



Effect of Job Insecurity and Leader Member Exchange on Employee Performance with Psychological Capital and Metacognitive Cultural Intelligence as Moderator in Insurance Company

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Abstract. Job security is one of the most influential work stressors for employees. This study examines the effect of job insecurity on job performance mediated by subjective well-being, and the influence of leader member-exchange on subjective well-being of employees of insurance company. This study also analyzes the role of psychological capital as a mediator of job insecurity on subjective well-being and metacognitive cultural intelligence as a leader member-exchange mediator on subjective well-being. Respondents in this study amounted to 171 employees from an insurance company operating in Malang, East Java, Indonesia. The analytical method used is Structure Equation Model based Partial Least Square (SEM-PLS). The results obtained confirm that job insecurity has a negative effect on subjective well-being. Furthermore, the leader member exchange has no effect on subjective well-being. Subjective well-being positively affects job performance. Psychological capital variables with dimensions of self-efficacy, optimism, hope, and resilience were not proven to have a moderating effect on job insecurity on subjective well-being and metacognitive cultural intelligence variables were not proven to have a moderating effect on leader member-exchange on subjective well-being.

Keywords: Job Insecurity, Leader Member-Exchange, Subjective Well-Being, Job Performance.

1 Introduction

The development of an increasingly advanced business, resulting in rivalry between companies. To support making a company that excels in the competition, the quality of human resources is needed. Human resources contribute to every company in realizing the company's goals appropriately[1]. In today's competitive business world, organizations need high-performing employees to achieve their goals and to achieve competitive advantage[2]. The performance of an employee really needs to be considered by the company so that it can continue to be improved, this is because if the performance of the employee decreases it will have a huge impact on the company.

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There are several things related to the job performance of employees in the company, one of which is job insecurity[3], [4]. Job security is work insecurity which means a person or employee's concern about the continuation of their work in the future because there is a threat from the situation from the workplace[5]. Job insecurity is one of the most prominent work stressors for employees[6]. Employees who feel insecurity will have an impact on the resulting performance. Employees tend to show a decrease in performance when they experience job insecurity[7]. Employees who are experiencing uncertainty about the future of their work can consequently have a negative impact on their work-related well-being. Job insecurity can reduce subjective well-being felt by employees because they feel tense, anxious, worried, and stressed [8]. Then according to [5], job insecurity can be overcome by employees who have high psychological capital which includes self-efficacy, optimism, hope, and resilience.

In addition, things that can affect employee performance and welfare are leadership behavior, leadership behavior, one of which is the leader-member exchange (LMX) which has a significant impact on employee behavior, performance, and welfare[9]. LMX focuses on the relationship between leaders and their employees[10]. When employees have high quality LMX, and support helps employees increase and create positive energy will lead to high subjective well-being. In developing relationships with quality superiors, according to [11] metacognitive cultural intelligence is a condition that can alter the strength of the effect of LMX on subjective well-being. Employees with high metacognitive cultural intelligence are able to think contextually and flexibly, this ability allows them to interact and work together more effectively in cross-cultural contexts. Therefore, employees with low metacognitive cultural intelligence may be less successful in adapting to the work environment and building trusting relationships with superiors which can have a negative impact on their subjective well-being.

This study is an adaptation of two research models conducted by [5], [11] which have been developed. The aim is to analyze the effect of job insecurity on job performance mediated by subjective well-being, and the influence of leader member-exchange on subjective well-being. This study also analyzes the role of psychological capital as a mediator of job insecurity on subjective well-being and metacognitive cultural intelligence as a leader member-exchange mediator on subjective well-being in employees in insurance company in Indonesia. This study conducted in oldest insurance service in Indonesia. This research will be involved the employee from Malang Regional Office.

