

Job Insecurity and Organizational Citizenship Behavior Among Migrant Employees: Organizational Identification as Mediator and Intention to Stay as Moderator*

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Abstract: This research examines the effect of job insecurity on organizational citizenship behavior among migrant employees, drawing on social exchange theory and the psychological contract framework. It also investigates the mediating role of organizational identification, grounded in social identity theory. In addition, the study explores the moderating role of intention to stay in the host country within the conservation of resources framework. Data were collected through an online questionnaire from 275 migrant employees. The results show that job insecurity negatively affects organizational identification and citizenship behaviors. Furthermore, organizational identification fully mediates the relationship between job insecurity and organizational citizenship behavior. The findings also reveal that intention to stay in the host country does not significantly moderate the negative indirect effect of job insecurity on organizational citizenship behavior. This study contributes to organizational behavior and migration research by extending knowledge on the job stressor–outcome relationship and identifying conditional boundaries of this relationship, with a particular focus on migrant employees.

Keywords: Job Insecurity, Intention to Stay in the Host Country, Organizational Identification, Organizational Citizenship Behavior, Migrant Employees

Jel Codes: J610, J630, D230

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Göçmen Çalışanlar Arasında İş Güvencesizliği ve Örgütsel Vatandaşlık Davranışı: Aracı Olarak Örgütsel Özdeşleşme ve Moderatör Olarak Kalma Niyeti

Öz: Bu çalışma, sosyal değişim ve psikolojik sözleşme teorilerini dikkate alarak göçmen çalışanlar arasında iş güvencesizliğinin örgütsel vatandaşlık davranışı üzerindeki etkilerini araştırmayı amaçlamaktadır. Bu ilişkide örgütsel özdeşleşmenin aracılık rolü sosyal kimlik teorisi temelinde incelenmektedir. Ayrıca bu ilişki üzerinde ev sahibi ülkede kalma niyetinin düzenleyici etkisi kaynakların korunması teorisi çerçevesinde araştırılmaktadır. Veriler 275 göçmen çalışandan anket aracılığıyla toplanmıştır. Çalışmada göçmen çalışanların algıladığı iş güvencesizliğinin örgütsel vatandaşlık davranışları üzerinde olumsuz etkisine ve bu ilişkide örgütsel özdeşleşmenin tam aracı rolüne dair anlamlı sonuçlara ulaşılmıştır. Ayrıca, ev sahibi ülkede kalma niyeti, iş güvencesizliğinin örgütsel vatandaşlık davranışı üzerindeki dolaylı olumsuz etkisini önemli ölçüde hafifletmediğini ortaya koymaktadır. Bu çalışma, olumsuz iş stresörü-sonuç ilişkisine dair mevcut literatürü genişleterek örgütsel davranış ve göç literatürüne katkıda bulunmaktadır.

Anahtar kelimeler: İş Güvencesizliği, Ev Sahibi Ülkede Kalma Niyeti, Örgütsel Özdeşleşme, Örgütsel Vatandaşlık Davranışı, Göçmen Çalışanlar

Jel Kodları: J610, J630, D230

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1. Introduction

Over the past 25 years, global migration has risen significantly, driven by a combination of individual, economic, and societal factors—some voluntary and others compulsory. The United Nations defines an international migrant as any individual who relocates to another country, regardless of legal status or motivation. According to the International Organization for Migration (IOM, 2022), the past decade has been marked by a profound increase in migration and displacement, often triggered by conflict and climate-related disasters, resulting in widespread human suffering. In parallel, international migration has become an increasingly important feature of global labor markets. Data from the International Labour Organization (ILO, 2024) indicate that approximately 284.5 million people were living outside their country of origin in 2022, of whom 167.7 million were participating in the labor force and 155.6 million were employed. In the same year, international migrants accounted for 4.7% of the total global labor force (ILO, 2024). As migrant employees become an integral component of host-country labor markets, understanding the quality and stability of their employment experiences has become a critical issue.

At the same time, contemporary working life has undergone substantial transformations since the 1990s, driven by technological advancements, industrial restructuring, declining employment, and growing global competition (Hartley et al., 1991; Howard, 1995). These transformations have contributed to heightened job insecurity, as employees increasingly experience powerlessness in preserving continuity under uncertain work conditions (Peltokorpi & Allen, 2023). Organizational downsizing, resulting from cost-cutting and efficiency efforts (Gowing et al., 1998), further intensified employees' perceptions of job threat (Greenhalgh & Rosenblatt, 1984; Hellgren et al., 1999). Job insecurity — commonly defined as the perceived inability to maintain a job under threat (Greenhalgh & Rosenblatt, 1984) — is widely recognized as a significant work stressor associated with negative work-related outcomes (Cheng & Chan, 2008; Chhabra & Pandey, 2023; Darvishmotevali et al., 2017; Jung et al., 2021). For migrant employees, the perception of job insecurity may be particularly pronounced due to temporary contracts and limited employment protection (Koseoglu Ornek et al., 2022).

When migration is considered within the evolving work context of the past quarter century, migrant employees appear particularly vulnerable to job insecurity and its negative consequences. Migrant employees are often employed in low-quality and unstable working conditions characterized by job insecurity, low wages, and uncertainty that generates fear and anxiety about the future, as well as limited labor rights and a lack of protection, particularly within informal sectors (Rönblad et al., 2019; Standing, 2016; Waite, 2009). Empirical evidence indicates that migrant employees frequently participate in host-country labor markets under precarious employment conditions (Koseoglu Ornek et al., 2022). These vulnerabilities were further exacerbated during the COVID-19 pandemic (Matilla-Santander et al., 2021), as migrant employees— who are overrepresented in temporary and unprotected jobs—faced increased risks of insecurity, layoffs, and deteriorating working conditions (ILO, 2021). Such employment conditions have been shown to negatively affect employees' well-being and quality of life (Julià et al., 2017). Despite the growing importance of migrant employees in global labor markets, empirical research examining the relationship between migration-related job insecurity and work-related attitudes and behaviors remains scarce. This study addresses this gap by investigating how job insecurity influences organizational citizenship behavior (OCB) among migrant employees.

