

THE EFFECT OF JOB INSECURITY ON COMPULSORY CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE OF EMOTIONAL EXHAUSTION AMONG AIRPORT OUTSOURCING EMPLOYEES

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Abstract

Outsourcing employees in airport operational environments frequently face unstable employment conditions, short-term contracts, and limited job security, which may increase psychological strain and shape work behaviors beyond formal job requirements. Understanding the mechanism linking job insecurity to compulsory citizenship behavior (CCB) is therefore important in vulnerable employment settings. This study aims to examine the effect of job insecurity on CCB and investigate the mediating role of emotional exhaustion among airport outsourcing employees in Indonesia. A quantitative cross-sectional survey was conducted involving 609 outsourced employees working at four major Indonesian airports. Respondents were selected using purposive sampling, and the data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results showed that job insecurity had a positive and significant effect on emotional exhaustion ($\beta = 0.331$, $p < 0.001$), while emotional exhaustion positively affected CCB ($\beta = 0.646$, $p < 0.001$). Furthermore, emotional exhaustion significantly mediated the relationship between job insecurity and CCB through a complementary partial mediation mechanism. The findings indicate that job insecurity functions as a structural job demand that depletes employees' emotional resources and increases the likelihood of engaging in compulsory rather than voluntary extra-role behaviors.

Keywords: Compulsory Citizenship Behavior; Emotional Exhaustion; JD-R Theory; Job Insecurity; Outsourced Employees.

INTRODUCTION

Indonesia's aviation industry has experienced rapid growth in the past decade, marked by an increase in the number of passengers and the expansion of airport infrastructure in various regions. Behind this growth, most of the airport's operational activities are supported by outsourced workers who occupy relatively vulnerable work positions. Various operational functions such as porters, aviation security (avsec), flight security personnel, and janitors are generally recruited through service providers (vendors) with short-term employment contracts. The outsourcing system in Indonesia is regulated in the Manpower Law which has undergone changes through the Job Creation Law No. 11 of 2020, then Perppu No. 2 of 2022 which was confirmed as Law No. 6 of 2023, and clarified through Government Regulation No. 35 of 2021 concerning Fixed-Time Work Agreements, Outsourcing, Working Time and Rest Time, and Termination of Employment. Kristyanto et al. (2023) explained that the regulatory changes encourage greater labor market flexibility. In practice, this condition often puts outsourced workers in an unbalanced position legally and economically. They face limited employment contracts, minimal career development opportunities, wage levels that are generally within the regional minimum wage range, and the risk of losing their jobs due to vendor changes (Pratiwi & Andani, 2022). In the perspective of Standing (2011), this kind of worker group can be categorized as precariat, that is, a group of workers who live in continuous job uncertainty. The characteristics of outsourcing employment relationships also form what is known as a triangular employment relationship, which is a situation when workers are formally tied to vendors, but carry out work under the operational supervision of the service user organization. The structure of the employment relationship creates an inequality of bargaining positions because vendors can replace workers at any time, while service user organizations also have the authority to replace vendors (Pratiwi & Andani, 2022). This condition is exacerbated by the weak bargaining power of outsourcing workers, limited collective protection, and high labor market competition that makes resistance to various

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organizational demands a risky choice (Izzati, 2022; Kristyanto et al., 2023). The most common psychological consequence of these working conditions is job insecurity, which is an individual's perception of threats to the sustainability and stability of his or her work (Hellgren et al., 1999). Job insecurity includes worries about losing their jobs as well as worries about losing important aspects of the job. Various studies show that job insecurity is related to various negative consequences on psychological aspects and employee behavior (Sora et al., 2021). In outsourcing workers, job insecurity not only appears as an individual perception that is temporary, but also a structural condition inherent in their job status. Therefore, from the perspective of Job Demands–Resources (JD-R) Theory, job insecurity can be understood as hindrance job demand, which is work demands that drain psychological resources without providing commensurate development opportunities (Bakker et al., 2023).

JD-R Theory explains that continuous work demands can trigger a health impairment process, which is a process when an individual's psychological resources are depleted, resulting in various forms of psychological strain (Bakker et al., 2023). In this context, emotional exhaustion is one of the most relevant consequences. Emotional exhaustion describes the condition of draining emotional energy due to prolonged work pressure. The relationship between job insecurity and emotional exhaustion has been confirmed in various previous studies, both in the service sector and various other work contexts (Jia et al., 2022; Zheng & Zhang, 2025). In the airport work environment, this condition has the potential to be even stronger because workers have to face intensive interaction with service users, shift-based work systems, and high service demands. Although the relationship between job insecurity and various behavioral consequences has been extensively researched, most previous studies have focused more on outcomes such as turnover intention, organizational citizenship behavior (OCB), and workplace deviance (Jia et al., 2022; Sora et al., 2021). Research that specifically examines compulsory citizenship behavior (CCB) as a consequence of job insecurity is still relatively limited, especially in the context of outsourcing workers in the Indonesian service sector.

