THE INFLUENCE OF CO-WORKER SUPPORT, JOB INSECURITY, AND ORGANIZATIONAL COMMITMENT ON SOCIAL LOAFING: THE ROLE OF TURNOVER INTENTION

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ABSTRACT

This study investigated the relationship between co-worker support, cognitive and affective job insecurity, as well as the employee's organizational commitment to social loafing behavior with the employee's turnover intention as a mediating variable. A survey method was implemented in this quantitative research where data was collected by distributing an online questionnaire. The purposive and snowball sampling techniques were used to select this study's respondents. A total of 285 questionnaires were successfully distributed in 8 fast-food restaurants in Bandung, Indonesia. The proposed hypotheses were then tested by using the structural equation model with the help of the Lisrel 8.8 software. The analysis of this study's results showed that the support of co-workers has a negative effect on the employee's turnover intention. Whereas cognitive and affective job insecurity has positive impacts on turnover intention. The organizational commitment variable also has a negative impact on the employee's turnover intention. On the other hand, the employee's turnover intention has a positive effect on their social loafing behavior. Meanwhile, the factors with indirect influences are the mediating effect of turnover intention on the relationship between co-worker support and social loafing, affective job insecurity and social loafing, as well as cognitive job insecurity and social loafing.

Keywords: *co-worker support, job insecurity, organizational commitment, turnover intention, social loafing*

1. INTRODUCTION

Having loyal long-term employees is the desire of companies. Meanwhile, employees would also want to work at a company for a long time if the company's conditions meet their expectations and long-term career goals. Therefore, for companies to retain their employees, their internal work environment must also reflect the work atmosphere desired by employees. Both of these statements follow the social exchange theory put forward by Homans (2013), namely, when one party is involved in a behavior, that party would expect a reward for what they have done. The problem that often arises from the employer-employee relationship is feelings of discomfort that result in the company's desire to lay off its employees or the employee's intention to move from their current workplace. In such cases, more effort is needed from one of the parties to minimize the problem from occurring.

The first factor examined in this study is co-worker support, which is a type of assistance given to a co-worker. It could be in the form of exhibiting care, friendliness, warmth, empathy, cooperation, respect and mutually supporting each other concerning work matters (Beehr & McGrath, 1992). According to Ducharme et al. (2008), co-worker support reduces turnover intention either directly or indirectly. The next factor is job insecurity, which is when workers experience worry that they will lose their job in the future (Greenhalgh & Rosenblatt, 2010). The Social Exchange Theory (SET) developed by Blau (1964) can be used to understand the effect of job insecurity on employees (Bultena, 1998).

Meanwhile, organizational commitment is a situation where employees would remain loyal to the organization's set goals and have the desire to maintain their membership in the organization (Kreitner & Kinicki, 2014). The findings of Khan et al. (2014) stated that organizational commitment has a negative relationship with turnover intention. Turnover intention is defined as an interest in leaving the organization or resigning. Turnover intention is a negative reflection of individual loyalty (Glissmeyer et al., 2007). In this regard, turnover intention can be expected to form social loafing behavior due to influences from co-worker support, organizational commitment, as well as cognitive and affective job insecurity (Akgunduz & Eryilmaz, 2018).

2. RESEARCH METODOLOGY

Data were collected from employees at fast food restaurants in Bandung, Indonesia. A total of 8 fast food restaurants were included in this study, namely KFC, Dunkin Donuts, Hoka-Hoka Bento, McDonald's, J.CO Donuts, Burger King, Pizza Hut, and A&W. Kline and Rex (2011) stated that the number of samples used in the study can be determined by multiplying the number of items in the survey a minimum of 10 times or a maximum of 20 times. Thus, in this study, the survey consisted of 28 items which resulted in a minimum sample size of 280 respondents and a maximum of 560 respondents. Data was obtained by distributing online questionnaires to the employees.

3. LITERATURE REVIEW

3.1 Co-worker support

Co-worker support is composed of co-worker behaviors such as how helpful, reliable, and receptive they are to their colleagues' work problems (Menguc & Boichuk, 2012). Meanwhile, according to Fisher (1985), peer support is described as an interpersonal relationship that provides care, emotional assurance, information, or instrumental assistance in dealing with stressful situations on a reciprocal basis between each individual. The importance of creating an atmosphere of mutual support between co-workers in the work environment is vital as co-workers are people that workers would most often meet and need for their work activities. There are four aspects of peer support, namely emotional, instrumental, informative, and assessment aspects (Smet, 2012). Meanwhile, peer support can be measured by the following four indicators: displaying the skills that have been learned, encouraging the use of new skills, applying the new skills, and appreciation for the new skills (Cheng et al., 2003).