To understand how job insecurity influences employees' work-related attitudes and behaviors, social exchange theory (SET) provides a useful theoretical framework (Blau, 1964; Homans, 1974). Drawing on social exchange theory, organizational citizenship behavior refers to discretionary behaviors that go beyond formal job requirements (Moorman, 1991; Organ, 1990), are not formally rewarded, and collectively enhance

organizational effectiveness (Organ, 1988; Podsakoff et al., 1990). Throughout this paper, the term OCB is used consistently to represent these discretionary behaviors.

From a social exchange perspective, employees' willingness to engage in such behaviors depends on perceived reciprocity within the employment relationship (Blau, 1964; Gouldner, 1960); specifically, a beneficial action from one party creates an obligation for the other to reciprocate (Bultena, 1998). Blau (1964) further emphasized that the fulfillment of such obligations fosters trust and strengthens social bonds, whereas failure to reciprocate undermines trust and weakens commitment, potentially eroding the social exchange relationship (Gouldner, 1960; Holmes, 1981). Such erosion of the social exchange reflects a violation of the psychological contract—employees' beliefs about mutual obligations between themselves and their employer (Rousseau, 1989)—which plays a central role in shaping workplace attitudes and behaviors (Schein, 1980). A perceived breach of the employer's commitment to providing job security undermines both the social exchange relationship and the psychological contract, leading previously committed employees to disengage and reduce their OCB (Parks & Kidder, 1994; Wiesenfeld & Brockner, 1993).

In addition to social exchange processes, social identity theory (SIT; Tajfel & Turner, 1979) provides further insight into employees' responses to job insecurity. According to SIT, individuals derive part of their self-concept from membership in social groups, including organizations, which contribute to identity formation by fulfilling needs for belonging and security (Tajfel & Turner, 1979; Hogg & Terry, 2000). Job insecurity undermines organizational identification, as employees who feel insecure are more likely to perceive themselves as less valued by the organization, leading to disengagement and a weakened emotional attachment to the organization (Cheng & Chan, 2008; Kim, 2019). Reduced organizational identification, in turn, lowers employees' motivation to engage in discretionary behaviors that benefit the organization (Van Dick et al., 2008).

While job insecurity is generally expected to undermine organizational identification and OCB, employees' responses may vary depending on situational and contextual factors (Caplan, 1983; Greenhalgh & Rosenblatt, 1984; Greenhalgh & Sutton, 1991; Katz & Kahn, 1978). Drawing on conservation of resources (COR) theory (Hobfoll, 1988, 1989), individuals strive to protect and preserve valued resources, particularly under conditions of threat. For migrant employees, the intention to stay in the host country may represent a future-oriented resource that fosters resilience in the face of insecurity. Migrants with strong intentions to stay may be more motivated to preserve organizational ties and maintain identification, perceiving anticipated future gains as sufficient to offset current insecurity. Accordingly, although job insecurity is expected to be negatively related to organizational identification, this relationship may weaken when the intention to stay in the host country is high, potentially resulting in a less detrimental—or even positive indirect—effect on OCB.

Understanding employees' responses to job insecurity has long been a central concern in occupational health and management research (Matteson & Ivancevich, 1987). Earlier research highlighted the negative effects of job insecurity among host-country employees during economic crises and organizational restructuring in the 1990s (Ashford et al., 1989; Bussing, 1999). More recent studies have shifted focus to its impact during the COVID-19 pandemic (Aguiar-Quintana et al., 2021; Chhabra & Pandey, 2023; Jung et al., 2021; Nemteanu et al., 2021). However, the experiences of migrant employees have received comparatively little empirical attention. To address this gap, the present study examines the relationship between job insecurity and OCB among migrant employees, focusing on the mediating role of organizational identification (OID) and the moderating role of intention to stay in the host country (ITS).

2. Literature Review and Development of Hypotheses

Grounded in social exchange, psychological contract, social identity, and conservation of resources theories, this study proposes a moderated mediation model to

clarify the psychological and contextual mechanisms through which job insecurity shapes migrant employees' organizational citizenship behaviors.

Social exchange theory provides a framework for understanding how job insecurity influences employees' attitudes and behaviors in organizational settings (Bultena, 1998). SET posits that workplace relationships are governed by reciprocal exchanges, whereby individuals feel obliged to return favorable treatment received from their organization (Blau, 1964). Over time, repeated exchanges characterized by trust and mutual commitment strengthen these relationships (Holmes, 1981; Homans, 1961; Thibaut & Kelley, 1959). In this context, when organizations provide job resources, stability, and career opportunities, employees are more likely to develop a sense of obligation, leading them to reciprocate through positive attitudes and behaviors (Shore & Wayne, 1993). From a SET perspective, OCB can be understood as a form of reciprocation within a fair and supportive work exchange relationship (Moorman, 1991; Organ, 1988, 1990). Conversely, when employees feel neglected or mistreated by their organizations, the perceived balance of exchange is disrupted, resulting in reduced work effort, lower commitment, and the withdrawal of OCB. In this context, job insecurity represents a critical disruption of the perceived exchange relationship, as it signals uncertainty regarding the organization's willingness or ability to uphold its obligations. Such uncertainty undermines trust and weakens employees' motivation to reciprocate through discretionary behaviors, thereby reducing OCB (Parks & Kidder, 1994; Piccoli et al., 2017). Thus, from a social exchange perspective, job insecurity is expected to negatively influence organizational citizenship behavior.

Psychological contract theory (Rousseau, 1989) further complements SET by clarifying how job insecurity affects employees' interpretations of organizational obligations. The psychological contract refers to the unwritten set of expectations between employees and employers that shapes organizational behavior (Schein, 1980) and offers a useful lens for understanding how disruptions to these expectations influence employee conduct. One of its key functions is to reduce insecurity (McFarlane Shore & Tetrick, 1994). When job security is perceived as an implicit promise, experiences of job insecurity may be interpreted as a violation of this contract (De Cuyper & De Witte, 2006, 2007). Such perceived violations generate feelings of betrayal and diminished trust (Robinson & Rousseau, 1994), leading to lower organizational commitment, increased turnover intentions (Guzzo et al., 1994; Schalk et al., 1995), and reduced engagement in OCB (Piccoli et al., 2017; Robinson & Morrison, 1995). Taken together, social exchange theory and psychological contract theory explain how job insecurity disrupts both relational and expectation-based foundations of the employment relationship, thereby discouraging voluntary, extra-role behaviors. Based on this reasoning, the following hypothesis is proposed:

H1A: Job insecurity is negatively related to organizational citizenship behavior.