2 Literature Review

2.1 Job security and Subjective well-being

Job security according to [12] is a sense of powerlessness to maintain work continuity from the threat of work situations [5]. Job insecurity shows a mismatch between what people want (certainty about the future of their current job and what people get (perception that their current job is risky)[13]. Subjective well-being is a good experience, high satisfaction, and as a motivator of human behavior[14]. Research conducted

by[8]explains the negative relationship between job insecurity and subjective well-being. High job insecurity means low subjective well-being, and if job insecurity is low subjective well-being will be higher. Therefore, this study proposes the following hypothesis:

H1: Job Insecurity has a negative effect on subjective well-being

2.2 *Leader member exchange and subjective well-being*

LMX theory focuses on the assumption that superiors influence employees through the quality of relationships developed together [15]. According to [16]states that the relationship between superiors and employees in the company can be seen into 2 groups, namely in group refers to employees and leaders having a good relationship, the relationship between the two is based on feelings of fate, trust, and affection for each other. Next Out group: In this relationship, the leadership position towards employees is more professional. Bosses and employees with positive and good quality relationships will lead to high levels of trust, respect, and loyalty [17]. This means that a good relationship will affect the welfare of each other. Research result [11] stated that the Leader Member Exchange had a significant and positive effect on subjective well-being. when employees experience positive relationships with leaders as a result of leader behavior, they tend to get more resources to build greater subjective well-being, so the hypothesis in this study is:

H2: Leader member exchange has a positive effect on subjective well-being

2.3 *Subjective well-being and job performance*

Subjective well-being according to [18], [19] is defined as an individual's assessment of their quality of life based on their emotional experiences, accomplishments, accomplishments, and life goals[20]. Subjective Well-Being can be used to improve optimal performance[21]. Job performance according to [22] performance is defined as work-related outcomes that refer to the goal of achieving organizational goals as measured by performance evaluation on work-related tasks[2]. In research[23]subjective well-being has a positive and significant effect on performance. That is, an increase in subjective well-being can affect employee performance. Similar to research[21]which states that subjective well-being has a positive and significant effect, so it has a greater role on employee performance. Therefore, this study proposes the following hypothesis:

H3: Subjective well-being has a positive and significant effect on performance

2.4 *Psychological capital as Moderator*

Psychological capital is a positive quality possessed by everyone that helps individuals to develop which is characterized by self-efficacy, optimism, hope, and resilience[24]. Psychological capital becomes very important when dealing with critical situations that may arise during organizational change[25]. The results of research conducted by [5] supports the moderating role of psychological capital, because it can

reduce the negative impact of job insecurity on subjective well-being and performance. Job insecurity can be overcome by employees who have high psychological capital which includes self-efficacy, optimism, hope, and resilience. Employees with high psychological capital can reduce insecurity at work. In addition to research [26] stated that employees with high levels of psychological capital can attenuate the negative effect of the job insecurity relationship on performance.

H4a: Self-efficacy can reduce the negative impact of job insecurity on subjective well-being and performance

H4b: Hope can reduce the negative impact of job insecurity on subjective well-being and performance

H4c: Optimism can reduce the negative impact of job insecurity on subjective well-being and performance

H4d: Resilience can reduce the negative impact of job insecurity on subjective well-being and performance

2.5 Moderation of metacognitive cultural intelligence

The definition of cultural intelligence according to [27] is a person's ability to manage appropriately in diverse cultural settings[28]. Cultural intelligence consists of several dimensions, namely metacognitive, cognitive, motivational and behavioral. The high metacognitive cultural intelligence in an individual tends to be able to think contextually and flexibly, this ability allows them to interact and work together more effectively in cross-cultural contexts[29]. According to [11] stated that the impact of LMX on subjective well-being was stronger among migrant employees with lower than higher levels of metacognitive cultural intelligence. Thus, although LMX can affect subjective well-being, metacognitive cultural intelligence as a resource can reduce its negative effects.

H5: Metacognitive Cultural Intelligence moderates LMX on Subjective well-being.