CCB was first introduced by Vigoda-Gadot (2006, 2007) as extra-role behavior that is carried out not out of voluntariness, but because of organizational pressure. In contrast to OCB which is rooted in an individual's intrinsic motivation and willingness to help the organization, CCB arises when employees feel they have to perform extra behaviors to avoid negative consequences or maintain their position in the organization. The main problem in the literature is that OCB and CCB have almost identical behavioral manifestations. From the point of view of an external observer, both appear to be helpful behaviors for the organization, work beyond formal demands, and demonstrate loyalty to the organization. However, the difference lies in the motives underlying the behavior (Ergül & Kerse, 2024; Song et al., 2023).

The tendency of the organizational behavior literature that has been more oriented towards positive psychology paradigms has led to extra-role behavior often assumed as a form of voluntary dedication. As a result, the dimension of coercion that arises due to power imbalances and vulnerability in work status has not received adequate attention. In fact, various recent studies have shown that CCB has different consequences than OCB. Ergül & Kerse (2024) found that CCB contributes to increased employee silence, while (Liang et al., 2022) show that CCB is related to workplace deviance and facades of conformity. The findings indicate that extra-role behaviors performed due to organizational pressures may be an indicator of a more fundamental structural problem.

To explain how these structural pressures transform into behavior, this study combines JD-R Theory with Conservation of Resources (COR) Theory. COR Theory explains that individuals seek to maintain the resources they have and will tend to avoid actions that could potentially lead to further loss of resources (Bakker et al., 2023; Hobfoll, 1989). When job insecurity persists, workers' emotional resources can be drained, so that the ability to resist the demands of the organization becomes weaker. In such conditions, compliance with organizational demands can be perceived as the safest strategy to maintain the remaining resources. This mechanism explains why emotional exhaustion has the potential to be a link between job insecurity and the emergence of CCB.

Based on this description, this study aims to examine whether the behavior of helping organizations shown by outsourced employees in the airport area is a form of volunteerism or is a consequence of the job insecurity they experience. In particular, this study examines the mechanism of health impairment process in JD-R Theory by placing job insecurity as a structural demand, emotional exhaustion as a psychological mechanism, and compulsory citizenship behavior as behavioral consequences. The novelty of the research lies in the testing of the model in the context of airport outsourcing workers in Indonesia, which until now has been relatively rarely studied in the CCB literature.

LITERATURE REVIEW

Outsourcing and Vulnerable Jobs: A Structural Context

Outsourcing as a form of triangular employment relationship has become the dominant model in the service sector in Indonesia, including in the aviation industry. In this relationship, workers are legally contracted by vendors (service providers), but work on-site and under the operational supervision of the client company. This structure creates a situation where workers do not have a balanced bargaining position: vendors can replace workers at any time, client companies can replace vendors, and workers are at the very bottom of the chain of power (Pratiwi & Andani, 2022).

Standing (2011) describes such groups of workers as precariats — a working class that lives in permanent uncertainty without job stability, social security, or an intact professional identity. In line with that, Kalleberg (2009, 2011) shows that precarious work has become a structural feature of the contemporary labor market that systematically shifts economic risks from employers to workers. In Indonesia, this precarious working condition is exacerbated by the limited strength of outsourcing unions, weak supervision of vendors' compliance with regulations, and high unemployment that makes resistance to exploitation a risky option (Kristyanto et al., 2023; Izzati, 2022).

Job Insecurity as a Structural Job Demand

Job insecurity is defined as the subjective perception of employees to threats to the continuity and stability of their work (De Witte, 1999; Hellgren et al., 1999; Vander Elst et al., 2014). This construct is multidimensional, including quantitative insecurity (fear of losing a job) and qualitative insecurity (fear of losing important aspects of work). Meta-analysis studies (Sverke et al., 2002; Cheng & Chan, 2008) as well as more recent findings from Sora et al. (2021) confirm the negative impact of job insecurity on various psychological outcomes and employee behavior. In outsourcing employees, job insecurity is not a fluctuating contingent condition, but a structural condition inherent in their work status. Short contracts, the threat of vendor replacement, and the absence of career paths make job insecurity an inseparable daily reality. Within the framework of JD-R Theory, this condition is categorized as hindrance job demand — demands that hinder the achievement of goals and drain psychological resources without providing opportunities for growth (Bakker & Demerouti, 2007, 2017; Bakker et al., 2023).

It should be emphasized that this research specifically focuses on one pathway within the framework of JD-R Theory, namely the Health Impairment Process. JD-R Theory basically contains two parallel paths: (1) motivational process which explains how job resources encourage work engagement, and (2) health impairment process which explains how persistent job demands drain psychological capacity and lead to strains such as emotional exhaustion (Demerouti et al., 2001; Schaufeli & Taris, 2014; Lesener et al., 2019; Bakker et al., 2023). This study exclusively explores the second pathway because the research question centers on how structural demands (job insecurity) transform into emotional exhaustion and ultimately into compulsive behavior (CCB). The health impairment process as a stand-alone subframework is sufficient to explain the mechanism without having to involve a motivational process that has a different theoretical logic.