Beyond its direct behavioral consequences, job insecurity is also likely to affect employees' sense of organizational identification. Organizational identification refers to a perceived sense of unity with an organization, whereby individuals experience the organization's successes and failures as their own (Mael & Ashforth, 1992). Drawing on social identity theory (SIT; Tajfel & Turner, 1979), individuals classify themselves and others into distinct social categories—such as organizational membership, ethnicity, and professional affiliation (Ngo et al., 2013)—and derive part of their self-concept from their membership in social groups, including organizations. In the workplace, organizational membership provides a sense of belonging, oneness, and self-definition (Beatrice Piccoli et al., 2017). Beatrice Piccoli et al. (2017) further explain that the workplace is not only a means of fulfilling financial needs but also plays a crucial role in shaping self-concept through social identification within the organization.

Although various organizational factors have been identified as antecedents of organizational identification, the role of job insecurity has received comparatively limited attention (Chreim, 2002; Wiesenfeld et al., 2001). From a social identity perspective, job

insecurity conveys negative signals regarding employees' status and future prospects within the organization, thereby weakening their sense of belonging and perceived value (Beatrice Piccoli et al., 2017). The fear of job loss may prevent employees from perceiving themselves as valued organizational members (Piccoli et al., 2017), undermining fundamental psychological needs for belonging and recognition (Vander Elst et al., 2012). While organizational identification fulfills these needs by fostering a strong sense of membership (Beatrice Piccoli et al., 2017), job insecurity, in contrast, fails to meet them, leading employees who fear job loss to perceive themselves as peripheral or lower-status members of the organization (Van Prooijen et al., 2004). Consequently, unmet needs for belonging and recognition negatively affect individuals' perceptions of their organizational membership. Employees who experience job insecurity are more likely to feel undervalued and less integrated within the organization, resulting in reduced identification (Cheng & Chan, 2008). Accordingly, job insecurity can be viewed as a contextual factor that diminishes employees' organizational identification (Beatrice Piccoli et al., 2017). Based on this rationale, we propose:

H_{1B}: Job insecurity is negatively related to organizational identification.

Although most studies have examined OID as either a predictor or an outcome variable, recent literature suggests that it may also function as a mediating variable (Callea et al., 2016; Ngo et al., 2013). For example, studies by Olkkonen & Lipponen (2006) and Zhang & Chen (2013) provide evidence for OID's mediating function within work psychology. According to Rucker et al. (2011), a mediation effect is established if both (1) the relationship between job insecurity and OID and (2) the relationship between OID and OCB are supported by independent empirical evidence. In this study, organizational identification is proposed as the central mediating mechanism through which job insecurity influences OCB.

As discussed above, the negative relationship between job insecurity and OID is well documented, thereby supporting the first path of the proposed mediation process. The second path is likewise supported by social identity theory. SIT posits that employees' organizational identification shapes their attitudes and behaviors; when individuals identify with an organization, they integrate its interests into their self-concept, making them more likely to act in ways that serve the organization's collective interests. SIT suggests that employees who identify with their organization are more likely to pursue its objectives, collaborate effectively with colleagues, and display behaviors that promote the organization's collective interests (Ashforth & Mael, 1989). Empirical studies have consistently found a positive relationship between employees' organizational identification and OCB (Bartram et al., 2014; Kia et al., 2019; Riketta & Van Dick, 2005; Van Knippenberg & Van Schie, 2000). Van Dick (2001) further notes that identification with the organization is associated with favorable work outcomes, such as a stronger intention to remain and greater engagement in extra-role behaviors. Similarly, Baruch & Cohen (2007) argue that the more strongly employees identify with their organization, the more willing they are to commit effort, participate actively, and contribute to its effectiveness. Kia et al. (2019) argued that organizational identification is a key determinant of employees' organizational citizenship behavior.

From a social identity perspective, organizational identification represents employees' emotional attachment to and sense of belonging within the organization (Tajfel & Turner, 1979). When employees experience job insecurity, they may feel less valued by the organization, which in turn diminishes their identification with it. Reduced OID subsequently decreases employees' willingness to engage in OCB, as such citizenship behaviors are often motivated by a strong sense of identification and commitment to the organization (Riketta, 2005; Van Dick et al., 2008). Wong et al. (2005) noted that employees facing job insecurity tend to reassess their relationship with the organization, which can trigger both attitudinal and behavioral withdrawal. Similarly, Callea et al. (2016) emphasized that job insecurity often prompts employees to reevaluate their identification with the organization and adjust their work-related behaviors accordingly. Therefore,

OID serves as the psychological mechanism through which job insecurity influences employees' OCB.

Building on these identity-based explanations, organizational identification represents the central psychological mechanism through which job insecurity translates into employees' citizenship behaviors. Together, these two paths establish the proposed mediation process. Drawing on social identity theory, this study argues that higher levels of job insecurity reduce organizational identification, which in turn decreases employees' willingness to engage in OCB. In other words, this study posits that the total effect of job insecurity on organizational citizenship behavior is fully or partially mediated by organizational identification. Based on this reasoning, we hypothesize:

H_{1c}: Organizational identification mediates the relationship between job insecurity and organizational citizenship behavior.

Although employees generally respond negatively to job insecurity, these reactions vary across individuals (Cheng & Chan, 2008; Loi et al., 2011; Wang, Lu, & Siu, 2015). Such variability has been attributed to contextual and personal factors that influence how employees perceive and cope with threats to their resources (Caplan, 1983; Greenhalgh & Rosenblatt, 2010; Greenhalgh & Sutton, 1991; Wang, Lu, & Lu, 2014). The intention to stay in the host country can function as a contextual moderator, shaping how migrant employees perceive and respond to job insecurity. While no comprehensive framework explains migrants' motives to stay in the host country, return migration theories suggest that these motives often mirror the inverse of return drivers (Wentzel et al., 2021). Key predictors include job quality (Sapeha, 2016), favorable economic conditions, and educational opportunities for family members (Wentzel et al., 2021). Such intentions to stay may buffer the impact of job insecurity, as migrants committed to long-term residence may counter its negative effects by increasing efforts to integrate and maintain stability in the host country, thereby reinforcing organizational identification and OCB as coping mechanisms. To explain the proposed moderating role of intention to stay in the host country (ITS) in the relationship between job insecurity and employee outcomes, this study draws on the conservation of resources (COR) theory and the job preservation framework.