2.6 Subjective Well-Being mediate Job Insecurity on job performance

In research conducted by [5] the results support the proposed mediating role of subjective well-being, linking the first hypothesis of job insecurity and job performance, therefore confirming that job insecurity negatively impacts employee job performance through a reduction in subjective well-being. In conditions of job insecurity, employees experience lower levels of subjective well-being because they face the possibility of losing their most important work-related resource, which can meet their needs.

H6: Job insecurity negatively affects employee work performance by decreasing subjective well-being.

3 RESEARCH METHOD

This research is quantitative research in which the data analysis approach uses aspects of calculations, measurements, formulas and numerical data. The independent variables

or independent variables are job insecurity and leader member exchange. The dependent variable or the dependent variable is job performance. And there is also a subjective well-being variable that acts as a mediating variable between the relationship between job insecurity and employee performance. Variable psychological capital as a moderating variable job security on subjective well-being and variable metacognitive cultural intelligence as a moderating variable leader member exchange on subjective well-being. Based on the description above, the following is a research design that will be carried out:

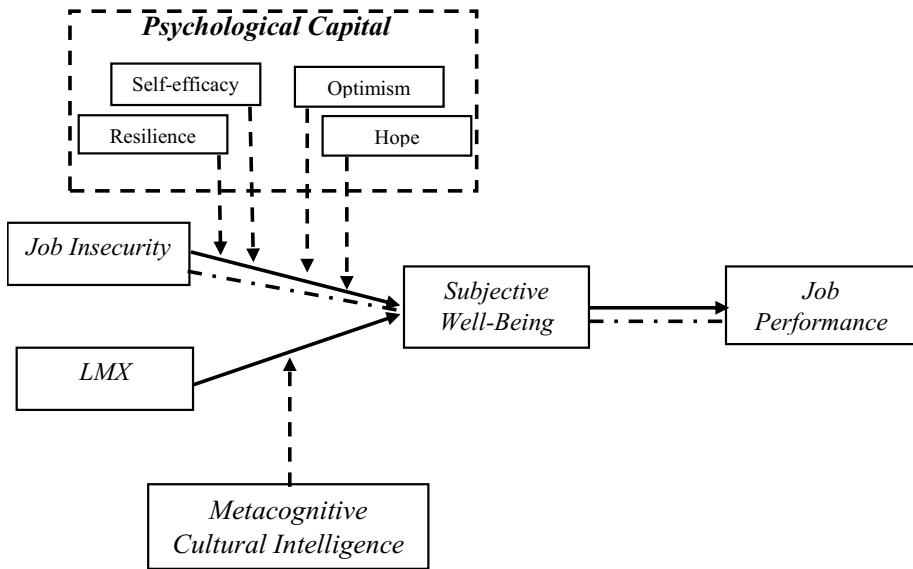


Fig. 1. Research model

Source: Adapted from research by [5], [11]

The source of data in this study is primary data obtained in the form of scores or scores for the answers given by respondents to the questions in the questionnaire. Data collection was carried out using an instrument in the form of a questionnaire filled out by employees in the oldest insurance company in Indonesia. The population in this study were all employees in Malang Regional Office, East Java, Indonesia. The sampling method used purposive sampling technique with the criteria for employees who were not outsourced employees and were active employees. This analysis uses the SEM-PLS method, which is a type of SEM (Structural Equation Modeling) analysis based on components with formative construct properties.[30]. In processing the data, this research uses SmartPLS 3 software. The steps of data analysis are evaluation of the outer model and evaluation of the inner model.

3.1 Measurement

All variables in this study were measured by items adopted from previous studies. The job insecurity variable uses 8 items from [31] and there are 4 items of reference questions. Leader member-exchange is measured by 7 items from research [32]. Measurement of subjective well-being consists of 5 items developed by Diener [33]. The job performance variable consists of 7 items from the research [34]. For metacognitive cultural intelligence variables measured by 4 items from [35]. 18 items for the psychological capital variable from [36], These 18 items include 5 items for self-efficacy, 5 items for hope, 4 items for optimism, and 4 items for resilience. All measurements of this item use 6 modified Likert scales with 6 answers, namely 1 = Strongly Disagree and 6 = Strongly Agree.

