

## The Role of Organizational Support, Trust, and Job Insecurity in Shaping Organizational Citizenship Behavior in Malaysia's Manufacturing Industry

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### ABSTRACT

This study investigates the relationships between perceived organizational support (POS), job insecurity, organizational trust, and organizational citizenship behavior (OCB) in the manufacturing industries of Malaysia. A structured questionnaire was distributed to employees in several manufacturing organizations, and the data were analyzed using multiple regression analysis. The results indicate that perceived organizational support and organizational trust have a positive influence on organizational citizenship behavior, while job insecurity negatively impacts OCB. The study highlights the importance of fostering organizational trust and support to encourage positive discretionary behaviors among employees in Malaysia's manufacturing sector. The findings provide implications for management to enhance employee engagement and improve overall organizational effectiveness.

**KEYWORDS:** Perceived Organizational Support (POS), Job Insecurity, Organizational Trust, Organizational Citizenship Behavior (OCB), Manufacturing Industries, Malaysia, Employee Engagement.

### INTRODUCTION

Organizational Citizenship Behavior (OCB) refers to voluntary employee behaviors that are not explicitly required by the organization but contribute to the overall effectiveness of the organization. In the competitive and dynamic environment of Malaysia's manufacturing industry, where organizations face global challenges and internal pressures, encouraging employees to engage in OCB is essential. Factors such as perceived organizational support (POS), job insecurity, and organizational trust have been proposed as critical determinants of OCB, affecting how employees perform and contribute to organizational success.

**Perceived Organizational Support (POS)** refers to employees' perceptions about how much the organization values their contributions and cares about their well-being. POS has been positively linked to employee job satisfaction, commitment, and OCB. Employees who perceive that their organization supports them are more likely to engage in discretionary behaviors, including helping colleagues and going beyond the formal requirements of their jobs.

**Job Insecurity**, on the other hand, refers to the fear or belief that an individual's job may be at risk due to various organizational factors such as downsizing, restructuring, or economic uncertainty. High levels of job insecurity can

negatively affect employees' attitudes and behaviors, potentially reducing their involvement in OCB. Employees who feel insecure about their jobs may focus on self-preservation and withhold extra-role behaviors that could be perceived as non-essential to their core tasks.

**Organizational Trust** refers to the confidence employees have in the integrity, fairness, and reliability of their organization and its leaders. Trust in the organization encourages employees to engage in behaviors that support the organization's goals and fosters a sense of commitment and loyalty. Research suggests that organizational trust plays a crucial role in motivating employees to engage in OCB.

Despite the significance of these factors, there is limited empirical research focusing on the manufacturing sector in Malaysia. This study aims to fill this gap by examining how perceived organizational support, job insecurity, and organizational trust influence organizational citizenship behavior in Malaysia's manufacturing industries.

In today's competitive business landscape, particularly within Malaysia's manufacturing industry, organizations face mounting pressure to improve efficiency, enhance employee productivity, and maintain a positive work

culture. One of the key ways organizations can achieve these objectives is by fostering **Organizational Citizenship Behavior (OCB)**, a type of discretionary employee behavior that goes beyond the core job responsibilities but significantly contributes to organizational effectiveness and performance. OCB includes actions such as helping colleagues, showing initiative, and supporting organizational goals, all of which are essential for creating a collaborative and efficient work environment.

For organizations in Malaysia's manufacturing sector to thrive, it is vital to understand the factors that influence employees' engagement in OCB. Among the factors that may influence OCB, **Perceived Organizational Support (POS)**, **Job Insecurity**, and **Organizational Trust** are particularly crucial. These factors have been extensively studied in various contexts but require further examination within Malaysia's manufacturing industry, where unique cultural and organizational dynamics may shape employees' attitudes and behaviors.

**Perceived Organizational Support (POS)** refers to the degree to which employees believe their organization values their contributions and cares about their well-being. POS is often influenced by the behaviors of management and the organization's policies toward employees. High POS is typically associated with increased job satisfaction, commitment, and higher levels of OCB. Employees who perceive that the organization supports them are more likely to go the extra mile in contributing to organizational success, as they feel that their discretionary efforts will be recognized and appreciated.

In contrast, **Job Insecurity** refers to employees' perception of the likelihood that they may lose their job due to various factors such as downsizing, restructuring, or a general economic downturn. Job insecurity can generate feelings of anxiety and stress, which, in turn, may reduce employees' willingness to engage in behaviors that benefit the organization beyond their job description. When employees are concerned about their job stability, they are more likely to engage in self-protective behaviors, which could include withholding extra-role contributions that would otherwise benefit the organization.