According to COR theory (Hobfoll, 1988; 1989), individuals strive to acquire, protect, and enhance valuable resources that support their well-being. For migrant employees, organizational identification can be viewed as a psychological resource that stabilizes the self-concept (Van Dick et al., 2004), enhances self-esteem (Tajfel & Turner, 1986), and reduces uncertainty (Pratt, 1998). The resource-identity model (Hobfoll et al., 1990) further emphasizes that attachment to significant social entities—such as family, work groups, or the organization—constitutes a valuable resource individuals seek to protect in order to maintain self-esteem and psychological stability, particularly under stressors such as job insecurity. According to this model, embeddedness in both the organization and the host country represents a vital resource for migrant employees seeking stability in uncertain environments, making organizational identification a resource they are unlikely to jeopardize.

Job insecurity threatens these identity-based resources by signaling the potential loss of organizational membership and self-concept (Haslam & Turner, 2001). When such threats occur, individuals' motivation to safeguard their remaining resources intensifies (Hobfoll, 1989), particularly when those resources are central to their self-concept, identity, and well-being (Halbesleben et al., 2014). For migrant employees, who have already experienced major resource disruptions through migration, the threat of losing organizational membership and identity may heighten their intention to stay in the host country and motivate efforts to protect their remaining social and professional resources. The organization can serve as both a source of economic stability and a symbolic anchor of belonging and identity. Therefore, OID represents the psychological mechanism—and simultaneously the key resource—through which job insecurity influences employees' attitudes and behaviors.

At the same time, the intention to stay in the host country may function as a contextual moderator that determines the extent to which migrant employees protect or invest in this psychological resource. The pressure of job insecurity may stimulate greater effort, as employees seek to mitigate the threat of job loss, promoting higher task performance and increased OCB (Feather & Rauter, 2004; Wong et al., 2005). Those with stronger intention to stay in the host country are likely to preserve and reinforce their organizational ties to maintain access to social and economic resources in the host country. Conversely, employees with weaker ITS may experience amplified resource loss, leading to diminished organizational identification and fewer citizenship behaviors. Thus, the interaction between job insecurity and ITS may shape how migrant employees experience and respond to resource threats, potentially moderating the negative impact of job insecurity on attitudinal and behavioral outcomes, thereby influencing both their organizational identification and OCB.

Those with a strong intention to stay in the host country may therefore invest additional resources into sustaining organizational ties (Hobfoll, 1989) to buffer the stress induced by job insecurity, perceiving the organization as a long-term source of both social identity and economic stability. This perspective is consistent with Blau's (1964) utilitarian approach, as interpreted by Heath (1976), supporting the idea that individuals evaluate relationships based on anticipated rewards and are more likely to commit to actions that maximize benefits while minimizing costs. Thus, migrant employees with long-term settlement plans in the host country may maintain strong organizational identification and OCB to preserve economic security, social identity, and access to opportunities, thereby mitigating the stress associated with job insecurity.

Resource loss can also trigger job preservation strategies (Shoss, 2017)—behaviors aimed at preventing the loss of a job or valued job characteristics. Migrants with high intention to stay in the host country are more likely to adopt such strategies, viewing organizational identification and citizenship behaviors as resource investments that support long-term stability. Vinokur & Schul (2002) note that these resource investments help prevent future resource losses, functioning as a coping mechanism. Such strategies may involve dedicating extra effort to supervisor-recognized behaviors, thereby enhancing attitudes, performance, and OCB (Shoss & Probst, 2012), as well as prioritizing organizational values and intensifying labor as protective mechanisms against job loss (Shoss, 2017). Thus, job preservation strategies associated with high ITS may buffer the negative effects of job insecurity on OID and in turn on OCB, whereas migrants with low ITS may regard such investments as less worthwhile due to their uncertain future in the host country. Based on these arguments, we hypothesize:

H₂: The negative relationship between job insecurity and organizational identification is weaker when intention to stay in the host country is high and stronger when it is low.

H₃: Intention to stay in the host country moderates the negative indirect relationship between job insecurity and organizational citizenship behavior through organizational identification, such that the negative indirect effect is weaker when intention to stay in the host country is high.

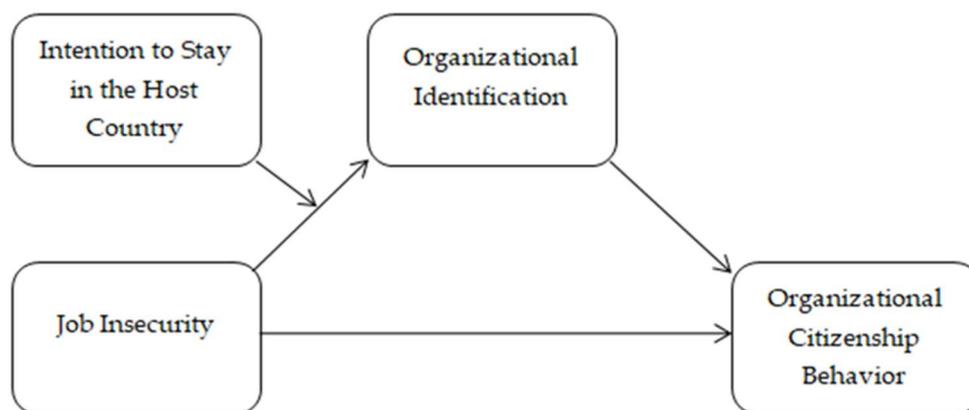


Figure 1. The study model expresses the hypotheses developed concerning existing literature.

