



Organizational Citizenship Behavior During the Covid-19 Pandemic: Examining the Role of Resilience, Safety Management Practices, Perceived Risk, and Job Insecurity

Firdausa Putri Astrida^(✉) and Ayu Aprilianti Lizar^{ID}

Faculty of Economics and Business, University of Indonesia, Jakarta, Indonesia
firdausa.putri01@ui.ac.id

Abstract. This research attempted to understand the effect of workplace safety management practices (WSP), resilience, perceived risk, and job insecurity on Indonesian hotels' organizational citizenship behavior (OCB). The quantitative method used in this research with online surveys as data collection methods. The total data gathered in this study was 295. Structural Equation Modelling (SEM) was used to analyze the data. The result showed that only resilience and perceived risk impacted OCB. Those conditions could occur because they could lessen employees' feel toward negativity due to the pandemic. At the same time, the absence of influence of WSP on OCB might happen because of other aspects, such as the need for power and high achievement. In addition, job insecurity did not affect the OCB because of the pandemic situation when data collection improved, which might influence employee perception about the security of their job. WSP impacted both perceived risk and job insecurity. Those conditions might happen because WSP was a form of management support by the employee. Therefore, that condition decreases negative perceptions, such as job insecurity and perceived risk.

Keywords: First OCB · Job Insecurity · Perceived Risk · Resilience · WSP

1 Introduction

The risk of getting infected by COVID-19 can lead to a change in employee attitudes and/or behavior in the workplace, namely organizational citizenship behavior (OCB) [1]. Podsakoff et al. [2] stated that OCB could be a driver of performance improvement and empower an impressive organization's core business performance [3]. Management also likely hopes that their employees can help the organization keep abreast with changes in work conditions by exceeding expectations [4].

COVID-19 in Indonesia led to a potential loss of income for the tourism industry, approximately 70 trillion rupiah since 2000 hotels and 8000 restaurants closed due to the low tourism activity [5]. There was also a decrease in the number of domestic and international tourist visits [6, 7]. Those led to decreased room occupancy rates in both

star and non-star hotels, with 38.35% and 41.83%, respectively [8]. To reduce the spread of COVID-19, some policies need to implement in the organization. Therefore, those two circumstances would affect hotel operational and business activities. Eventually, management likely hopes their employees can help the organization keep abreast with changes in work conditions by exceeding expectations [4]. This behavior is named OCB.

One research that examines OCB in the COVID-19 context was research by [1]. Their research examined the effect of workplace safety management practices, job insecurity, and perceived risk on OCB. A few research stated that WSPs were company efforts to enhance the health and safety of employees in the organization by implementing appropriate strategies, policies, procedures, actions, and activities [1]. It was said that support from the company, which is shown by implementing WSPs in the organizations, can create a sense of reciprocity in employees who are more willing to make extra efforts to support and help co-workers [9]. Because of the pandemic, the research about WSP must be the main issue, including hospitality. Their business process forces them to deal directly with customers. Furthermore, perceived risk is defined as an individual's subjective assessment of the possibility of an accident or a particular hazard and how worried the individual is about the consequences of the accident or hazard [10]. Some research [1, 3, 11] said that when employees are aware that they have a high risk of being infected by the virus, they tend to have higher OCB. Nevertheless, the research about those two in the context of hospitality was limited. As for job insecurity, past research defined it as the employee's feelings of helplessness to maintain the continuity they desire in their job when their job situation is threatened [1, 12]. The high possibility for employees to participate in OCB to benefit their organization will emerge by the employee who feels assured about their work [13]. Nevertheless, [1] research results showed that job insecurity did not affect OCB in pandemic situations.

As mentioned in [1] research suggestions, this research attempted to focus on one hospitality industry. Furthermore, the current study attempted to add another factor that focuses on individual traits: resilience. Resilience points out the individuals' capacity to show appropriate skill levels following exposure to adversity and significant difficulty [14]. As it is known, the COVID-19 pandemic brought a huge and considerable effect on humanities and business. There was also a statement that the COVID-19 pandemic exceeded huge impact made by all prior health crisis that have impacted tourism [15]. Regarding the correlation between OCB and resilience, it was said that resilience was one of the strong individual resources that attract or lead to other professional resources, namely OCB [16]. In summary, this research examined the relationship between OCB, WSP, perceived risk, job insecurity, and resilience in the hotel sector during the COVID-19 pandemic.