Jia et al. (2022) confirmed a positive relationship between job insecurity and emotional exhaustion in the context of service sector workers, with workplace deviance as the next consequence. A recent study by Zheng and Zhang (2025) in the context of AI integration in the workplace also confirms a similar pattern: uncertainty about the future of work consistently drains employees' emotional capacity. In airport outsourcing employees, this mechanism is compounded by the characteristics of jobs that demand constant interaction with the public, irregular shift schedules, and high expectations of excellent service. Based on the description:

H1: Job insecurity has a positive effect on emotional exhaustion in outsourced employees in the airport area.

Emotional Exhaustion as a Resistance Erosion Mechanism

Emotional exhaustion is defined as a state of depletion of emotional resources characterized by a feeling of chronic fatigue and is a core dimension of burnout (Maslach & Jackson, 1981; Maslach et al., 2001; Demerouti et al., 2001). In the context of this study, emotional exhaustion is not positioned as an individual psychological variable alone, but as a mechanism that explains how structural stress transforms into behavioral compulsion. As a complement to the JD-R framework, the Conservation of Resources (COR) Theory is used to examine the reasons why emotional fatigue triggers employee compliance. COR Theory (Hobfoll, 1989; Bakker et al., 2023) is based on the premise that individuals are motivated to acquire, maintain, and protect their resources (physical, psychological, social, and material). In unstable and continuous work situations, workers can experience a decrease in psychological energy that weakens the ability to self-regulate, with predictable behavioral consequences: decreased self-regulation capacity, a tendency to avoid confrontation, and increased compliance with external demands as a strategy to

conserve remaining resources. In outsourced employees at airports who are exhausted, this COR mechanism manifests itself in real terms. Employees lose the psychological energy to make ethical calculations about role boundaries, refuse uncompensated additional tasks, or take care of their own mental health. In COR's logic, submitting to organizational demands is actually a rational strategy to save already depleted resources—even if this strategy objectively worsens their condition in the long run. Theoretically, the structural power imbalance between outsourced employees and organizations reinforces this mechanism: resistance not only drains more psychological resources, but also increases the real economic risk of contract termination. In this condition, compliance with organizational demands is the option with the lowest risk for workers.

Dynamics of Compulsory Citizenship Behavior (CCB)

CCB was first conceptualized by Vigoda-Gadot (2006, 2007) as a form of extra-role behavior that employees perform forcefully, not on the basis of willingness, as a consequence of organizational pressure. Unlike OCB which is born from intrinsic motivation, CCB is born from external pressures — superiors, co-workers, organizational norms, or concerns about negative consequences if they refuse. Since that initial conceptualization, a number of studies—ranging from Zhao et al. (2013) who linked abusive supervision to CCB through specific psychological mechanisms, to more recent research by Liang et al. (2022) and Wang et al. (2024)—have continued to develop an understanding of the antecedents and consequences of CCB in the context of modern organizations. Various empirical studies confirm the destructive consequences of CCB, ranging from psychological contract violations and decreased organizational commitment (Peng & Zhao, 2012), employee silence through moral disengagement mechanisms (He et al., 2019), to work-family conflicts (Chen et al., 2021). Liu et al. (2019) even highlighted the role of impression and workload management in driving increased CCB, emphasizing that this behavior often arises from situational pressure rather than willingness.

The main challenge in distinguishing CCB and OCB lies in the similarity in their behavioral manifestations. From the point of view of an external observer, employees who do CCB and employees who do OCB look the same: both work more than they are asked to, help colleagues, and show high loyalty. The distinction between the two appears only at the level of subjective experience: is the behavior done happily or compulsory? (Ergül & Kerse, 2024; Song et al., 2023). Liang et al.'s (2022) study on 655 employees in Taiwan showed that CCB consistently predicted workplace deviance and facades of conformity, with emotional exhaustion as the main mediator. These findings are in line with Yam et al. (2017) who show that civic behavior that is not rooted in genuine motivation has the potential to turn into deviant behavior when employees feel psychologically burdened. In outsourced employees with vulnerable work status, the distinction between OCB-CCB becomes very clear. They have little choice but to display OCB-like behavior as a socio-political investment to maintain the contract. Exhausted conditions due to prolonged job insecurity make the capacity to maintain the boundaries of roles weaken, so that CCB becomes an almost inevitable consequence. Based on the description:

H2: Emotional exhaustion has a positive effect on compulsory citizenship behavior in outsourced employees in the airport area.

The Role of Mediation: From Structure to Behavior

The mediation mechanism of emotional exhaustion in the relationship between job insecurity and CCB can be understood as a series of "psychological → behavioral structures". Emotional exhaustion was chosen because it is a central outcome in the Health Impairment Process in the JD-R Theory and has consistently emerged as the main psychological consequence of job insecurity in previous research. In the context of airport outsourcing, the constant uncertainty of work can drain workers' emotional capacity. As these pressures persist over the long term, some workers find it increasingly difficult to maintain their role boundaries and are more likely to accept additional demands beyond formal obligations.

