



THE ROLE OF PSYCHOLOGICAL CAPITAL AS MEDIATING THE EFFECT OF JOB INSECURITY ON JOB SATISFACTION: AN INVESTIGATION AT THE BANDA ACEH "MEURAXA" PUBLIC HOSPITAL



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ABSTRACT

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This study aims to analyze the role of psychological capital in bridging the relationship between job insecurity and job satisfaction. It also aims to know the effect of job insecurity on job satisfaction. Contract workers at the "Meuraxa" General Hospital in Banda Aceh were the unit of analysis in this study, because we considered them to be very vulnerable to work insecurity related to termination of employment, as many as 112 contract workers we took as research samples. Primary data were obtained by distributing questionnaires to contract workers using random sampling techniques. Data were analyzed using Hierarchical Linear Modeling (HLM). The results of our analysis found that psychological capital plays an important role in bridging the relationship between job security and job satisfaction. The analysis also found a direct effect between job insecurity and job satisfaction. We conclude that psychological capital is a very important variable when job insecurity wants to increase job satisfaction.

Contribution/ Originality: This study is one of the few studies that have been investigated about contract workers, where workers are predicted to have job insecurity for the continuity of their work, apparently such conditions do not occur in the workers we investigated, and even contract workers are satisfied with the current policy.

1. INTRODUCTION

The current decade the issue of job satisfaction is still an interesting study for researchers (Böckerman and Ilmakunnas, 2012; Eren *et al.*, 2013; Ibrahim and Yusra, 2016; Siengthai and Pila-Ngarm, 2016; Marhayani and Ibrahim, 2019). One reason is because job satisfaction can affect organizational performance (Ibrahim *et al.*, 2012; Ibrahim, 2015; Rusu *et al.*, 2015; Sattar *et al.*, 2015; Dharmanegara *et al.*, 2016). Other studies also examine factors that can increase employee job satisfaction in the workplace, such as competence and compensation (Riswanto, 2013; Manik and Wiarah, 2014). Business motivation and performance (Smerek and Peterson, 2006; Riana, 2015). Appreciation and motivation (Jehanzeb *et al.*, 2012). Chakraborty *et al.* (2019) said "work life balance and satisfaction are largely determined by the availability of efficient resources and based on demand and the specificity of the task or role. However, life satisfaction at work varies when we seek control at the individual and at the organizational

level. In addition, researchers also see that factors that influence job satisfaction through other factors or variables, for example research conducted by Ibrahim and Yusra (2016) that the effect of work family conflict on job satisfaction through person organization fit. The influence of the abundance of information technology satisfaction on job satisfaction through job fit and professional fit (Wang *et al.*, 2020).

The results of previous studies are very useful for us to conduct new research on job satisfaction. Indeed, many factors can affect employee job satisfaction in their workplace, but the factors that affect job satisfaction do not lie in one or two factors, but among the factors that influence it are mutual support, if one factor they are less satisfied then covered by other factors they very satisfied.

This study tries to conduct research on job satisfaction based on job insecurity. Here we examine the level of job satisfaction of employees with job insecurities faced by workers at the Meuraxa General Hospital in Banda Aceh City, where the workers studied were workers with work agreements (employment contracts). According to Greenhalgh and Rosenblatt (2010) job insecurity is a condition of powerlessness to maintain the desired continuity in threatening work situations. Unsafe feelings will have an impact on employee job attitudes, even the desire for greater turnover.

Job insecurity has a psychological impact. The contract workers at Meuraxa Hospital in Banda Aceh City, where they feel insecure with the status of contract employees who can be dismissed at any time. Therefore, we assume contract employees are not satisfied in carrying out work in their workplace. But there are other factors that we think can help increase satisfaction, namely the Psychological capital factor.