3. Data, Model and Methodology

3.1. Sample and Data Collection Procedure

Data were collected from 275 migrant employees in non-governmental, private, and public organizations across the United Arab Emirates, Saudi Arabia, Turkey, Croatia, Sweden, and the United Kingdom. An online self-report questionnaire measuring the four study variables was administered between April and July 2024. Given the difficulty of accessing a geographically dispersed population, snowball sampling was employed (Atkinson & Flint, 2001; Faugier & Sargeant, 1997), starting with migrant employees known to the researcher who then shared the survey with others in their host countries. For large populations, such as migrant employees worldwide, the required sample size for proportions can be estimated using Cochran's equation (1963, p. 75):

$$n_0 = \frac{Z^2 \cdot p \cdot (1 - p)}{e^2} \quad (1)$$

Substituting the values:

$$n_0 = \frac{(1.645)^2 \cdot 0.5 \cdot (1 - 0.5)}{(0.05)^2} = \frac{2.706 \cdot 0.25}{0.0025} = \frac{0.6765}{0.0025} = 270.6 \quad (2)$$

Thus, approximately 271 participants are required for a large population at a 90% confidence level with a 5% margin of error. Our sample of 275 therefore meets the adequacy requirement.

Participants represented various professions, including teachers, doctors, nurses, engineers, and administrative personnel. Women comprised 53.8% of respondents, and 46.2% were men. Most were aged 25–34 (44.4%) or 35–44 (41.1%). In terms of migration history, 43.3% had lived in the host country for less than five years, and 31.3% for five to ten years. Over half (56.4%) had less than five years of employment. The majority worked full-time (91%) and held permanent positions (76.7%). Regarding education, 56% held a university degree and 35.3% a postgraduate degree.

3.2. Measures

The questionnaire employed widely recognized scales developed by Western researchers, using a 5-point Likert-type scale (1="strongly disagree" to 5="strongly agree") for all four variables. Job insecurity was measured with seven items adapted from Hellgren et al. (1999) (e.g., "I am worried about having to leave my job before I would like to"). Hellgren et al. (1999) used this scale to verify the relationship between job insecurity and employee attitude, and the reliability reached 0.79. In this study, Cronbach's alpha for this scale was 0.839. Organizational identification was assessed using Mael & Ashforth's (1992) six-item scale (e.g., "This organization's successes are my successes"). Ashforth and Mael reported a reliability coefficient of 0.87 for this scale in their research.

In this study, Cronbach's alpha for this scale was .863. Intention to stay in the host country was measured with two items from Cao et al. (2013) (e.g., "Currently, I will seriously not consider the option of returning to my home country"). In support of its construct validity, Cao et al. (2013) reported a significant correlation ($r=-0.70$, $p<0.01$) of this measure with the repatriation intention scale by Tharenou & Caulfield (2010). This scale had a coefficient alpha of 0.447 in this study. Organizational citizenship behavior was assessed using the 15-item scale by Podsakoff et al. (1990), covering five dimensions: conscientiousness, sportsmanship, civic virtue, courtesy, and altruism (e.g., "I willingly help others who have work-related problems"). This scale has been applied in a great amount of empirical research (LePine et al., 2002) and it captures the five most recognized OCB dimensions (Organ, 1988) which are highly related to one another according to the results of the analyses conducted by LePine et al. (2002). The scale's coefficient alpha was 0.880 in this study.

4. Empirical Findings

4.1. Reliability and Exploratory Factor Analysis (EFA)

Kline (1994) explained that a sample size of around 200 participants is often sufficient for factor analysis. Therefore, our sample of 275 participants is adequate for conducting an EFA.

Table 1. Exploratory Factor Analysis Results

	JI	OID	ITS	OCB	Acceptable Values	References
Number of Items	7	6	2	15	-----	-----
Factor Loading	(0.629-0.804)	(0.701-0.846)	(0.802) for both items	(0.29-0.857)	≥ 0.30	(Hair et al, 1998; Merenda, 1997)
Total Variance Explained	51.11%	59.77%	64.40%	40.68%	$\geq 40\%$	(Scherer et al, 1988)
Cronbach's Alpha	0.839	0.863	0.447	.880	≥ 0.60	(Cronbach, 1951)
KMO	0.845	0.868	0.500	.884	≥ 0.50	(Field, 2009)
Bartlett's Test of Sphericity	721,592	708,750	23,594	2010,695		

$p=0.000$

JI=Job Insecurity, OID=Organizational Identification, ITS=Intention to Stay in the Host Country, OCB=Organizational Citizenship Behavior.

For intention to stay, both items loaded strongly on a single factor (0.802) explaining 64.40% of the variance. The Cronbach's alpha was low (0.447), which is typical for two-item scales given alpha's sensitivity to item count (Eisinga et al., 2013). This approach is consistent with evidence supporting short measures for specific, narrowly defined constructs (Bergkvist & Rossiter, 2007) and with recommendations to reduce respondent burden (Drolet & Morrison, 2001). Developed by Cao et al. (2013), the measure has demonstrated convergent validity through a strong correlation ($r=-0.70$, $p<0.01$) with Tharenou & Caulfield's (2010) return intention scale. Owing to its conceptual simplicity and high factor loadings, the two-item format was retained despite the lower alpha. Overall, the EFA results in Table 1 confirm the suitability of all four study variables for factor analysis.

4.2. Confirmatory Factor Analysis

Table 2 presents the results of the confirmatory factor analyses for JI, OID, and OCB.

Table 2. Fit Indexes

Fit Indexes	JI	OID	OCB	Acceptable Values	Values of Perfect Fit	References
χ^2/df (CMIN/DF)	1.089	2.126	3.105	≤ 5	$0 \leq \chi^2/DF \leq 2$	(Browne & Cudeck, 1993; Simon et al., 2010)
RMSEA	0.018	0.064	0.088	≤ 0.08	$0 \leq RMSEA \leq 0.05$	(Browne & Cudeck, 1993; Hu & Bentler 1999)
CFI	0.999	0.989	0.910	≥ 0.90	$\geq .95$	(Bagozzi & Yi, 1988)
GFI	0.988	0.982	0.899	≥ 0.90	$\geq .95$	(Jöreskog & Sörbom, 1984)
AGFI	0.968	0.947	0.853	≥ 0.90	$\geq .95$	(Jöreskog & Sörbom, 1984)
TLI	0.997	0.976	0.887	≥ 0.90	$\geq .95$	(Simon et al., 2010)

Before hypothesis testing, confirmatory factor analysis was conducted to assess the distinctiveness of job insecurity, organizational identification, and organizational citizenship behavior. As shown in Table 2, each construct demonstrated acceptable to good model fit. Following guidelines from Chen (2007), Cheung & Rensvold (2002), and Meade et al. (2008), model fit was evaluated using χ^2 , CFI, RMSEA, GFI, AGFI, and TLI. The results in Table 2 indicate good fit for JI and OID and acceptable fit for OCB.