Research by Liang et al. (2022) and Wang et al. (2024) in the context of East Asian work culture shows that emotional exhaustion is indeed a key mediator between work stressors and CCB. A serial mediation study by Karatepe et al. (2023) on hotel employees also affirmed the position of emotional exhaustion as an important bridge between job insecurity and forced organizational behavior. This study expands on these findings in the context of airport outsourcing in Indonesia, with the emphasis that job insecurity that triggers emotional exhaustion is not a temporary condition, but a permanent structural condition. Conceptually, emotional exhaustion is the main form of strain in the Health Impairment Process so that it is theoretically qualified as a mediator between job demand and behavioral outcomes. Based on the description:

H3: Emotional exhaustion mediates the effect of job insecurity on compulsory citizenship behavior in outsourced employees in the airport area.

METHOD

Research Type

This study uses a quantitative approach with a cross-sectional survey design. Although this design, with its large sample size ($n = 609$), provides sufficient statistical power for simultaneous testing of mediated models, it is important to transparently recognize that cross-sectional designs cannot establish definitive causal relationships between variables simultaneously. This design was chosen solely because of pragmatic considerations regarding limited access to an outsourced worker population that has very high turnover rates and dynamic job mobility, making the longitudinal approach difficult to implement ethically and technically in this vulnerable group.

Research Setting and Location

This study was conducted among outsourced employees working at four major airports in Indonesia, namely Soekarno–Hatta International Airport (Jakarta), Sultan Syarif Kasim II International Airport (Pekanbaru), Sultan Aji Muhammad Sulaiman Sepinggan International Airport (Balikpapan), and Juanda International Airport (Surabaya). These sites were selected because they represent high-volume airport operations that rely extensively on outsourced operational workers—particularly porters and cargo handling officers (CHOs)—whose employment is mediated through service-provider vendors under short-term contracts. The inclusion of airports across different regions of Indonesia was intended to capture a broader range of outsourced airport workers and to reduce the bias inherent in a single-site profile.

Population and Sample/Informants

The research population is outsourced employees who work in airport areas in Indonesia. Given that the population is not known for sure, the sampling technique used is purposive sampling with inclusion criteria: (1) being an active outsourced employee in the airport area, (2) having worked for at least 1 month, and (3) willing to participate voluntarily. This study managed to collect 609 respondents, far exceeding the minimum sample size of 120-240 recommended for SEM (Hair et al., 2021), with a ratio of 25.4 respondents per indicator. Access to these vulnerable populations is obtained through a network of division coordinators and internal communication groups of the outsourcing vendors, with tightly guarded confidentiality agreements to prevent individual identification of respondents by both vendors and client companies.

Data Collection Procedure

Data were collected through a self-administered online questionnaire developed using Google Forms. The questionnaire link was distributed directly to outsourced airport workers through WhatsApp groups maintained by the division coordinators and internal communication networks of the outsourcing vendors at each airport. Data collection was carried out over a period of approximately four weeks, from 11 May to 6 June 2026. Before completing the questionnaire, prospective respondents were presented with an explanation of the research objectives, an explicit informed-consent statement, and the confidentiality guarantee, and were screened against the inclusion criteria. Participation was entirely voluntary and anonymous, and respondents could withdraw at any time without any consequence. From all responses received, 609 valid and complete responses were obtained and retained for analysis.

Instrumentation or Tools

All variables were measured using a 5-point Likert scale. The instruments used are: (1) Job Insecurity is adapted from the (Hellgren et al., 1999) scale, consisting of 8 items, with confirmation of validity in recent studies such as (Jia et al., 2022) and (Song et al., 2023); (2) Emotional Exhaustion is adapted from the instrument used in the current research of (Liang et al., 2022), consisting of 8 items; (3) Compulsory Citizenship Behavior is adapted from the initial concept of (Vigoda-Gadot, 2007) which was further developed by (Liang et al., 2022) and (Wang et al., 2024), consisting of 8 items. Adaptation to Indonesian is carried out through a back-translation procedure to maintain the equality of conceptual meaning.

Ethical Consideration

Given the characteristics of vulnerable populations and data collection that relies on self-reporting, this study has an inherent risk of social desirability bias and common method bias (Podsakoff et al., 2003). To minimize these risks, the study applied strict ethical and methodological protocols: (1) explicit informed consent with an explanation of the research objectives and the right to withdraw at any time; (2) Absolute Anonymity Guarantee, where the data will not be passed on to the client's vendor, superior, or company. The confidentiality statement is bolded at the beginning of the questionnaire to reduce respondents' fear of giving honest answers. Statistically, the potential bias of this common method was also strictly controlled and evaluated at the analysis stage using the Full Collinearity VIF test.