According to, Luthans *et al.* (2006) psychological capital is a higher level concept: individual resources, self-efficacy, optimism and so on are the main basic resources for managing and adjusting other resources. Furthermore, these resources influence each other and create effects synergistically, meaning there is a synergy effect between the various types of psychological abilities contained in psychological capital. In other words, the combined effect of psychological capital is greater than the sum of individual abilities.

2. LITERATURE RIVIEW

2.1. Job Insecurity

Job insecurity was first suggested by Greenhalgh and Rosenblatt (1984). They call this someone's uncertainty about job continuity, and point out that work vulnerability not only involves losing one's job but also appreciating job features. This view was recognized and supported later by many other scholars (Witte, 1999; Sverke *et al.*, 2010).

According to Greenhalgh and Rosenblatt (2010) job insecurity is the powerlessness to maintain the continuation of work because of the threat of the situation of a job. Whereas Sverke *et al.* (2002) revealed that job insecurity is a person's subjective view of situations or events that threaten work in the place of work.

In line with the above view, Wening (2005) defines job insecurity as a condition of powerlessness to maintain the desired continuity in threatening work situations. Job insecurity is also defined as feelings of tension, anxiety, worry, stress, and feeling uncertain in relation to the nature and presence of work felt by workers. Job insecurity is a psychological phenomenon related to workers' perceptions of their future at work that is full of uncertainty.

From some of the above views concluded by Reisel and Banai (2002) that job insecurity as a condition associated with fear of someone losing their job or the prospect of demotion or decline in position as well as various other threats to working conditions associated with decreased job satisfaction. Job insecurity can also be defined as insecurity that results from threats to the continuity or continuity of one's work (Reisel and Banai, 2002).

In general, scholars believe that work vulnerability has four characteristics: (1) desired continuity, where employees want stable jobs but this does not happen; (2) threats, where employees feel violations of their expectations to maintain stability; (3) risky job features, where employees see threats from certain job

characteristics, such as changing bosses, going to locations that are not liked, delegated to tasks they do not like, etc.; (4) helplessness, where insecure employees usually feel weakness and job insecurity will not occur if employees have the ability to overcome them when they feel threatened (Greenhalgh and Rosenblatt, 2010).

2.2. Psychological Capital

Luthans (2002) defines psychological capital as "the study and application of positively oriented human resource strengths and effective psychological capacity that can be measured, developed and managed for performance improvement in the current workplace". Psychological capital consists of four psychological resources: hope, optimism, resilience, and self-efficacy (Luthans *et al.*, 2004).

Expectation is defined as "a positive motivational state based on feelings of success that are interactively derived (1) agency (energy directed at the goal) and (2) pathway (planning to fulfill the goal)" (Snyder *et al.*, 1991). Carver and Scheier (2002) define optimism as "optimism are people who expect good things to happen to them; pessimists are people who expect bad things to happen to them".

Luthans (2002) defines resilience as "a positive psychological capacity to recover, to 'rise again' from adversity, uncertainty, conflict, failure, or even positive change, progress and increased responsibility". Self-efficacy is defined as "an employee's confidence or confidence about his ability to mobilize motivation, cognitive resources, or actions needed to successfully carry out certain tasks in a given context" (Stajkovic, 2006).

In the latest research on the hotel industry, psychological capital is often considered an antecedent variable. Psychological capital can positively increase employee job satisfaction (Jung and Yoon, 2015; Karatepe and Karadas, 2015). Psychological capital has been found to result in improved approaches, efficiency, performance and customer service (Stajkovic, 2006). The results of previous studies indicate that individuals with higher levels of psychological capital have job satisfaction, organizational commitment (Schulz *et al.*, 2014).

Psychological capital in general has been widely explained in sharing work on economics, investment and sociology. Psychologist experts emphasize that more positive behavior is needed to help employees and organizations to accept and fight the challenges of the business environment that are based on rapidly changing technological changes (Luthans, 2002).

2.3. Job Satisfaction

Locke and Luthan (1990) provide a comprehensive definition of job satisfaction as a pleasant or positive emotional condition that results from an assessment of one's work or experience. Job satisfaction is a result of employee perceptions about how well his work provides things that are considered important.