**Organizational Trust**, meanwhile, plays a critical role in influencing employee behaviors and attitudes. Trust in the organization and its leaders is a key determinant of employees' willingness to go above and beyond their formal job duties. Employees who trust the management and believe that the organization acts with integrity and fairness are more likely to engage in OCB. Trust in leadership fosters a positive organizational climate where employees feel

secure, valued, and motivated to contribute positively, even in challenging times.

While the relationships between these factors and OCB have been studied in various settings, there remains a notable gap in research focused specifically on Malaysia's manufacturing industries. Malaysia, as a developing nation in Southeast Asia, has a unique socio-economic context that may affect how employees respond to perceived organizational support, job insecurity, and trust. Understanding these dynamics is particularly critical in the manufacturing sector, which is central to the Malaysian economy and faces rapid technological changes and global competition.

In addition, Malaysia's diverse workforce—comprising various ethnicities, such as Malays, Chinese, Indians, and others—may also bring different cultural perspectives that influence the way employees view organizational support, trust, and job insecurity. As Malaysia continues to modernize its manufacturing industry, it becomes increasingly important to understand how these factors affect employee behavior to improve organizational performance and sustain long-term growth.

### Objectives of the Study

This study aims to investigate the relationships between **Perceived Organizational Support (POS)**, **Job Insecurity**, and **Organizational Trust** with **Organizational Citizenship Behavior (OCB)** in the manufacturing industries of Malaysia. The specific objectives of the study are:

1. To examine the impact of perceived organizational support on organizational citizenship behavior in Malaysia's manufacturing sector.
2. To explore the relationship between job insecurity and organizational citizenship behavior, particularly how job insecurity may hinder discretionary employee behaviors.
3. To assess the role of organizational trust in promoting organizational citizenship behavior and its interaction with POS and job insecurity.
4. To identify how these factors interact to influence employee engagement and organizational outcomes in Malaysia's manufacturing industry.

### Significance of the Study

This study holds significant value for both academia and industry professionals. Academically, it contributes to the literature on OCB by examining the interplay of perceived organizational support, job insecurity, and organizational trust within the context of Malaysia's manufacturing sector. While much of the research on OCB has focused on service industries or Western contexts, this study provides insights into how these factors operate within a developing Asian

economy, adding depth to the global understanding of employee behavior in manufacturing settings.

From a practical standpoint, the findings of this research will assist organizational leaders in the Malaysian manufacturing sector in designing strategies that enhance employee engagement and improve organizational performance. Understanding the role of POS, job insecurity, and organizational trust in influencing OCB can help organizations create a supportive and trustworthy environment, reduce job insecurity, and ultimately boost employee commitment and organizational citizenship. This, in turn, can lead to enhanced productivity, improved collaboration among workers, and greater organizational success in a competitive marketplace.

By fostering OCB, manufacturing organizations can build a more resilient workforce that is adaptable to changes and challenges in the industry. Furthermore, as Malaysia moves toward Industry 4.0 and embraces new technological advancements, promoting positive employee behaviors will become increasingly important in achieving a competitive edge in both domestic and international markets.

### Theoretical Framework

To explore the relationships between perceived organizational support, job insecurity, organizational trust, and organizational citizenship behavior, the study draws upon several established theories:

1. **Social Exchange Theory:** This theory posits that employees who perceive that they are supported by their organization (POS) are more likely to reciprocate through positive behaviors, including OCB. According to this framework, POS encourages employees to engage in extra-role behaviors in exchange for organizational support, fostering a mutual beneficial relationship.
2. **Job Insecurity Theory:** The theory of job insecurity suggests that employees who feel insecure about their job are less likely to engage in behaviors that go beyond the core requirements of their job. Insecure employees tend to focus on self-preservation, which can diminish their willingness to help others or contribute to organizational goals.
3. **Trust Theory:** Trust is fundamental to organizational behavior and plays a pivotal role in determining how employees engage with the organization. Organizational trust influences employees' willingness to participate in OCB, as trust fosters an environment of security, openness, and fairness.

By integrating these theories, this study provides a comprehensive framework for understanding how POS, job insecurity, and organizational trust shape OCB in Malaysia's manufacturing sector.

As the manufacturing industry in Malaysia faces an increasingly competitive global market, it is crucial for organizations to harness the full potential of their workforce. By understanding the complex relationships between perceived organizational support, job insecurity, organizational trust, and organizational citizenship behavior, organizations can take steps to foster an environment that encourages positive employee behaviors. This research not only contributes to academic literature but also provides actionable insights for industry leaders aiming to improve workforce engagement and organizational performance in the manufacturing sector.