Data Analysis

This study uses the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach as the main analysis tool, in accordance with the procedural standards of (Hair et al., 2021). PLS-SEM was chosen because it corresponds to the characteristics of the study: (1) the predictive-exploratory objective of testing the mediation model in a new context (airport outsourcing employees), (2) large sample sizes with variances that are not necessarily multivariate normal distributions, and (3) the ability to estimate complex models simultaneously without overly restrictive distributional assumptions. The analysis was carried out in four stages following the latest PLS-SEM procedure (Hair et al., 2021; Kock, 2015). The first stage: evaluation of the outer model (measurement model), including testing the reliability of the indicator through the outer loading value (> 0.708), convergent validity through Average Variance Extracted (AVE) and Composite Reliability (CR), and discriminant validity through the Fornell-Larcker criteria and the Heterotrait-Monotrait ratio (HTMT). The second stage: robust Common Method Bias (CMB) testing through Full Collinearity VIF Test to ensure the VIF between constructs < 3.3 (Kock, 2015). The third stage: the evaluation of the inner model (structural model) includes collinearity tests (VIF < 3 or < 5), testing of the path coefficient, R-squared (R²), effect size (f²), out-of-sample predictive relevance through the PLSpredict procedure (Shmueli et al., 2016, 2019), and model feasibility (Standardized Root Mean Square Residual/SRMR). The fourth stage: mediated effect testing using the PLS-SEM bootstrapping algorithm with 5,000 subsamples with significance criteria based on a bias-corrected confidence interval of 95% that did not pass zero. Furthermore, the mediation typology is classified based on the approach of (Zhao et al., 2010) based on the significance and direction (match of signs) of direct and indirect effects.

RESULTS AND DISCUSSION

Respondent Characteristics

The demographic characteristics of 609 respondents show a very typical profile of the outsourced employee population at airports in Indonesia, with social implications to be taken into account.

Table 1. Demographic characteristics of respondents (N = 609)

Categories	Classification	Frequency (n)	Percentage (%)
Age	< 25 Years	223	36,62
	25 - 35 Years	204	33,50
	36 - 45 Years	119	19,54
	> 45 Years	63	10,34
Gender	Male	577	94,75
	Women	32	5,25
Education	High School/Equivalent	526	86,37
	Elementary/Junior High School	13	2,13
	Diploma	29	4,76
	Bachelor	41	6,73
Field of Work	Porter	287	47,13
	Passenger Handling	39	6,40
	Avsec	17	2,79
	Administration	13	2,13
	Others	14	2,30
	CHO (Cargo Handling Officer)	230	37,77
	Operator GSE	5	0,82

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	Facility Care	4	0,66
Tenure	< 1 Year	103	16,91
	1 - 3 Years	184	30,21
	4 - 6 Years	95	15,60
	> 6 Years	227	37,27
Contract Status	< 1 Year	360	59,11
	1 - 2 Years	201	33,00
	> 2 Years	48	7,88

Source: Primary Data

The respondent profiles in Table 1 reveal some important empirical findings. First, the composition of respondents was dominated by airport operational workers, especially porters (47.13%) and cargo handling officers/CHO (37.77%), which showed that the sample represented a group of operational outsourcing workers with relatively high demands on physical work and services. Second, the majority of respondents (n = 427; 70.11%) are under 35 years old, which is the productive age that is ideally a phase of career development, but instead are trapped in short-term contracts. Third, as many as 86.37% of respondents (n = 526) had a high school education/equivalent, which is the most structurally vulnerable segment of workers due to limited access to more stable formal jobs. Fourth, 59.11% of respondents (n = 360) had contract status of less than 1 year. These demographic conditions are highly relevant and reinforce the focus of the research because the combination of young age, secondary education, and a contract cycle of less than one year cumulatively creates significant structural vulnerabilities. This characteristic makes them more sensitive to the threat of job insecurity and accelerates the occurrence of emotional exhaustion due to the pressure of continuous uncertainty.

Outer Model Validity and Reliability Test

The convergent validity test at the indicator level was carried out by evaluating the outer loading value. Most of the indicator items had an outer loading value above the threshold of 0.708 (in the range of 0.466 – 0.881; two items (JI1 and CCB6) were valued below 0.708 but were maintained because AVE was > 0.5 and CR > 0.7 (Hair et al., 2021) with a significance of p < 0.001, so that all items were declared to be convergently valid. The reliability of the construct was evaluated using Composite Reliability (CR) and Cronbach's Alpha, both of which were in the very satisfactory category. Details of the outer loading, Average Variance Extracted (AVE), CR, and Cronbach's Alpha values are presented in full in Table 2.

Table 2. Results of Convergent Validity (Outer Loading) and Reliability Test

Construct	Item	Outer Loading	AVE	CR	Cronbach's α
Job Insecurity (JI)	JI1	0,466	0,542	0,907	0,882
	JI2	0,749			
	JI3	0,724			
	JI4	0,798			
	JI5	0,654			
	JI6	0,855			
	JI7	0,767			
	JI8	0,805			
Emotional Exhaustion (EE)	EE1	0,791	0,659	0,939	0,926
	EE2	0,800			
	EE3	0,798			
	EE4	0,881			
	EE5	0,845			
	EE6	0,746			
	EE7	0,760			
	EE8	0,862			
Compulsory Citizenship Behavior (CCB)	CCB1	0,736	0,517	0,897	0,868
	CCB2	0,729			
	CCB3	0,714			
	CCB4	0,771			

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	CCB5	0,789
	CCB6	0,541
	CCB7	0,721
	CCB8	0,722

To ensure the absence of Common Method Bias (CMB) which is often an issue in self-report instruments, this study used the Full Collinearity VIF Test (Kock, 2015). The test results showed that the entire value of the Variance Inflation Factor (VIF) at the construct level was below the critical threshold of 3.3 (ranging from 1.155 to 1.953). Thus, it can be concluded that the data is free from serious CMB issues, so that the results of the analysis can be interpreted validly.