In line with the recommendation by Cheung et al. (2024, p. 745) regarding the use of established scales developed for different populations and measured with multiple indicators, it is important to report the quality of measurement scales prior to hypothesis testing. Given the limitations of Cronbach's alpha and confirmatory factor analysis in evaluating multi-indicator constructs (Fornell & Larcker, 1981), convergent validity and reliability were assessed using the average variance extracted (AVE) and composite reliability (CR) indices (Heggstad et al., 2019). Accordingly, the AVE values for job insecurity, organizational identification, intention to stay in the host country, and organizational citizenship behavior were 0.41, 0.51, 0.45, and 0.36, respectively, while the corresponding CR values were 0.82, 0.86, 0.57, and 0.88.

AVE values above 0.50 indicate sufficient convergent validity (Fornell & Larcker, 1981); however, some studies interpret a value of 0.40 for AVE as acceptable (Campbell & Fiske, 1959, p. 92; Shrestha, 2021, p. 6). In addition, CR values above 0.70 indicate a good level of reliability (Hair et al., 2009). Accordingly, based on these criteria, both job insecurity and organizational identification demonstrated adequate convergent validity and satisfactory composite reliability. Organizational citizenship behavior, despite exhibiting a relatively low AVE value (0.36), showed strong composite reliability (CR=0.88). It should be noted, however, that AVE thresholds are regarded as indicative guidelines rather than strict cut-off values, and CR values exceeding 0.70 are generally considered sufficient to support convergent validity (Hair et al., 2009). Moreover, when CR values exceed 0.60, constructs with AVE values below 0.50 may still be retained within the measurement model (Fornell & Larcker, 1981).

Despite its relatively low CR value (0.57), the intention-to-stay construct demonstrated adequate AVE and theoretical clarity, in addition to high standardized EFA factor loadings and acceptable model fit indices, which together provide further evidence of its measurement adequacy. Given its role as a theoretically relevant moderator rather than a focal latent variable, the measurement properties of intention to stay are considered sufficient to warrant its inclusion in the proposed research model. Overall, the results indicate that all variables included in the study provide sufficient evidence of validity and construct reliability and are appropriate for use in subsequent structural analyses.

4.3. Correlation Coefficients and Descriptive Statistics

Table 3. Means, Standard Deviations, and Pearson Correlations of the Four Variables

	Mean	SD	Skewness	Kurtosis	1	2	3	4
1. JI	3.0384	0.81738	-0.096	0.035				
2. OID	3.2582	0.81576	-0.475	0.137	-0.240**			
3. ITS	3.8509	0.90495	-0.817	0.816	-0.059	0.091		
4. OCB	3.9094	0.56649	-1.447	1.656	-0.139*	0.381**	0.162**	

* $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$

As shown in Table 3, OCB is negatively correlated with job insecurity ($r = -0.139$, $p < 0.10$) and positively correlated with organizational identification ($r = 0.381$, $p < 0.05$) and intention to stay in the host country ($r = 0.162$, $p < 0.05$). OID is negatively correlated with job insecurity ($r = -0.240$, $p < 0.05$). Intention to stay is not significantly correlated with either job insecurity ($r = -0.059$, $p > 0.05$) or organizational identification ($r = 0.091$, $p > 0.05$). These results provide preliminary support for the hypothesized relationships between JI, OID, and OCB, while the role of intention to stay appears limited at the bivariate level.

4.4. Test of Hypotheses

Hypotheses 1A, 1B, and 1C were tested using a simple mediation model. Hypothesis 1A examined the total effect of job insecurity on OCB. Hypothesis 1B assessed the effect of job insecurity on OID, the mediator. Hypothesis 1C tested the indirect effect of job insecurity on OCB through OID.

Test results for the total impact of job insecurity on organizational citizenship behavior (H1A) are presented below.

Table 4. Results of the Total Effect of Job Insecurity on OCB

	Coefficient	Standard Error	t-statistic	p-value
Constant	4.1275	0.1826	22.5992	0.0000
Job Insecurity	-0.1028	0.0594	-1.7319	0.0844
	$R^2 = 0.0248$	$F\text{-statistic} = 2.9993$	$p = 0.0844$	

The total effect of job insecurity on OCB is negative and marginally significant at the 10% level ($\beta = -0.1028$, $p = 0.084$), explaining 2.5% of the total variance in OCB. This indicates that higher job insecurity slightly reduce OCB, providing limited support for H1A.

Table 5 shows the test results for H1B in the second phase of the estimated mediation model.

Table 5. Regression Analysis of the Effect of Job Insecurity on OID

	Coefficient	Standard Error	t-statistic	p-value
Constant	3.9848	0.2300	17.3227	0.0000
Job Insecurity	-0.2391	0.0741	-3.2267	0.0014
	$R^2 = 0.0574$	$F\text{-statistic} = 10.4113$	$p = 0.0014$	

Job insecurity has a significant negative effect on organizational identification ($\beta = -0.239$, $p = 0.001$), explaining 5.7% of the variance in OID. This finding supports H1B, indicating that higher job insecurity reduces migrant employees' organizational identification.

Table 6 presents the results for H1C, showing the mediating effect of OID.