Job satisfaction cannot be seen, but it can be concluded. It is an emotional response to work situations (Locke and Luthan, 1990). Job satisfaction is also referred to as employee perceptions about how well the job provides things that are considered important, such as the job itself, wages, promotion opportunities, supervision and satisfaction (Luthan, 1998).

Job satisfaction, according to Davis (1988) "is the final goal where the work and / or managerial policies of an organization are designed so that employees get maximum satisfaction from their needs through them. Implicitly, 'job satisfaction comes from all methods of procedures and policies aimed at improving the quality of work life". So job satisfaction is central and important for management. However, the overall goal of management is the realization of effective and efficient acquisition, utilization, and disposal of resources. But it must be noted that of all resources, human resources are the most vital and the least predictable. They are the only steps directed towards satisfying the various dynamic needs of humans who can develop.

Straws and Sayles (1980) defines job satisfaction as a match between job characteristics and individual needs. They assert that job satisfaction is always treated with respect to motivation because of the similarities between them. Furthermore, Straws and Sayles explained that employees who do not get job satisfaction will never reach

psychological maturity and will in turn become frustrated. because employees like this will often daydream, have low morale, are easily lazy and bored, emotionally unstable, often look for and do busyness that has nothing to do with work that often does.

Based on the literature review that we have studied, we can describe a investigation framework that we show in Figure 1.

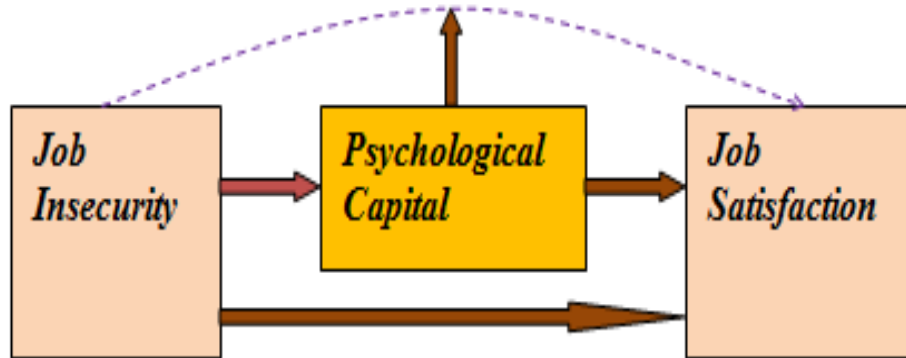


Figure-1. The proposed investigation model.

3. RESEARCH METHOD

3.1. Population and Sample

The study took contract labor as a unit of analysis working at the Banda Aceh "Meuraxa" General Hospital, with a population of 681, from which we took a sample of 242 people. Determination of the number of samples based on (table) (Krejcie and Morgan, 1970). Sampling of members using simple random sampling technique.

3.2. Data Collection

This study uses primary data, data collection techniques using questionnaires which are distributed to all pre-determined samples. The questionnaire consists of two parts, the first part contains the characteristics of respondents such as: gender, age, education and others. The second part contains questions about the variables we will analyze such as: Job insecurity = 5 questions, Job satisfaction = 7 questions, and Psychological capital = 24 questions. All questions in the questionnaire use a Likert scale (1 = strongly disagree, to 5 = strongly agree).

3.3. Data Analysis

The primary data collected was analyzed using Hierarchical Linear Modeling (HLM). HLM has specificity in analyzing mediation variables, in this study the mediating variable is "psychological capital" which mediates the influence between the independent variable (Job insecurity) and the dependent variable (Job satisfaction). HLM has 3 stages of regression analysis using the formula:

- 1). $Y = \alpha + \beta_1 X + \zeta$
- 2). $Z = \alpha + \beta_1 Z_1 + \zeta$
- 3). $Y = \alpha + \beta_1 X_1 + \beta_2 Z + \zeta$

Explanation:

- Y = Job Satisfaction
- X = Job Insecurity
- Z = Psychological Capital
- α = Constant
- β = Coefficient

4. RESULTS AND DISCUSSION

4.1. Analysis of the Effect of Job Insecurity on Job Satisfaction

According to Hair *et al.* (2014) if using a Likert scale, the regression coefficient must use a standardized coefficient, so it does not have a standard error, so it is easier to predict compared to unstandardized coefficient which has a standard error.