Discriminating Validity Test

Discriminant validity was evaluated using Fornell-Larcker criteria and Heterotrait-Monotrait ratio (HTMT).

Table 3a. Fornell-Larcker Criterion

Construct	JI	EE	CCB
JI	0,736		
EE	0,331	0,812	
CCB	0,341	0,688	0,719

Description: The bolded digit on the diagonal is the square root of AVE (\sqrt{AVE}); Numbers outside the diagonal are the correlation between constructs.

Table 3b. Heterotrait-Monotrait Ratio (HTMT)

Job Insecurity (JI)			
Emotional Exhaustion (EE)		0.313	
CCB		0.351	0.720

The entire \sqrt{AVE} on the diagonal is greater than the interconstruct correlation, and the entire HTMT ratio is below the critical threshold of 0.85. Thus, the validity of the discrimination has been fulfilled very well.

Internal Model Evaluation and Hypothesis Test

Before testing the hypothesis, an evaluation of the quality of the inner model was carried out. The results of the collinearity test showed that the VIF value between predictor variables was well below 3 (VIF Job Insecurity to Emotional Exhaustion = 1,000; Job Insecurity and Emotional Exhaustion towards CCB = 1.123), which indicates the absence of multicollinearity. Evaluation of Effect Size (f^2) showed that Job Insecurity had a moderate effect on Emotional Exhaustion ($f^2 = 0.123$), while Emotional Exhaustion had a large effect on CCB ($f^2 = 0.726$), and Job Insecurity had a small effect on CCB directly ($f^2 = 0.028$). The predictive relevance of out-of-sample was evaluated using the PLSpredict procedure (Shmueli et al., 2016, 2019) with ten-fold cross-validation. For the main target construct (CCB), the Q^2 predict value was positive on seven of the eight indicators, indicating that the model's prediction outperformed the naïve mean-based benchmark. However, compared to the linear model benchmark (LM benchmark), the RMSE PLS-SEM value was lower in only 4 out of 8 CCB indicators, so the model was rated as having low-to-medium predictive power. The fit model was evaluated using the Standardized Root Mean Square Residual (SRMR), which yielded a value of 0.089 (< 0.10), thus confirming the overall fit of the empirical model.

Table 4. Results of Structural Model Testing (PLS-SEM)

JI → EE (a)	0.331	0.041	8.02	< 0.001	Accepted
EE → CCB (b)	0.646	0.028	23.5	< 0.001	Accepted
JI → CCB (c')	0.127	0.036	3.50	< 0.001	Significant
JI → CCB Total (c)	0.341	0.040	8.57	< 0.001	Significant

Table 5. Bootstrap Mediation results (5,000 resamples)

Indirect (a × b)	0.214	0.162	0.282	Significant
Direct (c')	0.127	0.058	0.204	Significant
Total Effect	0.341	0.274	0.429	Significant

The results show that all three hypotheses are ACCEPTED. Indirect effects were statistically significant, with the limit of the confidence interval (95% CI) not exceeding zero [0.162; 0.282]. Because the direct effect ($\beta = 0.127$; 95% CI [0.058; 0.204]) is also significant and in the same direction as the indirect effect, the mediation pattern is classified as complementary partial mediation according to the typology of Zhao, Lynch, and Chen (2010). The model was able to explain 48.8% of the CCB variance ($R^2 = 0.488$), which is substantial in organizational behavior research.

Job Insecurity: Draining Structural Demands

The results of the analysis show that the mechanism of the Health Impairment Process within the framework of the JD-R Theory in the context of outsourced employees where structural uncertainty directly erodes psychological resources. Specifically, the results showed that job insecurity was positively and significantly associated with emotional exhaustion ($\beta = 0.331$; $p < 0.001$). These findings are in line with the study of (Jia et al., 2022) which found a consistent positive relationship between job insecurity and emotional exhaustion in service sector employees, as well as the research of (Zheng & Zhang, 2025) in the context of uncertainty due to the integration of AI technology. These findings show that job insecurity among airport outsourcing workers is not only related to the individual's ability to cope with stress, but also to structural burdens that are strongly correlated with a decline in workers' psychological well-being.