3.2 Job insecurity

According to Rosenblatt and Ruvio (1996), job insecurity can be defined as the emergence of feelings of tension, anxiety, worry, stress, and uncertainty felt by workers concerning the nature of their continued employment. Meanwhile, Kang et al. (2012) stated that job insecurity is a feeling of anxiety felt by employees at work when they are faced with unpleasant conditions. Pienaar et al. (2013) also suggested three different approaches to defining job insecurity, namely qualitative and quantitative job insecurity, subjective and objective job insecurity, and cognitive and affective job insecurity. Overall, job insecurity is typically the first stage experienced by employees when they are about to lose their jobs.

3.3 Organizational commitment

Organizational commitment is a reflection of the worker's loyalty to the organization. It is related to the individual's expression of their concern for the organization and its continued success and progress (Luthans, 2012). Moreover, Daft (2008) stated that organizational commitment is an attitude that can affect performance which could then be viewed as high loyalty and involvement in the organization. Employees who have a high level of organizational commitment will have a higher involvement level and work effort for the organization. It is hoped that

with such behavior, the employees would feel that they are the most important part of an organization.

The emergence of organizational commitment begins with personal needs, then moves into shared needs, and ends with a sense of belonging with the other members of the organization. According to Porter et al. (1974), the factors that affect the formation of organizational commitment will be different for new employees compared to long-term employees who consider the company or organization to have become a part of their lives.

3.4   Turnover intention

According to Yücel (2012), an employee's turnover intention is a mediating factor that influences the individual's intention and decision to leave the company. Bluedorn (1982) also stated that turnover intention is defined as the tendency of employees to leave the organization or resign voluntarily from their job. The factors that cause employee turnover are indirectly related to labor market conditions, expectations of job opportunities, and the length of time an individual has worked within their current workplace. Furthermore, Russ and McNeilly (1995) found that before employees have the desire to change jobs, they would have evaluated whether their new job will be better than their previous job. Other studies have also shown that low turnover intention can reduce employee turnover and the costs incurred as a result (Dubas & Nijhawan 2007).

3.5   Social loafing

Social loafing is the reduction of an individual's effort and motivation when they work collectively compared to working individually (Karau & Williams, 1993). Moreover, according to Myers (2012), social loafing indicates an individual's desire to expend less effort in group situations with a common goal compared to when the individual expends their efforts to pursue individual goals. There are five aspects of social loafing, namely decreased motivation, the emergence of passivity, widening of responsibilities, decreased awareness of the presence of other individuals, and free riders.

4.   RESEARCH HYPOTESIS

The theory of reciprocal norms developed by Gouldner (1960) and the results of studies conducted by Karatepe & Olugbade (2017), Ducharme et al. (2008), and Akgunduz & Eryilmaz (2018) support this study's first hypothesis, namely the support of co-workers reduces employee turnover intention. The second hypothesis is that cognitive and affective job insecurity increases employee turnover intention. This is formed from the social exchange theory developed by Blau (1964) and research conducted by Akgunduz & Eryilmaz (2018). Furthermore, research conducted by Luo, Qu, and Marnburg (2013) acted as the basis for the third and fourth hypotheses, namely organizational commitment reduces employee turnover intention and employee turnover intention increases social loafing behavior. Whereas the fifth hypothesis proposed that employee turnover intention mediates the effect of co-worker support, cognitive and affective job insecurity, and commitment to social loafing behavior, as supported by research conducted by Ibrahim (2014), Luo, Qu, and Marnburg (2013) and Akgunduz and Eryilmaz (2018).
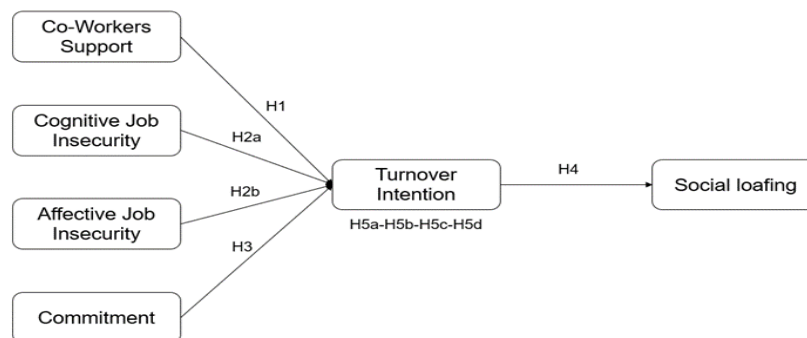
Figure 1. Research Design
Source: Akgunduz & Eryilmaz and Luo, Qu, & Marnburg