## METHODS

### Research Design

This study employs a quantitative research design using survey methodology. A structured questionnaire was developed to collect data from employees in the manufacturing sector. The research design was cross-sectional, allowing for the examination of relationships between perceived organizational support, job insecurity, organizational trust, and organizational citizenship behavior at a single point in time.

### Sample and Data Collection

The sample consisted of employees working in various manufacturing companies across Malaysia. The target population included workers at different organizational levels, including managers, supervisors, and operational staff. A convenience sampling method was used to select participants, and the final sample included 300 respondents. Data were collected using a self-administered questionnaire, which was distributed electronically to respondents through email and organizational portals. The survey was designed to measure the four key constructs:

- **Perceived Organizational Support (POS):** Measured using the 8-item scale developed by Eisenberger et al. (1986).
- **Job Insecurity:** Assessed using a 6-item scale adapted from De Witte (2005).
- **Organizational Trust:** Measured with a 5-item scale developed by Mayer et al. (1995).
- **Organizational Citizenship Behavior (OCB):** Assessed using a 7-item scale based on Organ (1988).

Participants were asked to rate their responses on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

### Data Analysis

The collected data were analyzed using Statistical Package for Social Sciences (SPSS) version 26. Descriptive statistics,

including means, standard deviations, and correlations, were first computed. To examine the hypothesized relationships, multiple regression analysis was performed. The following hypotheses were tested:

- **H1:** Perceived Organizational Support positively influences Organizational Citizenship Behavior.
- **H2:** Job Insecurity negatively influences Organizational Citizenship Behavior.
- **H3:** Organizational Trust positively influences Organizational Citizenship Behavior.
- **H4:** Job Insecurity negatively influences Organizational Trust.

## RESULTS

### Descriptive Statistics

The descriptive statistics indicated that the respondents were relatively evenly distributed across different organizational levels. The mean scores for perceived organizational support ( $M = 3.91$ ,  $SD = 0.68$ ), job insecurity ( $M = 2.91$ ,  $SD = 0.73$ ), organizational trust ( $M = 4.12$ ,  $SD = 0.57$ ), and organizational citizenship behavior ( $M = 4.13$ ,  $SD = 0.60$ ) suggest moderate to high levels of perceived support and trust, and relatively low levels of job insecurity among the respondents.

### Correlational Analysis

The correlation matrix revealed several significant relationships between the variables. Perceived organizational support was positively correlated with organizational citizenship behavior ( $r = 0.55$ ,  $p < 0.01$ ) and organizational trust ( $r = 0.63$ ,  $p < 0.01$ ). Job insecurity, however, was negatively correlated with both organizational citizenship behavior ( $r = -0.48$ ,  $p < 0.01$ ) and organizational trust ( $r = -0.37$ ,  $p < 0.01$ ), confirming the hypothesized negative impact of job insecurity on OCB and organizational trust.

### Regression Analysis

Multiple regression analysis was conducted to test the direct and indirect effects of perceived organizational support, job insecurity, and organizational trust on organizational citizenship behavior.

- **Perceived Organizational Support** was found to have a significant positive effect on organizational citizenship behavior ( $\beta = 0.32$ ,  $p < 0.01$ ).
- **Job Insecurity** had a significant negative effect on organizational citizenship behavior ( $\beta = -0.29$ ,  $p < 0.01$ ).
- **Organizational Trust** was also a significant positive predictor of organizational citizenship behavior ( $\beta = 0.41$ ,  $p < 0.01$ ).

The results suggest that perceived organizational support and organizational trust are significant positive predictors of organizational citizenship behavior, whereas job insecurity negatively impacts OCB.

## DISCUSSION

The findings of this study confirm the crucial role of perceived organizational support, job insecurity, and organizational trust in influencing organizational citizenship behavior among employees in Malaysia's manufacturing sector.

First, **perceived organizational support** was positively associated with organizational citizenship behavior. Employees who felt supported by their organizations were more likely to engage in discretionary behaviors, such as helping coworkers, going beyond their formal duties, and contributing to the organization's overall success. This finding aligns with prior research by Eisenberger et al. (1986), which demonstrates that employees who perceive higher levels of support from their organization are more likely to demonstrate OCB.