2 Methods

This study used a quantitative research method and a survey for data collection. The samples were chosen based on purposive sampling, which used several criteria to determine the research sample. The sample selected in this study was employees who work in the hotel industry in Indonesia. This study focuses on one industry, considering the recommendation of the previous research. The minimum years of service for the employee

allowed to participate in the survey were one year, and now still active as an employee. The minimum number of samples for this study was 240.

The questionnaire was administered using Google Forms and distributed via social media, also going directly to the hotel. The 48-item questionnaire was adapted from previous research. The scale for OCB, WSP, job insecurity, and perceived risk was adapted from Vu, Vo-Thanh, Nguyen, Nguyen, & Chi [1], while the scale for resilience was adapted from Smith et al. [17]. The translation process was conducted because the adapted questionnaire was in English, while this study conducted the questionnaire in Bahasa Indonesia. The final item used in the questionnaire can be seen in the appendix. All the questionnaire items used a five-point Likert scale. For WSP, job insecurity, resilience, and perceived risk 1 = “strongly disagree” and 7 = “strongly agree”; while for OCB 1 = “never” and 7 = “always”. This study uses Structural Equation Modelling (SEM) to analyze the data to prove the hypothesis using Lisrel.

3 Result and Discussion

3.1 Sample Characteristics

The total data collected in this study was 295 respondents. Most respondents were male (53%), while the female was only 47%. Meanwhile, the respondent's ages ranged from 16 to 64 years old, with the highest percentage being 20–29 years old (36%). Based on this research context, 14 respondents (4%) worked in a 1-star hotel, 26 respondents (8%) worked in a 2-star hotel, 135 respondents (45%) worked in a 3-stars hotel, 77 respondents (26%) worked in a 4-stars hotel, and 32 respondents (10%) worked in 5-stars hotel. Also, there were 11 respondents (3%) who work at a hotel categorized as “others”, meaning respondents were working in non-star hotels such as the smart hotel. Regarding the domicile of the respondent –grouped by province – there were Bali, Banten, Jakarta, West Java, Central Java-Yogyakarta, East Java, Kalimantan, Sumatra, and Nusa Tenggara with a percentage of 12%, 7%, 8%, 11%, 14%, 7%, 16%, 14%, and 6% respectively. Furthermore, this research categorized respondent job titles into eleven departments. The three highest departments are front office (27%), F&B (19%), and housekeeping (15%).

3.2 Assessment of the Measurement Model

All data collected were analyzed using LISREL 8.80 to perform reliability and validity tests. Reliability test to see the consistency of the scale used in the study, while the validity test to determine the accuracy of the scale used in the study. The result of the reliability showed that only the scale for reliability that considered not reliable, while the other variables scale was reliable because the acceptable value for Cronbach's Alpha was between 0.6–0.7 [18].

For the validity test, it was said that the minimum value for factor loading was between 0.3 and 0.4, but it said that a greater value was necessary for practical needs [19]. Based on that, it was found that nine items needed to be removed because the outer loadings were less than 0.3, and none of them was a WSP item. The item was PR02,

JI01, JI02, JI07, and OCB03. OCB11, RSL01, RSL03, RSL05. However, considering the resilience scale entity, all the item in the resilience scale was included in the model analysis.

3.3 Hypothesis Testing

This paper investigated the relationship between OCB, WSP, job insecurity, perceived risk, and resilience in Indonesian hotels. Hypothesis testing was conducted using LIS-REL 8.80. The direction and strength of the relationship between variables can be seen based on the value of the standardized solution. The result of hypothesis testing can be seen in Table 1.

Workplace Safety Management Practices and Organizational Citizenship Behavior

The first hypothesis in this research was a positive relationship between WSP and OCB. The analysis showed that this hypothesis was rejected since the result for T-Values was $-1,18 < -1,96$. This result contradicted [1] research result. Their research found that WSP can influence employee OCB. [20] also found that safety climate, an outcome of WSPs, was a significant predictor of OCB.