5. RESULTS AND DISCUSSION

The first stage of this study consists of analyzing the questionnaire data of 285 participants. Next, the identification of demographic data was performed to describe the respondents' characteristics. Furthermore, to analyze the created research model, Structural Equation Modeling (SEM) was used with the Confirmatory Factor Analysis (CFA) on the dimensions of this study. The results of the model determination test recapitulation indicate that the value of each Goodness of Fit criterion is such that the Chi-Square value is 382.936 < 361.080, the probability value (p-value) is 0.196 (p>0.05), which falls within the good category (good fit) and The Minimum Sample Discrepancy Function Divided with Degree of Freedom (CMIN/DF) value of 1.065 is less than 2, which also falls within the good category (good fit). Next, the Goodness of fit Index (GFI) value obtained was 0.917, which is more than 0.90 and indicates that it is in the good category (good fit). Whereas the Root Mean Square Error of Approximation (RMSEA) value obtained was 0.015 which is less than 0.08 and indicates that it is in the good category (good fit). Overall, the value of the absolute fit measure in this study can be categorized as good (good fit).

Furthermore, the Adjusted Goodness of Fit Index (AGFI) value of 0.900 is the same as the cut-off of 0.90, which indicates that the results are within the good category (good fit). The Comparative Fit Index (CFI) value of 0.996 is above 0.90, the Tucker Lewis Index (TLI) or the Non-normed Fit Index (NNFI) value is 0.996 which is higher than 0.90 and, the NFI value of 0.954 is above 0.90, and the Incremental Fit Index (IFI) value obtained was 0.996. These values indicate that the results can be included in the good category. Overall, the value of the incremental fit measures in this study indicates a good fit.

The next test was the partial fit measures test which was represented by the Parsimony-Adjusted Measures Index (PNFI) and the Parsimony Goodness-of-Fit Index (PGFI). The PNFI value obtained was 0.856, as it is higher than 0.60, this indicates that the results can be included in the good category. Moreover, the PGFI value was 0.765, which is closer to 1 than 0. Therefore, this result also shows a good fit. This value means that all fit measures criteria have been met (good fit). Thus, the three test groups indicate that the model can be used as it also empirically fits with the theoretical model.

Additionally, the hypotheses were tested with SEM by using Lisrel 8.8. Table 1 exhibits the measurements of the structural equation model. The criteria for significant testing in SEM are based on a critical point value of 1.96 for an error of 5%. A t-value that is greater than or equal to the critical point (t-value ≥ 1.96) indicates that the parameter value is statistically significant. Meanwhile, column R2 contains the values of the coefficient of determination.

Table 1. A Results of Direct Effect Estimation and Indirect Effects

Effect	Standardized Loading Factor	t-count	Conclusion	R^2
Direct Effect				
CWS → TI	-0,188	-2,986	Significant	
CJI → TI	0,174	2,925	Significant	
AJI → TI	0,274	4,290	Significant	0,561
C → TI	-0,413	-5,537	Significant	
TI → SL	0,467	6,159	Significant	0,218
Indirect Effect				
CWS → TI → SL	-0,088	2,687	Significant	
CJI → TI → SL	0,083	2,642	Significant	
AJI → TI → SL	0,128	3,520	Significant	
C → TI → SL	-0,193	4,118	Significant	

Note:

CWS	= Co-worker support	C	= Commitment
CJI	= Cognitive Job Insecurity	TI	= Turnover intention
AJI	= Affective Job Insecurity	SL	= Social loafing

Source: Lisrel 8,8

6. CONCLUSION

6.1 Discussion

This research was conducted on fast food restaurant employees in Bandung city to investigate the role of the switching intentions mediator and the influence of co-worker support, cognitive and affective job insecurity, as well as organizational commitment on social loafing behavior. The results indicate that co-worker support can reduce employee turnover intention, which supports this study's first hypothesis. Furthermore, the results indicate that cognitive and affective job insecurity can increase turnover intention, which supports this study's second hypothesis.

The third and fourth hypotheses were also supported by the results as they indicated that employee commitment can reduce employee turnover intention and employee turnover intention can increase social loafing behavior, respectively. Whereas the fifth hypothesis is supported by results that indicate that co-worker support, cognitive and affective job insecurity, and commitment have a significant effect on mediated social loafing behavior by turnover intentions.

The turnover intention variable was also found to be a partial mediating variable between the influence of co-worker support, cognitive and affective job insecurity, and commitment to social loafing behavior as the influence of the three aforementioned factors remains significant after including the turnover intention variable.

6.2 Limitation and future researches

This research has several limitations. Firstly, this study falls under the cross-sectional category because the data collection and presentation of events were only conducted once. Furthermore, this study was only conducted for employees of fast-food restaurants in the city of Bandung, therefore the research results cannot be generalized.

Future research could implement the longitudinal study method to better capture the phenomenon of more than one incident. In addition, the variables of organizational citizenship and absenteeism on their influence on social loafing behavior could be further investigated.

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