4 Results & Discussion

4.1 Respondent Demographics

After going through the distribution of questionnaires, the researchers got a total of 171 filled questionnaires. From these questionnaires, there were 8 questionnaires that did not meet the sample criteria, namely respondents who had the status of outsourcing employees, so they were eliminated and the remaining 163 respondents. The number of permanent employees is 43.6% and contract employees are 56.4%. There are 70 male (42.9%) and 93 female (57.1%) respondents involved in this study. The majority of respondents came from Malang with a percentage of 81.6% and the majority of employees were also married, 91.4 %. Respondents aged 18-25 years 5.5%, 26-35 years 33.1%, 36-45 years 47.2%, and 45-60 years 14.1%. The highest education level is SMA 46.6%, D1/D2/D3 13.5% AND S1 39.9%. Length of work <1 year 1.2%, 1-2 years 4.3%, 3-4 years 16%, 5-10 years 27.6%, 10-15 years 30.7%, and 15-30 years 20.2%. Each position consists of 18.4% staff, 25.8% employees, 6.1% SPV, and 49.7% Agents.

4.2 Validity and Reliability Test

The first step of the analysis of this research is to test the validity and reliability. Starting from the construct validity test phase which consists of convergent validity, taking into account the standardized loading factor value. The indicator is said to be valid if the loading factor value 0.7, but according to empirical experience of a study the loading factor value of 0.5 can still be declared valid or accepted [30]. In this study there are items with a loading factor value of <0.5, namely JI5, JI6, JI7, JI8, LMX4, LMX5, LMX6, LMX7, SWB5, JP6, JP7, PC10, PC12, PC13, and PC18 must be dropped or removed from model. Next is to look at the internal consistency reliability of Cronbach's Alpha and Composite Reliability (CR) scores. Cronbach's Alpha values in the range of 0.6 - 0.8 are considered moderate, but acceptable [37]. Another measure used to test reliability is to use the Average Variance Extracted (AVE) value. AVE value 0.5 but Fornell and Larcker explain that if AVE <0.5, but CR is higher than 0.6,

the convergent validity of the construct is still adequate [38]. After being evaluated, the resulting value as shown in Table 1 is declared reliable.

Table 1. Validity and Reliability Test

Variable	Cronbach's Alpha	CR	AVE
Job security	0.720	0.824	0.543
Leader-member Exchange	0.622	0.798	0.568
Subjective Well-being	0.721	0.827	0.545
Job Performance	0.802	0.857	0.551
Metacognitive cultural intelligence	0.679	0.787	0.488
Self-efficacy	0.691	0.795	0.444
Hope	0.773	0.820	0.540
Optimism	1.000	1.000	1.000
Resilience	0.602	0.760	0.517

Source: Data processed using SmartPLS

4.3 Descriptive statistics

In this study, all variables are in the "high" category, except for the job insecurity variable, which is in the medium category. The class boundary value was determined using the formula of Levine, Stephan, Krehbiel, and Berenson (2011) in Vidiasta (2016) ($(6-1)/3=1.67$) where the low category was at 1-1.66, the medium category was at 1.67 - 3.32, high category in the range of 3.33-6. The results of the processed descriptive statistical data for each variable that presents the average value and standard deviation are shown in table 2.