Outsourcing systems that place workers on short-term contracts with the threat of unilateral termination are consistently associated with chronic stressor conditions — chronic stressors that do not provide recovery opportunities (Bakker et al., 2023). For airport outsourcing employees, especially operational workers such as porters and cargo handling officers (CHOs), concerns about non-renewal contracts, the threat of vendor replacement, and limited career prospects are sources of ongoing psychological pressure. It is this accumulation of stress that manifests in the form of emotional exhaustion. This condition is relatively less common in permanent workers in the same sector. Angkasa Pura's permanent officers, for example, who do similar work do not face the same level of uncertainty. This difference confirms that the job insecurity experienced by respondents does not only come from the nature of their work, but also from their contractual status (Kristyanto et al., 2023; Pratiwi & Andani, 2022).

Emotional Exhaustion as a Mechanism for Reducing Resistance Capacity

The effect of emotional exhaustion on CCB was the strongest association in this study model ($\beta = 0.646$; $p < 0.001$). These findings indicate that emotional exhaustion is not just a passive consequence of job insecurity, but is closely related to the erosion of employees' capacity to maintain autonomy in decision-making. These results are in line with the findings of (Liang et al., 2022) and (Song et al., 2023) who place emotional exhaustion and ego depletion as the heart of the dynamics of CCB.

Within the framework of the Conservation of Resources Theory, burnout employees lose the capacity to self-regulate to reject unfair demands (Bakker et al., 2023). They no longer have the psychological energy to make ethical calculations about role boundaries, refuse additional uncompensated tasks, or take care of their own mental health. In the context of outsourcing employees at airports, this condition is exacerbated by power inequality, so resistance to superiors becomes a real economic risk. The implications of these findings suggest that when emotional fatigue lowers resistance capacity, employees have the potential to normalize that compulsion as part of their work routine, which can ultimately be detrimental to their physical and mental well-being in the long run.

Behavioral Compulsion Mediation Mechanism

The results of complementary partial mediation show that emotional exhaustion is an important pathway that connects job insecurity with CCB. The indirect effect through emotional fatigue ($\beta = 0.214$) was recorded to be greater than the direct effect ($\beta = 0.127$), but both were significant and unidirectional so that they complemented each other (complementary). This reinforces the thesis that CCB in airport outsourcing employees, particularly the operational worker group that dominated the study sample, was most likely a response to a combination of structural stress and prolonged emotional exhaustion.

However, the findings of partial mediation also provide crucial information: around 37.2% of the effect of job insecurity on CCB runs directly without emotional exhaustion. This direct path phenomenon can be synthesized through the combination of the framework of calculative commitment (Meyer & Allen, 1991) and impression management (Bolino, 1999; Bolino et al., 2006, 2008). Instead of simply resigned from exhaustion, workers who are haunted by rational fear can lose their jobs consciously calculating that displaying CCB is the most proactive and safest impression management strategy to ensure contract extension in the eyes of vendors. Since CCB in this context serves as a conscious adaptation strategy to the vulnerability of outsourcing status, further studies are strongly recommended to conduct moderation testing. Testing organizational moderator variables—such as the company's political climate, power distance, or supervisor's leadership style—will be crucial to disentangle what specific conditions are most powerful in triggering workers to make rational calculations in manifesting these immediate effects.

Practical Implications for Employment Policy and Theoretical Implications

The findings of this study have crucial practical and strategic implications for the employment policy architecture in Indonesia.

First, CCB, which has been considered by management as a form of loyalty and dedication of outsourced workers, needs to be deconstructed and reread as a symptom of a system that puts workers in a position without autonomy.

Second, the results of this study can be one of the empirical inputs in evaluating the implementation of outsourcing employment policies after the Job Creation Law, especially derivative regulations such as Government Regulation Number 35 of 2021. Volume or time-based work operational clauses that require a maximum working duration of 21 days in one month are vulnerable to being used as potentially creating ongoing work uncertainty if their implementation is not adequately supervised. Realistically, if this regulatory loophole were revised to ensure the continuity of contract extensions, the impact would directly reduce chronic stressors on workers, so that they would no longer be forced to sacrifice rest periods (CCB) in order to secure a work-call schedule the following month.

Third, the results indicate the importance of client corporate entities (users) to explicitly set standards for protection from emotional fatigue as Key Performance Indicators (KPIs) in Service Level Agreements (SLAs) with service provider vendors. As a concrete implementation step, the client company's HR management (user) is advised to take the role of a leader (lead) in forming a joint supervisory committee with vendor representatives and trade unions. This committee is responsible for conducting in-depth and periodic employment audits (e.g., quarterly), which include log reviews of working hours, overtime ratios, and the dissemination of anonymous well-being surveys to create a secure feedback loop. The accountability of this process can be guaranteed by making the results of the quarterly audit a mandatory requirement in the evaluation of the vendor's SLA contract extension.

Fourth, interventions based on the Conservation of Resources (COR) Theory can be applied by: (1) guaranteeing a minimum recovery period between 12 hours; (2) Psychological First Aid training that is sensitive to outsourcing status; and (3) the provision of independent counseling access.