Table 6. Mediation Model Regression Analysis Results

	Coefficient	Standard Error	t-statistic	p-value
Constant	3.1703	0.3192	9.9325	0.0000
OID	0.2402	0.0567	4.2383	0.0000
JI	-0.0454	0.0594	-0.7647	0.4451
	R ² =0.1517	F-statistic=13.1470	p=0.0000	
Effect	Coefficient	Standard Error	%	
Direct Effect	-0.0454	0.0594	44	
Indirect Effect	-0.0574	0.0186	56	
Total Effect	-0.1028	0.0594	100	
Sobel Test (Z)	-2.5232	p = 0.0116		

Table 6 presents the mediating effect of organizational identification on the relationship between job insecurity and organizational citizenship behavior. Job insecurity negatively affects OID (see Table 5) ($\beta=-0.239$, $p=0.001$), while OID positively influences OCB ($\beta=0.240$, $p<0.001$). The total effect of job insecurity on OCB is marginally significant ($\beta=-0.1028$, $p=0.084$), whereas the direct effect controlling for OID is non-significant ($\beta=-0.045$, $p=0.445$). The indirect effect of job insecurity on OCB through OID is significant ($\beta=-0.057$, Sobel $Z=-2.523$, $p=0.0116$), accounting for 56% of the total effect. Following Baron & Kenny (1986), full mediation is established when the independent variable affects the mediator (JI→OID), the mediator affects the dependent variable (OID→OCB), and the independent variable's direct effect on the dependent variable becomes non-significant when controlling for the mediator (JI→OCB controlling for OID). These results indicate that OID fully mediates the relationship between job insecurity and OCB, suggesting that job insecurity reduces OCB primarily by weakening migrant employees' organizational identification.

The SPSS-based PROCESS macro (Model 7) developed by Hayes (2015) was used to test H2 and H3, as shown in Tables 7, 8, and 9. Model 1 in Table 7 shows that OID is explained by job insecurity and the intention to stay in the host country. In Model 2, the effect of the interaction term JI*ITS effect on OID the mediator of this relationship is examined.

Table 7. Moderating Effect of Intention to Stay in the Host Country on OID

	Model 1	Model 2
Constant	3.702***	3.253***
Job Insecurity	-0.235***	-0.228***
Intention to Stay in the Host Country	0.070	0.069
JI * ITS	-----	-0.129
R ²	0.063	0.0819
F- statistic	9.207***	6.319***
R ² Change	-----	0.019
F Test	-----	1.269

*, ** and *** indicate 10%, 5% and 1% significance levels, respectively.

A link between mediation and moderated mediation is not evident: while OID mediates the effect of JI on OCB, it remains unclear whether this pathway is contingent on migrant employees' intention to stay in the host country. Table 7 presents the moderation analysis. The negative direct effect of job insecurity on OID is stable across both models. Model 1 indicates that job insecurity and intention to stay together explain 6.3% of the variance in OID. Model 1 as a whole is significant ($F=9.207$, $p<0.001$). Job insecurity has a significant negative effect on OID ($\beta=-0.235$, $p<0.001$), whereas intention to stay has no significant effect ($\beta=0.070$, $p>0.05$). Model 2 is also significant overall

($F=6.319, p<0.001$). In Model 2, the interaction term (JI×ITS) was added, increasing the explained variance in OID to 8.2% ($\Delta R^2=0.019$); however, this change was not statistically significant ($F \text{ Test}=1.269, p>0.05$). The interaction effect itself was also non-significant ($\beta=-0.129, p>0.05$), indicating that ITS does not moderate the relationship between JI and OID. These results suggest that job insecurity reduces OID regardless of migrant employees' intention to stay in the host country; therefore, H2 is not supported. Intention to stay in the host country does not significantly buffer or intensify the effect of job insecurity on OID.

The moderated mediation model for testing H3 was estimated using multiple linear regressions with Hayes' (2015) PROCESS Model 7. The model was evaluated in two stages, and Tables 8 and 9 present the results.

Table 8. Moderated Mediation Model Results

	Organizational Identification	Organizational Citizenship Behavior
Constant	3.253***	3,283***
JI	-0.228***	-0,042
OID	-----	0,210***
ITS	0.070	-----
JI*ITS	-0.130	-----
	$R^2=0.082$	$R^2=0,086$
	$F=6.035***$	$F=6,565***$

* $p<0.10$; ** $p<0.05$; *** $p<0.01$. JI=Job Insecurity, OID=Organizational Identification, ITS=Intention to Stay in the Host Country.

Table 8 presents the moderated mediation results (H3). Both equations are significant ($F=6.035, p<0.01$ and $F=6.565, p<0.01$). In the first stage, JI significantly predicts OID ($\beta=-0.228, p<0.01$), whereas ITS ($\beta=0.070, p>0.10$) and the interaction term JI×ITS ($\beta=-0.130, p>0.10$) are non-significant. In the second stage, OID has a significant positive effect on OCB ($\beta=0.210, p<0.01$), while the direct effect of JI on OCB is non-significant ($\beta=-0.042, p>0.10$). The absence of a significant interaction effect in the first stage indicates that the indirect effect of JI on OCB through OID does not vary significantly with intention to stay in the host country, providing no support for H3.

Table 9. Conditional Indirect Effect of Different Levels of Intention to Stay in the Host Country on OCB

	Effect	SE	LLCI	ULCI
Low	-0,023	0,022	-0,062	0,027
Medium	-0,048	0,019	-0,088	-0,014
High	-0,072	0,033	-0,146	-0,019
Moderated-mediation Index	-0,027		-0,083	0,004

Table 9 presents the conditional indirect effects of job insecurity on OCB via OID at low, medium, and high levels of migrant employees' intention to stay in the host country. The indirect effect was non-significant at low ITS ($\beta=-0.023, 95\% \text{ CI } [-0.062, 0.027]$), significant at medium ITS ($\beta=-0.048, 95\% \text{ CI } [-0.088, -0.014]$), and slightly stronger at high ITS ($\beta=-0.072, 95\% \text{ CI } [-0.146, -0.019]$), suggesting a marginally greater reduction in OCB via OID for migrant employees with higher ITS. However, the moderated mediation index is non-significant ($\beta=-0.027, 95\% \text{ CI } [-0.083, 0.004]$), indicating that the strength of the mediated relationship does not vary meaningfully across ITS levels. Although the conditional indirect effects become more negative at higher levels of intention to stay in the host country, the moderated mediation index was not statistically significant, indicating that intention to stay does not significantly moderate the negative indirect effect of job insecurity on organizational citizenship behavior. These results provide no

support for H3, suggesting that the mediating effect of OID between JI and OCB is stable regardless of migrant employees' intention to stay in the host country. Given the low internal consistency of the ITS measure (Cronbach's $\alpha=0.447$), these moderation findings should be interpreted with caution.

