelings of insecurity is with an approach from the company itself. This study focuses on perceived organizational support or organizational support. Companies must pay special attention to their employees, especially during a pandemic like now. Through the provision of a decent salary, providing promotion opportunities for each employee as well as building good relations between superiors and subordinates can reduce job insecurity. If a superior is able to provide support to his subordinates well, then employee performance will increase. In line with social exchange theory, employees who feel high organizational support will provide feedback in the form of maximum performance and contribution to the progress of the company. This positive response is expected to be able to influence employees because positive emotional management will also have a positive impact on the implementation of tasks (Goleman, 2000).

Based on the results of hypothesis testing, it is known that the MRA test results indicate that perceived organizational support is able to moderate the negative effect of job insecurity on employee performance. Perceived organizational support such as good relations between superiors and subordinates as well as decent salary distribution will reduce job insecurity so that it does not harm employee performance. The following is a moderating picture of perceived organizational support on the relationship between job insecurity and employee performance:

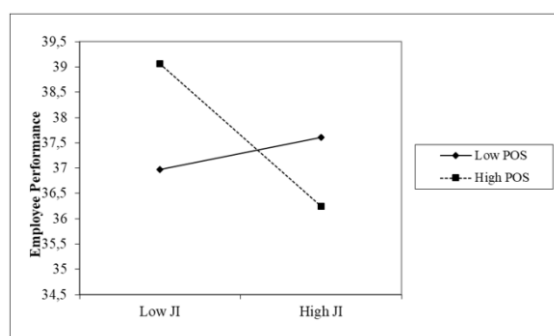


Figure 2. The Interaction Between Job Insecurity And Perceived Organizational Support And Its Effect On Employee Performance

Psychological Empowerment Moderates The Effect Of Job Insecurity On Employee Performance

The results of hypothesis testing 3 in this study indicate that the psychological empowerment variable is not able to moderate the negative effect of job insecurity on employee performance. The unsupported hypothesis 3 can be explained by the argument that this may be due to various factors. According to Jadmiko dan Sitalaksmi (2015), Indonesia has a high power distance, and this makes it difficult for an employee to be able to interpret the work they have. Employees are not given the freedom or authority to make decisions about their work. This will affect the confidence of an employee regarding the added value they have. Job insecurity occurred due to the Covid 19 pandemic, which resulted in employees feeling threatened for their future as employees at Islamic Banks. This causes psychological empowerment that motivates employees in carrying out tasks unable to moderate job insecurity on employee performance because the level of psychological empowerment does not make the employee's quota position increase or decrease. Therefore, employees who feel low psychological empowerment cannot reduce the negative influence due to job insecurity, which will cause employee performance to decrease.

Conclusion

Based on the results of data analysis and discussions that have been carried out, it can be concluded that the results of the study indicate that there is a negative influence between job insecurity on employee performance. That is, the higher the perceived job insecurity of employees, the lower the employee's performance. Perceived organizational support is able to moderate the negative influence of the job insecurity relationship on employee performance, with perceived organizational support such as good relations between superiors and subordinates and proper salary distribution will reduce job insecurity so that it does not have a negative

impact on employee performance and the last is psychological empowerment unable to moderate the negative effect of job insecurity relationship on employee performance. Job insecurity occurred due to the Covid 19 resulted in employees feeling threatened for their future as employees at Islamic Banks. This causes psychological empowerment that motivates employees in carrying out tasks unable to moderate the effect of job insecurity on employee performance because the level of psychological empowerment does not make the employee's quota position increase or decrease.

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