WSP, considered by the employee as employer or company support, can make employees feel to reciprocate the treatment by doing OCB. This relation was based on perceived organizational support (POS). This theory states that employees who feel their organizations support them feel obligated to repay it by showing more positive behavior toward their organizations [21]. Therefore, it can be said that the absence of influence of WSP on OCB might happen because of other aspects. The research mentioned that employees who are under pressure and seek organizational support to cope might negatively impact OCB [22]. Other reasons that might influence were employee need for power and high achievement [23].

Workplace Safety Management Practices, Perceived Risk, and Organizational Citizenship Behavior

H2 stated that there was a positive relationship between WSP and perceived risk. The T-Values obtained in the study were 3,82. Therefore, H2 was accepted as the T-Values >

Table 1. Hypothesis Testing Result.

Hypothesis	Structural Path	Standardized Solution	T Values
H1	WSP → OCB	-0,22	-1,18
H2	WSP → Perceived Risk	-0,31	3,82
H3	Perceived Risk → OCB	0,16	2,01
H4	WSP → Job Insecurity	-0,31	-2,14
H5	Job Insecurity → OCB	0,11	0,70
H6	Resilience → Job Insecurity	-0,48	-2,98
H7	Resilience → OCB	0,71	2,38

1,96. Also, it showed a low negative impact on WSP toward perceived risk, as the standardized solution obtained was $-0,31$. Therefore, this research result is in line with [1] and [24]. Considering the protection-motivation theory, the relationship between WSP and perceived risk could occur because it said that individuals who avoid health and social or interpersonal risks are more likely to engage in desired health behaviors [25].

Perceived risk positively impacting OCB was postulated for H3. Based on the result analysis, the T-Values was 2,81 (T-Values $> 1,96$). Therefore, H3 was accepted. The result also showed that perceived risk had a low positive impact on OCB, as the standardized solution obtained was 0,16. This research result was consistent with the research result by [1], which showed a positive impact on perceived risk toward OCB. One of the critical cognitions or perceptions of the protection-motivation theory by Rogers [26] was the severity of risk [25]. Employees in the hospitality industry face several risks, including layoffs, when employees attempt to engage in protective behavior, which is OCB. It was stated that OCB is regarded as employees' protective behaviors during the pandemic because these can help them retain their jobs [1]. By doing OCB, the employee felt that they give more effort to help maintain or even improve the performance of the hotel they work for.

Workplace Safety Management Practices and Job Insecurity and Organizational Citizenship Behavior

The analysis found that the T-Values $> -1,96$ ($-2,14$), and by this, the H4 was accepted. Moreover, the standardized solution showed $-0,31$ indicating a low negative impact of WSP on job insecurity. This research result was in line with the previous study by [1] that stated that during a pandemic, safety management in organizations could help reduce perceived job insecurity by the employee. A research stated that 88% of previous research found an effect of job insecurity on occupational health and safety [27]. Moreover, [28] found that in terms of COVID-19, job insecurity was impacted by health and safety training implemented in the workplace.

For the H5, it stated that job insecurity negatively impacts OCB. This hypothesis was rejected based on the analysis result because the obtained T-Values were $0,70 < 1,96$. The result for this hypothesis was in line with the study result from 1 even though the result contradicted with [13] research result. This condition could occur as COVID-19 cases tend to decline, and all businesses, including hospitality, can resume business operations while still following government policies.

Resilience and Job Insecurity

Hypothesis 6 stated a negative impact on resilience toward job insecurity. This hypothesis was accepted since the T-Values $-2,98 > -1,96$. Also, the result shows that there was a negative impact on resilience toward employee job insecurity. This result showed that if an employee had the ability of resilience, they would feel less insecure about their job. In addition, some research stated that individuals tend to recover more quickly from disadvantageous events and can adapt to new environments or work pressure if they have

resilience [29]. The result of this study was consistent with the previous study by [12] and [30], which found that the negative impact of job insecurity can be weakened by resilience.

Resilience and Organizational Citizenship Behavior

The last hypothesis in this study (H7) stated that resilience positively impacts employee OCB. The result analysis showed T-Values of $2,38 > 1,96$. Moreover, it showed that resilience had a substantial positive effect on OCB. Based on this, H10 was accepted, indicating that when employees had resilience, they would display OCB in the workplace. This result was consistent with others research: [16, 31] and [32]. All those studies stated that employee resilience would positively impact OCB. In addition, an employee who can complete their task properly and avert negative behavior while displaying OCB in their workplace is an employee who is high in resilient [32].