5. Conclusion and Discussion

This study examines the relationship between job insecurity and organizational citizenship behavior among migrant employees, focusing on the mediating role of organizational identification and the moderating role of migrant employees' intention to stay in the host country. The aim is to clarify the psychological mechanisms through which job insecurity influences organizational citizenship behavior and to explore the contextual conditions under which this relationship may vary with respect to intention to stay in the host country.

The findings indicate that job insecurity has a significant negative effect on organizational identification. Consistent with social identity theory, employees derive part of their self-concept from organizational membership, which provides a sense of belonging and self-definition. When job security is threatened, employees may perceive themselves as less valued organizational members, leading to psychological distancing and reduced organizational identification (Ashforth & Mael, 1989). For migrant employees, whose organizational membership often represents a critical source of stability, legitimacy, and social integration in the host-country context, threats to job security may be particularly disruptive to identity-related processes.

Contrary to prior research suggesting that job insecurity may either inhibit or encourage organizational citizenship behavior (Yu et al., 2021), this study found no significant direct effect of job insecurity on OCB. This result indicates that job insecurity does not necessarily lead to immediate behavioral withdrawal among migrant employees. One possible explanation is that organizational citizenship behaviors may be strategically sustained despite insecurity, particularly in contexts where migrants experience constrained labor market mobility, legal dependencies, or heightened employment vulnerability. Consequently, experiencing job insecurity may not directly diminish OCB, but may instead exert its influence through psychological mechanisms.

Consistent with social identity theory, organizational identification was found to positively influence OCB. Employees who strongly identify with their organization are more likely to perform behaviors beyond formal job requirements, driven by a sense of belonging and alignment with organizational values (Feather & Rauter, 2004; Van Knippenberg, 2000). The results indicate that organizational identification fully accounts for the relationship between job insecurity and OCB, supporting its role as the central mediating mechanism. The indirect effect of job insecurity on OCB was statistically significant, whereas the direct effect remained non-significant, emphasizing that job insecurity influences OCB primarily by undermining employees' sense of belonging and organizational identification rather than by directly discouraging such behaviors.

Taken together, these findings suggest that migrant employees' citizenship behaviors are more strongly shaped by their level of organizational identification than by their immediate perceptions of job insecurity. Employees who maintain a strong sense of organizational identification continue to engage in OCB, whereas those with weaker organizational identification are less inclined to do so, regardless of their level of job security. This pattern reinforces the theoretical importance of organizational identification as a key psychological pathway linking job insecurity to behavioral outcomes in migrant work contexts.

With respect to the moderating role of intention to stay in the host country, the results indicate a statistically non-significant moderated mediation effect. Although the conditional indirect effects of job insecurity on OCB via organizational identification became more negative at medium and high levels of intention to stay, these differences did not reach statistical significance. This pattern suggests that intention to stay may not

function as a consistent buffering factor against job insecurity. One possible interpretation is that intention to stay reflects a future-oriented commitment to staying in the host country rather than confidence in the current employing organization. Migrant employees with strong intentions to stay may therefore hold heightened expectations regarding job security and organizational support; when such expectations are unmet, job insecurity may be experienced as particularly disappointing.

This interpretation aligns with psychological contract theory (Rousseau, 1989), which suggests that job security may be perceived as an implicit organizational promise. Perceived violations of this promise can evoke negative emotional responses, such as anger and disappointment, motivating employees to disengage and withdraw effort in order to restore balance in the employment relationship (Morrison & Robinson, 1997; Robinson & Morrison, 2000). Accordingly, rather than alleviating the effects of job insecurity, a strong intention to stay may intensify perceptions of violation under conditions of insecurity. Given the weak and non-significant nature of the moderation effect, these interpretations should be viewed as exploratory and warrant further investigation in future research.

Overall, the findings highlight the pivotal role of organizational identification in shaping organizational citizenship behavior among migrant employees facing job insecurity. Interventions aimed at strengthening employees' organizational identification—such as leadership engagement, an inclusive workplace culture, effective communication, and fostering a sense of belonging—may be more effective in promoting OCB than approaches focused solely on reducing job insecurity. Moreover, organizations employing migrant workers should be more aware of the expectations associated with migrants' long-term settlement intentions, as unmet job security expectations may undermine organizational identification and citizenship behaviors.

6. Practical Implications

For managers and policymakers working with migrant employees, these results underscore the importance of fostering organizational identification. Policies that enhance employees' sense of belonging and alignment with organizational values—such as inclusive workplace practices and leadership engagement—can help mitigate the negative consequences of job insecurity on organizational citizenship behaviors. Additionally, recognizing that employees with strong intentions to stay may experience stronger negative reactions to insecurity can enable organizations to tailor support mechanisms—such as transparent communication, career development opportunities, and reinforcement of the psychological contract—to maintain organizational identification and citizenship behaviors.

7. Limitations and Future Research

This study has several limitations. First, the measure of intention to stay demonstrated low internal consistency ($\alpha=0.447$), likely due to its two-item structure and the complex, multidimensional nature of migrants' stay decisions, which encompass both work- and non-work-related considerations (e.g., family obligations, legal status, settlement prospects). The limited reliability of this scale also constrains the robustness of the moderation estimates; therefore, the findings should be interpreted with caution, as measurement error may have attenuated the observed effects. This limitation highlights the need for future research to refine and expand the intention to stay in the host country scale in order to improve reliability.

Second, the use of snowball sampling, a non-probability method, limits the statistical generalizability of the findings (Atkinson & Flint, 2001). This approach may introduce selection bias, as participants often refer peers within their networks, reducing sample heterogeneity and underrepresenting the diversity of migrant employees globally (Van Meter, 1990). Such samples may also overemphasize social network cohesiveness

(Griffiths et al., 1993) and exclude individuals who are not embedded in accessible networks (Van Meter, 1990). Future research should employ more representative sampling methods to capture a broader range of migrant experiences.

Finally, although this study focused on the mediating role of OID and the moderating role of intention to stay in the host country, other mechanisms may influence the JI–OCB relationship. Future research could examine factors such as host-country labor policies, organizational justice, and family support. Investigating psychological contract breaches may also help explain why migrant employees with high intention to stay in the host country are particularly sensitive to job insecurity.

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