Second, **job insecurity** was found to have a negative effect on organizational citizenship behavior. Employees who felt insecure about their jobs were less likely to engage in extra-role behaviors that contribute to organizational effectiveness. This is consistent with previous studies, such as those by De Witte (2005), which suggest that job insecurity can lead to lower job satisfaction, organizational commitment, and OCB.

Finally, **organizational trust** emerged as a significant positive predictor of organizational citizenship behavior. Employees who trusted their organization and its leaders were more willing to go beyond the basic job requirements and engage in behaviors that promote the success of the organization. This finding supports the work of Mayer et al. (1995), who highlight the importance of trust in fostering positive employee behaviors.

These findings have important implications for managers in the manufacturing industry in Malaysia. To promote OCB, organizations should focus on creating a supportive work environment where employees feel valued and appreciated. Additionally, reducing job insecurity through clear communication, job stability measures, and transparent decision-making can enhance employee trust and OCB.

The findings from this study have important implications for understanding the factors that influence **Organizational Citizenship Behavior (OCB)** in the manufacturing industries of Malaysia, particularly in the context of **Perceived Organizational Support (POS)**, **Job Insecurity**,



and **Organizational Trust**. This section provides an in-depth discussion of the results, interpreting the relationships among these variables and their implications for both organizational theory and practical management within the Malaysian manufacturing sector.

### **Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB)**

The study confirmed that **Perceived Organizational Support (POS)** has a significant positive impact on **Organizational Citizenship Behavior (OCB)**. This finding is consistent with social exchange theory, which posits that employees who feel supported by their organization are more likely to reciprocate through positive behaviors that benefit the organization. When employees perceive that their organization cares for their well-being, values their contributions, and provides necessary resources, they tend to engage more willingly in behaviors that are beyond their formal job requirements. These behaviors, although not directly tied to their role or compensation, contribute to a positive organizational environment, improved team dynamics, and overall organizational performance.

This result aligns with the work of **Eisenberger et al. (1986)** and **Rhoades and Eisenberger (2002)**, who emphasized that employees' perception of support can lead to increased job satisfaction, loyalty, and commitment, all of which are precursors to organizational citizenship behaviors. In the context of Malaysia's manufacturing sector, where organizations may face high levels of pressure and competition, creating an environment where employees feel supported becomes even more critical for fostering OCB. By showing support through appropriate compensation, recognition, and employee welfare programs, organizations can motivate employees to engage in behaviors that enhance the organization's reputation, efficiency, and work culture.

### **Job Insecurity and Organizational Citizenship Behavior (OCB)**

In contrast to POS, **Job Insecurity** was found to have a significant negative impact on **Organizational Citizenship Behavior (OCB)**. This result suggests that employees who feel insecure about their job stability tend to focus on self-preservation, leading to reduced involvement in discretionary behaviors that support the organization. **Job insecurity** can create an environment where employees are more likely to withdraw from extra-role activities, focusing instead on their core tasks to ensure job security. This finding is consistent with the **Job Insecurity Theory** and is supported by prior studies such as those by **De Witte (2005)**, which highlight the detrimental impact of job insecurity on employee attitudes and behaviors.

In the manufacturing sector, where restructuring and downsizing can be common in times of economic uncertainty, job insecurity can have a particularly strong effect. The **negative relationship** between job insecurity and OCB in this study indicates that organizations that do not communicate transparently or provide job stability are likely to see a decline in employees' willingness to contribute beyond their essential job roles. In this context, managers should focus on **reducing job insecurity** by providing job security assurances, clear communication about organizational changes, and offering training or career development opportunities to alleviate employee anxiety about the future. These efforts can help mitigate the negative impact of job insecurity on OCB and encourage employees to contribute to the organization in a more voluntary and committed manner.

### **Organizational Trust and Organizational Citizenship Behavior (OCB)**

**Organizational Trust** emerged as one of the most significant predictors of **Organizational Citizenship Behavior (OCB)**, reinforcing the notion that trust plays a critical role in encouraging employees to engage in positive, extra-role behaviors. Employees who trust their organization and its leadership are more likely to believe that their efforts will be recognized, that they will be treated fairly, and that the organization's goals align with their own interests. Trust fosters an atmosphere of psychological safety where employees feel comfortable going beyond their formal responsibilities without fear of exploitation or retribution. This finding aligns with the **Trust Theory** proposed by **Mayer et al. (1995)**, which emphasizes that organizational trust motivates employees to act in ways that benefit the organization, even when those actions do not provide immediate personal benefits.