Table 1 results of the analysis of the direct influence between Job insecurity and Job satisfaction variables. The results of the analysis show the standardized coefficient β value of 0.349, and the significance value is 0.000, because the significance value <0.05 , it can be concluded that there is an effect of the Job insecurity variable on the Job satisfaction variable.

Table-1. Results of analysis of the effect of job insecurity on job satisfaction.

Coefficients ^a						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.507	.682		52.047	.000
	Job insecurity	.867	.222	.349	3.911	.000

a. Dependent Variable: Job Satisfaction.

From the results of a simple regression analysis can be made a linear equation: $Y = 0.349 X$. Based on the above equation it can be explained that the Job insecurity (X) regression coefficient is 0.349. This means that when a person has a feeling of Job insecurity = 1 unit, then Job satisfaction is (0.349) on the Likert scale, the greater the Job insecurity in a person, the more Job satisfaction on them. Conversely, the more job insecurity decreases in a person, the more job satisfaction decreases in themselves. The results of this study support previous research, namely: Job insecurity and job satisfaction: The mediating effect of psychological (Della, 2015).

Table 2 is the result of the analysis of the coefficient of Job insecurity determination on Job satisfaction. The results of the analysis show that the R square value of 0.122 (12.2%), means that Job insecurity contributes 12.2% influence on Job satisfaction, the rest (87.8) is influenced by other factors outside the model studied.

Table-2. The coefficient of determining job insecurity to job satisfaction.

Model Summary ^b				
Model	R	R square	Adjusted R square	Std. Error of the estimate
1	.349 ^a	.122	.114	3.37476

a. Predictors: (Constant), Job Insecurity.

b. Dependent Variable: Job Satisfaction.

Table 3 is the result of the influence between Job Insecurity on Psychological Capital, where the value of Standardize Coefficients β 0.740 and significant at the level of 0.000, which is <0.05 , this shows that there is a positive and significant effect between Job Insecurity on Psychological Capital. From the results of the analysis in Table 3 a linear equation can be made, namely: $Z = 0.740 X$. This equation explains that if Job insecurity felt by employees changes to one unit, then Psychological capital is 0.740 units on the Likert scale. If Job insecurity continues to increase in employees and will affect the increase in Psychological capital.

Table-3. Results of analysis of the effect of job insecurity on psychological capital.

Coefficients ^a						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.193	1.066		2.057	.042
	Job insecurity	3.998	.346	.740	11.546	.000

a. Dependent Variable: Psychological Capital.

Table 4 is the coefficient of determination of Job Insecurity on Psychological Capital. From the results of the analysis showed an R square value of 0.548 (54.8%), meaning that the magnitude of the effect of Job Insecurity on Psychological Capital was 54.8%, while the remaining = 45.2% was influenced by other factors.

Table-4. The coefficient of determining job insecurity to psychological capital.

Model Summary ^b				
Model	R	R square	Adjusted R square	Std. Error of the estimate
1	.740 ^a	.548	.544	5.27435

a. Predictors: (Constant), Job Insecurity.

b. Dependent Variable: Psychological Capital.

Table 5 is the result of the analysis of the influence of Psychological capital on Job satisfaction. The results of the analysis show that there is an influence of Psychological Capital on Job satisfaction with a Standardize coefficients β 0.373 and significant at the level of 0.000, which is <0.05 . From the results of the analysis can be made linear equation lines, namely: $Y = 0.740Z$. This equation every time there is a change in Psychological capital of one unit in the Likert scale, it will affect the increase in Job satisfaction.