Table 2. Descriptive Statistical Test

Variable	Items	Min	Max	mean	Std. Deviation
Job security	4	1	5	2.33	0.586
Leader-member Exchange	3	3	6	4.67	0.544
Subjective Well-being	4	3	6	4.54	0.470
Job Performance	5	4	6	5.01	0.431
Metacognitive cultural intelligence	4	4	6	5.17	0.402
Self-efficacy	5	4	6	4.69	0.400
Hope	4	4	6	4.72	0.495
Optimism	2	3	6	4.66	0.508
Resilience	3	4	6	4.61	0.483

Source: Data processed using SmartPLS

4.4 Hypothesis testing

This study refers to the p-value 0.05 and the t-statistics value > 1.96 . The results of data processing using SmartPLS. The variable job insecurity proved to have a negative effect on subjective well-being and subjective well-being was also proven to have a positive effect on job performance. This is based on the value of each p-value 0.05, which

is 0.000 with t-statistics of 3.628 and 5.270, respectively, so that H1 can be declared accepted. Hypothesis H2 is rejected because the p-value is 0.783 (≥ 0.05) and the t-value is 0.275 (≤ 1.96), therefore the leader-member exchange is proven not to affect subjective well-being.

Table 3. Hypothesis test of direct effect

	β	T Statistics	P Values	Dec.
JI $\rightarrow$ SWB	-0.357	3.628	0.000	H1 accepted
LMX $\rightarrow$ SWB	0.025	0.275	0.783	H2 rejected
SWB $\rightarrow$ JP	0.381	5.270	0.000	H3 accepted

Source: Data processed using SmartPLS

4.5 Moderation Test

The results of the moderation test in this study proved to be rejected. each p-value 0.05 and t-statistics 1.96, so that the psychological capital variable with the dimensions of self-efficacy, optimism, hope, and resilience is proven not to moderate job insecurity on subjective well-being. Furthermore, metacognitive cultural intelligence was also proven not to moderate LMX on subjective well-being.

Table 4. Moderation Test

	β	T Statistics (O/STDEV)	P Values	Decision
JIxSE $\rightarrow$ SWB	-0.023	0.226	0.821	H4a Rejected
JIxHOPE $\rightarrow$ SWB	0.116	1.090	0.276	H4b Rejected
JIxOPT $\rightarrow$ SWB	-0.134	1.002	0.317	H4c Rejected
JIxRESI $\rightarrow$ SWB	0.032	0.231	0.817	H4d Rejected
JIxMCI $\rightarrow$ SWB	-0.043	0.436	0.663	H5 Rejected

Source: Data processed using SmartPLS

4.6 Mediation Test

The results of the Indirect Effects test show that subjective well-being mediates negatively the relationship between job insecurity and job performance for employees in insurance company. The resulting value is p-value 0.002 less than 0.005 and t-statistics 3.108.

Table 5. Mediation Test

	β	T Statistics (O/STDEV)	P Values	Decision
JI $\rightarrow$ SWB $\rightarrow$ JP	-0.136	3.108	0.002	H6 accepted

Source: Data processed using SmartPLS

4.7 Discussion

The results of data analysis confirm that job insecurity has a significant negative effect on subjective well-being of employees in insurance company in Malang Regional Office. These results support the research conducted by [8] which explains that there is a negative relationship between job insecurity and subjective well-being in employees. Employees with high job insecurity will experience low subjective well-being, and if job insecurity is low subjective well-being will be higher. Employees who are experiencing job insecurity will tend to feel less happy which causes less prosperity[39]. Employees can feel subjective well-being when their work is no longer a burden so they can enjoy work and feel satisfied with the life they live[40]. The decline in employee welfare can be caused by work insecurity experienced by employees[41]. The job insecurity is in the moderate category, so the company can create a sense of security so that the welfare of employees is maintained.