The positive relationship between organizational trust and OCB in the context of Malaysian manufacturing is particularly important given the cultural emphasis on hierarchical relationships and group dynamics in many Asian organizations. Leaders who demonstrate fairness, transparency, and integrity can build stronger relationships with their employees, thereby fostering a trust-based work environment. In turn, employees who trust their leaders and the organization as a whole are more likely to engage in behaviors that enhance cooperation, improve efficiency, and promote the overall success of the organization.

### **The Interplay Between POS, Job Insecurity, and Organizational Trust**

This study also provides insights into the **interplay between POS, job insecurity, and organizational trust**. Specifically, POS and organizational trust were found to have a **positive influence** on OCB, while job insecurity was found

to exert a **negative effect**. These results highlight the need for organizations to carefully manage both the perceptions of support and the levels of job security to promote a healthy work environment conducive to OCB. The findings suggest that employees who feel secure in their jobs and supported by their organizations are more likely to trust the organization and, as a result, engage in OCB. On the other hand, employees experiencing job insecurity may not feel secure enough to trust their organization, leading to disengagement from OCB.

In practical terms, these findings imply that organizations should adopt a **holistic approach** to employee well-being. Simply focusing on one factor—such as improving support mechanisms—without addressing job insecurity or organizational trust may not be sufficient to foster OCB. Instead, manufacturing organizations in Malaysia (and in other similar contexts) should aim to create a balanced environment where employees feel both **supported** and **secure** in their roles. This can be achieved through transparent communication, job security initiatives, leadership development programs, and a consistent emphasis on fairness and trust-building at all organizational levels.

### Implications for Management

The results of this study have several important **implications for management** in Malaysia's manufacturing sector:

1. **Enhancing Perceived Organizational Support (POS):** Organizations should develop and maintain support systems that make employees feel valued. This includes providing resources for career development, recognition programs, and creating a culture of appreciation where employees feel their contributions matter.
2. **Reducing Job Insecurity:** Managers should take proactive steps to reduce job insecurity by ensuring job stability through transparent communication about organizational changes, providing adequate training, and offering career development opportunities. Employees who feel more secure in their jobs are likely to engage more fully in organizational citizenship behavior.
3. **Building Organizational Trust:** Organizational leaders must work to build and maintain trust by demonstrating transparency, fairness, and consistency in decision-making. Trust in leadership is essential for fostering OCB, and organizations that invest in building trust will see enhanced employee engagement and collaboration.
4. **Cultivating a Supportive Organizational Culture:** A culture that promotes both trust and support can enhance employee morale and loyalty. It is important for leadership to demonstrate trustworthiness and for the

organization to consistently show its commitment to employees' well-being.

5. **Employee Engagement Strategies:** Since POS and organizational trust positively influence OCB, organizations should develop strategies that actively engage employees in meaningful ways. This could include empowering employees to participate in decision-making processes and involving them in initiatives that contribute to the organization's goals.

### Limitations and Future Research Directions

Although this study provides valuable insights into the relationships between POS, job insecurity, organizational trust, and OCB, there are several limitations to consider. The study's cross-sectional design limits the ability to make causal inferences, and future research should explore these relationships using longitudinal data. Additionally, the sample was limited to the manufacturing sector in Malaysia, so the results may not be generalizable to other industries or countries with different cultural and organizational contexts. Future research could expand the scope by including other sectors and using qualitative methods to gain deeper insights into the mechanisms behind the observed relationships.

Moreover, researchers could examine additional factors that may moderate or mediate the relationships between POS, job insecurity, organizational trust, and OCB, such as leadership styles, work-life balance, and cultural influences. Exploring these factors would provide a more comprehensive understanding of how OCB can be fostered in different organizational contexts.

This study contributes to the understanding of the key factors influencing **Organizational Citizenship Behavior (OCB)** in the Malaysian manufacturing sector, highlighting the significant roles of **Perceived Organizational Support (POS)**, **Job Insecurity**, and **Organizational Trust**. The findings underscore the importance of fostering an environment that combines support, job security, and trust to enhance OCB. By strategically addressing these factors, organizations can build a workforce that is not only more productive but also more willing to engage in behaviors that promote organizational success, collaboration, and long-term sustainability.

### CONCLUSION

This study highlights the significant influence of perceived organizational support, job insecurity, and organizational trust on organizational citizenship behavior in Malaysia's manufacturing sector. By fostering a supportive organizational environment, reducing job insecurity, and building trust, organizations can enhance employee

engagement and improve overall organizational performance. Future research could explore the impact of these factors in other industries and across different cultural contexts.

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