4 Conclusion

This paper examined the relationship between OCB, workplace safety management practices, perceived risk, job insecurity, and resilience in the Indonesian hotel sector during the COVID-19 pandemic. Based on the result, it was found that OCB is impacted by perceived risk and resilience. Moreover, WSP was found to have a negative impact on employees' perceived risk. It also showed that WSP and resilience have a negative impact on job insecurity. The absence of a job insecurity effect on OCB might happen because the COVID-19 pandemic in Indonesia at the time of data collection tended to be low, and the tourism industry had started to operate normally again. Although this study showed that WSPs did not impact OCB, it was found that WSPs had a negative effect on job insecurity. The fear of losing a job can harm the employee's performance in their daily work and eventually impact company performance. Therefore, management should note that implementing safety practices in the company can decrease employee job insecurity.

References

1. Vu, T. Van, Vo-Thanh, T., Nguyen, N. P., Nguyen, D. Van & Chi, H. The COVID-19 pandemic: Workplace safety management practices, job insecurity, and employees' organizational citizenship behavior. *Saf. Sci.* **145**, 105527 (2022).
2. Podsakoff, N. P., Podsakoff, P. M., Mackenzie, S. B., Maynes, T. D. & Spoelma, T. M. Consequences of unit-level organizational citizenship behaviors: A review and recommendations for future research. *J. Organ. Behav.* (2014). doi:<https://doi.org/10.1002/job.1911>
3. Yu, J., Park, J. & Hyun, S. S. Impacts of the COVID-19 pandemic on employees' work stress, well-being, mental health, organizational citizenship behavior, and employee-customer identification. *J. Hosp. Mark. Manag.* **30**, 529–548 (2021).
4. Kong, D. T. & Belkin, L. Y. You Don't Care for me, So What's the Point for me to Care for Your Business? Negative Implications of Felt Neglect by the Employer for Employee Work Meaning and Citizenship Behaviors Amid the COVID-19 Pandemic. *J. Bus. Ethics* (2021). doi: <https://doi.org/10.1007/s10551-021-04950-w>
5. Herman. Terdampak Covid-19, 2.000 Hotel dan 8.000 Restoran Tutup. (2020).
6. Badan Pusat Statistik. Jumlah Perjalanan Wisatawan Nusantara (Orang), 2018–2020.