Table-5. Results of analysis of the effect of psychological capital on job satisfaction.

Coefficients ^a						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.629	.618		57.650	.000
	Psychological capital	.171	.041	.373	4.212	.000

a. Dependent Variable: Job Satisfaction.

Table 6 is the coefficient determination of Psychological capital on Job satisfaction, where there is an R square value of 0.139 (13.9%), which means that the contribution of the influence of Psychological capital on Job satisfaction is 13.9%. the remaining 86.1% was influenced by other factors not examined in this study.

Table-6. The coefficient of determining psychological capital to job satisfaction.

Model Summary ^b				
Model	R	R square	Adjusted R square	Std. Error of the estimate
1	.373 ^a	.139	.131	3.34231

a. Predictors: (Constant), Psychological Capital.

b. Dependent Variable: Job Satisfaction.

Table 7 is the result of an analysis of the role of Psychological Capital as a mediating variable in the relationship between Job Insecurity and Job Satisfaction through HLM. From the results of the analysis of Table 7 (Model 2) a linear equation can be made, namely: $Y = 0.163 X + 0.252 Z$. From this linear equation, it can be explained that the value of Job Insecurity coefficients becomes down, from β : 0.349 see Table 1 to β : 0.163 and significant at the level of 0.057, is ≤ 0.01 . This decrease occurs because the Psychological Capital (Z) variable has been included as a mediating variable. So it can be said that the Psychological Capital variable has a role as a mediating variable. The influence between Job Insecurity and Job Satisfaction previously was direct and showed strong, because the relationship of X and Y, divided its role with mediating variables (Psychological Capital). So it can be said that mediation is partial.

Table 8 is the result of the coefficient analysis of the determination of the effect of Job Insecurity on Job Satisfaction, and the influence of Job Insecurity and Psychological Capital on Job Satisfaction. The results of the analysis of the effect of Job Insecurity on Job Satisfaction R square = 0.122 (12%) see Table 2. Furthermore, the

magnitude of the effect of Job Insecurity and Psychological Capital on Job Satisfaction R square = 0.151 (15.1%), while the remaining 84.5% is influenced by other factors outside the model.

Table-7. The Effect of job insecurity, psychological capital on job satisfaction.

Coefficients ^a						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.507	.682		52.047	.000
	Job insecurity	.867	.222	.349	3.911	.000
2	(Constant)	35.253	.687		51.325	.000
	Job insecurity	.403	.326	.163	1.239	.218
	Psychological capital	.116	.060	.252	1.922	.057

a. Dependent Variable: Job Satisfaction.

Table-8. The Coefficient of determining.

Model Summary ^c				
Model	R	R square	Adjusted R square	Std. Error of the estimate
1	.349 ^a	.122	.114	3.37476
2	.388 ^b	.151	.135	3.33420

a. Predictors: (Constant), Job Insecurity.

b. Predictors: (Constant), Job Insecurity, Psychological Capital.

c. Dependent Variable: Job Satisfaction.

5. CONCLUSION

Based on the results of our analysis we can conclude that the Psychological Capital variable plays a role in mediating the effect of the Job Insecurity variable on Job Satisfaction. The effect is partial mediation, where when the Job Insecurity variable is included in the HLM analysis, the direct effect of Job Insecurity on Job Satisfaction decreases to β : 0.163. The results support the findings of the researcher (Della, 2015).

In addition, our partial test results found that there was a direct influence between Job Insecurity on Job Satisfaction and Psychological Capital. Furthermore, there is also a direct influence between Psychological Capital on Job Satisfaction. From these results we can conclude that in testing mediation factors have met the requirements as stated by Baron and Kenny (1986).

Limitations of this research in placing variables, future research can be added to one performance variable as an impact of job satisfaction, but it is possible to multiply mediation variables in influencing job satisfaction.

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