Fifth, to ensure the effectiveness of the implementation of the above standards, a monitoring and evaluation mechanism involving various stakeholders is needed. Labor supervisors from relevant agencies, airport unions, and third-party agencies (such as labor NGOs or independent auditors) can collaborate to form a joint supervisory committee. This committee can proactively monitor vendors' compliance with working hours limits, audit well-being indicators of outsourced workers regularly, and ensure that the whistleblowing system is running properly. The existence of this third-party supervision is essential to ensure that workers can report the practice of forcing duties without fear of facing retaliation in the form of termination of contracts. Theoretically, this study contributes to expanding the application of JD-R Theory in the context of outsourcing (emphasizing job insecurity as a structural demand), confirming the dominant role of emotional exhaustion as a mediator, and integrating organizational behavior theory (CCB) with critical labor studies (precariat).

Limitations

This research has a number of limitations. First, cross-sectional design limits the ability to establish absolute causality between variables, so that fluctuations in job insecurity sentiment over time cannot be recorded. Second, regarding external validity, although the sample includes several categories of outsourcing jobs, the composition is still more from operational work groups such as porters and cargo handling officers (CHO). Therefore, generalization of research results to all categories of outsourced workers at airports, especially administrative and professional

work, needs to be done carefully. Workers in administrative roles may have slightly better bargaining power or experience more cognitive-mental sources of fatigue, compared to the extreme combined physical-emotional fatigue experienced by porters.

Suggestions for further research

Suggestions for further research can be grouped into three main themes to address these limitations in a systematic manner:

Methodological Improvements to Causality

Given the limitations of cross-sectional design, researchers are further strongly advised to use a longitudinal design (three-wave panel study) with planned measurement time intervals (e.g., every 3 months). This design provides an essential methodological advantage because it allows researchers to separate cross-lagged effects and validate the chain of events factually. Through three time waves, researchers were able to prove whether fluctuations in increased job insecurity at the first time point (T1) actually predicted a spike in emotional fatigue at the second time point (T2), which in turn triggered the execution of the CCB at the third time point (T3).

Context Expansion and Generalization

To address the sample composition bias that is currently too biased towards manual workers, future studies will need to replicate the model using stratified random sampling techniques that are evenly distributed across divisions (such as Porter, Passanger Handling, Avsec, and Administration) as well as across airport operational areas. The stratification approach is important because the level of emotional stress and job insecurity may differ between work divisions depending on the characteristics of the worker's technical role. Precise mapping of which divisions are most vulnerable is not only academically useful through comparative testing (Multi-Group Analysis), but must also be operationalized by practitioners. For policymakers and airport management, these specific findings across divisions can be directly followed up by implementing policy instruments in the form of "Risk-Based Well-being Standards". Instead of implementing uniform outsourcing rules, management can formulate clauses in Service Level Agreements (SLAs) that require vendors to implement a more stringent ratio of break hours and psychosocial protection guarantees specifically for divisions with high vulnerability indexes (such as physical workers), while labor supervisors can use the division's vulnerability map as an objective reference in determining the priority of field audit targets.

Theoretical Deepening and Qualitative Triangulation

To overcome bias in self-reports and bridge quantitative limitations, it is necessary to integrate qualitative approaches (in-depth interviews) as well as test alternative mediation mechanisms (e.g., Calculative Commitment instruments). This qualitative triangulation is crucial for uncovering insights that are difficult to capture through surveys, such as exploring how workers proactively design impression management tactics in their daily interactions with their bosses to maintain their positions.

CONCLUSION

This study examines the mechanisms that encourage compulsory citizenship behavior (CCB) in outsourced employees in airport areas. Based on the analysis of PLS-SEM of 609 respondents, all three research hypotheses were accepted. The results of the study confirmed that job insecurity was positively associated with emotional exhaustion ($\beta = 0.331$), emotional exhaustion was positively associated with CCB ($\beta = 0.646$), and emotional exhaustion played a role as complementary partial mediation in these relationships. These empirical findings make a theoretical contribution by challenging the traditional paradigm regarding Organizational Citizenship Behavior (OCB). The results of the research show that in the vulnerable working class, the extra behavior that is visibly seen as loyalty is actually not driven by voluntary motivation, but is a tangible manifestation of CCB. Within the framework of the Job Demands-Resources (JD-R) Theory, this study shows that the vulnerability of employment contract status is associated with structural demands (hindrance demand) related to the depletion of workers' emotional resources, which is ultimately related to the increased tendency of workers to comply with demands outside of formal roles as a strategy to maintain their perceived job security.

In the practical realm, the high severity of emotional fatigue reported by respondents confirms the scale of the urgency of this issue in the field. Instead of formulating psychological well-being interventions at the individual level of workers, this study justifies that systemic interventions in the employment contract architecture are one of the potentially more effective strategic approaches. In practice, policymakers may consider regulatory adjustments

to limit exploitative practices in repetitive daily work schemes. The results of this study can be considered for policymakers in evaluating the effectiveness of the implementation of daily work conditions as well as a more sustainable labor transition mechanism.

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THE EFFECT OF JOB INSECURITY ON COMPULSORY CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE OF EMOTIONAL EXHAUSTION AMONG AIRPORT OUTSOURCING EMPLOYEES

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