7. Badan Pusat Statistik. Jumlah Kunjungan Wisatawan Mancanegara per bulan ke Indonesia Menurut Pintu Masuk, 2017 - sekarang (Kunjungan), 2022.
8. Badan Pusat Statistik. Tingkat Penghunian Kamar Hotel (Persen), 2019–2021.
9. Testa, F., Corsini, F., Gusmerotti, N. M. & Iraldo, F. Predictors of organizational citizenship behavior in relation to environmental and health & safety issues. *Int. J. Hum. Resour. Manag.* **31**, 1705–1738 (2018).
10. Sjöberg, L., Moen, E. & Rundmo, T. *of the psychometric Explaining risk. An evaluation of the psychometric paradigm in risk perception research* **2**, (2004).
11. Vaziri, H., Casper, W. J., Wayne, J. H. & Matthews, R. A. Supplemental Material for Changes to the Work–Family Interface During the COVID-19 Pandemic: Examining Predictors and Implications Using Latent Transition Analysis. *J. Appl. Psychol.* **105**, 1073–1087 (2020).
12. Shoss, M. K. Job Insecurity: An Integrative Review and Agenda for Future Research. *J. Manage.* **43**, 1911–1939 (2017).
13. Lam, C. F., Liang, J., Ashford, S. J. & Lee, C. Job insecurity and organizational citizenship behavior: Exploring curvilinear and moderated relationships. *J. Appl. Psychol.* **100**, 499–510 (2015).
14. De Pascale, F., Bernardo, M., Muto, F., Di Matteo, D. & Dattilo, V. Resilience and seismic risk perception at school: a geoethical experiment in Aiello Calabro, southern Italy. *Nat. Hazards* **86**, 569–586 (2017).
15. Matiza, T. & Slabbert, E. Tourism is too dangerous! perceived risk and the subjective safety of tourism activity in the era of covid-19. *Geoj. Tour. Geosites* **36**, 580–588 (2021).
16. Mendiratta, A. & Srivastava, S. Workplace bullying and organizational citizenship behavior: the parallel mediating effects of job satisfaction and resilience. *Int. J. Emerg. Mark.* **ahead-of-p**, (2021).
17. Smith, B. W. *et al.* The brief resilience scale: Assessing the ability to bounce back. *Int. J. Behav. Med.* (2008). doi: <https://doi.org/10.1080/10705500802222972>
18. Ursachi, G., Horodnic, I. A. & Zait, A. How Reliable are Measurement Scales? External Factors with Indirect Influence on Reliability Estimators. *Procedia Econ. Financ.* **20**, 679–686 (2015).
19. Hair, J. F., Anderson, R. E., Tatham, R. L. & Black, W. C. *Multivariate Data Analysis, Multivariate Data Analysis, Multivariate Data Analysis, Multivariate Data Analysis B2 - Multivariate Data Analysis, Multivariate Data Analysis* **87**, (2019).
20. Lee, T.-Z., Wu, C.-H. & Hong, W.-H. An empirical investigation of the influence of safety climate on safety citizenship behavior in coal mine. *Procedia Eng.* **26**, 2173–2180 (2011).
21. Caesens, G., Marique, G., Hanin, D. & Stinglhamber, F. The relationship between perceived organizational support and proactive behaviour directed towards the organization. *Eur. J. Work Organ. Psychol.* **25**, 398–411 (2016).
22. Jain, A. K., Giga, S. I. & Cooper, C. L. Perceived organizational support as a moderator in the relationship between organisational stressors and organizational citizenship behaviors. *Int. J. Organ. Anal.* **21**, 313–334 (2013).
23. Duffy, J. A. & Lilly, J. Do Individual Needs Moderate the Relationships between Organizational Citizenship Behavior, Organizational Trust and Perceived Organizational Support? *J. Behav. Appl. Manag.* **14**, 185–197 (2013).
24. Vo-Thanh, T. *et al.* How does hotel employees' satisfaction with the organization's COVID-19 responses affect job insecurity and job performance? *J. Sustain. Tour.* **29**, 907–925 (2020).
25. Pechmann, C., Zhao, G., Goldberg, M. E. & Reibling, E. T. What to convey in antismoking advertisements for adolescents: The use of protection motivation theory to identify effective message themes. *J. Mark.* **67**, 1–18 (2003).
26. Maddux, J. E. & Rogers, R. W. Protection motivation and self-efficacy: A revised theory of fear appeals and attitude change. *J. Exp. Soc. Psychol.* (1983). doi: [https://doi.org/10.1016/0022-1031\(83\)90023-9](https://doi.org/10.1016/0022-1031(83)90023-9)

27. Bohle, P., Quinlan, M. & Mayhew, C. The Health and Safety Effects of Job Insecurity: An Evaluation of the Evidence. 32–60 (2001).
28. Chi, H., Vu, T. Van, Vo-Thanh, T., Nguyen, N. P. & Van Nguyen, D. Workplace health and safety training, employees' risk perceptions, behavioral safety compliance, and perceived job insecurity during COVID-19: Data of Vietnam. *Data Br.* **33**, 106346 (2020).
29. Tentama, F. & Rosandy, D. A. The role of self efficacy and resilience on the job insecurity of contract employees. *Int. J. Sci. Technol. Res.* **8**, 1887–1893 (2019).
30. Ngo, H.-Y., Loi, R. & Foley, S. Perceived Job Insecurity, Psychological Capital And Job Attitudes: An Investigation In Hong Kong. *Int. J. Employ. Stud.* **21**, 58–79 (2013).
31. Gabriel, J. M. O. Organisational Citizenship Behaviour (OCB) and Corporate Resilience in the Domestic Aviation Sector in Nigeria BY GABRIEL , Justin Mgbichi Odinioha B . Sc (Business Administration - Management), MBA (Management) Requirement For The Award Of Doctor O. (2015). doi: <https://doi.org/10.13140/RG.2.1.4892.5522>
32. Paul, H., Bamel, U., Ashta, A. & Stokes, P. Examining an integrative model of resilience, subjective well-being and commitment as predictors of organizational citizenship behaviours. *Int. J. Organ. Anal.* **27**, 1274–1297 (2019).

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