In the relationship between superiors and employees (leader-member exchange) in this study, it is stated that it does not affect subjective well-being. These results are not in line with the results of the study[11] which states that the Member Exchange leader has a significant and positive effect on subjective well-being. This means that the high and low quality of the relationship between superiors and employees (leader-member exchange) has not been able to affect the subjective welfare of employees in Malang Regional Office. The level of leader-member exchange is not a factor in subjective welfare experienced by employees. Truckenbrodt's theory in [16] states that the relationship between superiors and employees in the company can be seen into 2 groups, namely in group refers to employees and leaders having a good relationship, the relationship between the two is based on feelings of fate, trust, and affection for each other. Furthermore, out group: the position of the leader towards employees is more professional. Formal or informal relationships with employees, as long as employees feel happy and achieve targets, employees will feel prosperous. This is because subjective well-being is an individual's assessment of their quality of life based on their emotional experiences, completions, accomplishments, and life goals[20].

Subjective well-being positively and significantly affects job performance. In accordance with research results [23] subjective well-being has a positive and significant influence on performance. That is, the higher the subjective well-being felt by employees, it can improve employee performance. In addition, these results are supported by research [21] which states that subjective well-being has a positive and significant effect, so it has a greater role on employee performance. Employee welfare, such as feeling happy, is very important to achieve high and optimal performance[42].

The moderating role on psychological capital with dimensions of self-efficacy, optimism, hope, and resilience was not proven to have a moderating effect on job insecurity on subjective well-being. these results are not in accordance with the results of the study [5] which supports the moderating role of psychological capital, because it can reduce the negative impact of job insecurity on subjective well-being. This means that self-efficacy, optimism, hope, and resilience do not reduce the negative impact of job insecurity on subjective well-being. Then the level of job insecurity for employees in Malang Regional Office is classified as moderate and subjective well-being is classified

as high, so that employees do not experience threats to their work and there is no psychological pressure at work.

The moderating role of metacognitive cultural intelligence has not been shown to have a moderating effect on leader member-exchange on subjective well-being. This is also not in accordance with [11] because in this study the leader-member exchange did not affect the welfare of employees so that metacognitive cultural intelligence did not affect. According to demographic data, all respondents are from East Java and the majority are from Malang, so their culture is still fairly similar because they are Javanese. Therefore, metacognitive cultural intelligence has not been able to moderate the relationship between leader-member exchange on subjective well-being.

In the results of further analysis, job insecurity is proven to negatively affect job performance through subjective well-being. The mediating role of subjective well-being is supported in this study. It therefore confirms that job insecurity has a negative impact on employee job performance through a decrease in subjective well-being. In conditions of job insecurity, employees experience lower levels of subjective well-being because they face the possibility of losing their most important work-related resource, which can meet their needs. Employees have high subjective well-being if they are satisfied with their work and they often experience positive and negative feelings at work [42]. These results are in line with [5] which supports the mediating role of subjective well-being, linking the first hypothesis of job insecurity and job performance.

5 Conclusions

In the description of the discussion, it is concluded that the job insecurity variable has been shown to have a negative and significant effect on subjective well-being. The higher the job insecurity, the lower the level of subjective well-being in employees. Furthermore, the leader member exchange has not proven any effect on subjective well-being. Formal or informal relationships with employees, as long as employees feel happy and achieve targets, employees will feel prosperous. This means that the high and low quality of the relationship between superiors and employees (leader-member exchange) has not been able to affect the subjective welfare of employees in the oldest insurance company in Indonesia. Subjective well-being plays a role in job performance, which means it affects performance. The higher the subjective well-being felt by employees, it can improve employee performance. Psychological capital variables with dimensions of self-efficacy, optimism, hope, and resilience and metacognitive cultural intelligence variables were not proven to have a moderating effect on the results of this study. However, this study supports the mediating role of the subjective well-being variable, which means that job insecurity has a negative impact on employee job performance through a decrease in subjective well-being.

From the conclusions of this study, the suggestions that researchers can give are that employees continue to improve their performance and subjective welfare by always developing an unyielding attitude to face problems in the company, and grow positive thoughts so that job insecurity does not occur. The company continues to provide a safe working situation and minimizes the emergence of job threats for employees. In this

case it is necessary to build psychological capital for an employee which consists of several variables mentioned above, as a form of management to support well-being that affects employee performance.

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