Mediation Role of Management Support in the Relationship between Psychological Capital, Job Insecurity and Employee Job Performance

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Keywords

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Abstract

Employee job performance is crucial for organisations to achieve their goals efficiently and effectively. This phenomenon is influenced by several factors that significantly provide resources and guidance to teams, enabling them to complete their tasks successfully. This study investigated the mediation role of management support between psychological capital and job insecurity on employee job performance. The data were collected from 191 professionals working in the mining industry in South Africa. The reliability analysis results showed that the scale had a high reliability and internal consistency. The confirmatory factor analysis revealed that including the factor model significantly improved the fit of the model to the data.

The results of the multiple regression with mediation indicated that management support partially mediated the relationship between psychological capital and job insecurity on employee job performance. These findings suggest that management support is crucial in enhancing the positive effects of psychological capital and job insecurity on employee job performance. The practical implications of this study suggest that organisations should prioritise developing and fostering management support for their employees to improve employee job performance.

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1. Introduction

Organisations rely on employee job performance to achieve their goals, which often involve successfully delivering complex projects that require coordination across different departments and teams (Cooper, Doucet, & Pratt, 2007). Therefore, Employee job performance is a critical aspect of organisational success, and factors contributing to it are of great interest to researchers and practitioners alike (Hassan, Bashir, & Abbas, 2017; Xue & Woo, 2022). This study examines the relationship between two constructs namely, psychological capital and job insecurity, which have been found to influence employee job performance. Specifically, the study focuses on how these constructs are related within a mining context in South Africa and determines the mechanisms through which the relationship exists by suggesting management support as a mediator in the relationship.

1.1. Background and problem statement

Organisations depend on their employees to continue operating hence, the employer's duty is to make the workplace conducive for the employee. When employees perceive the work environment to be conducive and promote their well-being and interests, they feel a sense of insecurity. The mining industry in South Africa has various challenges. It can be assumed that with the high number of old shafts closing, many workers are faced with potential losses and the consequences of unemployment. Uncertainty at work indicates the likelihood of losing a job. People may be anxious about the future loss of financial and psycho-social resources (Höge et al., 2015:225). Job insecurity is found to positively impact the employee's performance in the workplace (Jacobs & Pienaar, 2017:152).

Even though, employee job performance may be negatively impacted by interpersonal conflicts plaguing the global workplace. Few studies have looked at the effect of job insecurity and employee's psychological capital on employee's employee job performance and also the role of supervisor/subordinate social support on that relationship in the South African mining industry, despite the fact that firms are aware that employees require social support (Crockett, 2018).

1.2. Research objectives

The focus of the study is to contribute to the extant knowledge by determining the mediating role of management support in the relationship between employee's job insecurity and psychological capital on employee job performance.

Secondary objective:

- To examine the relationship between job insecurity and employee job performance.
- To determine the link between psychological capital and employee job performance.
- To determine the mediating role of management support in the relationship between employees, job insecurity and psychological capital on employee job performance.

1.3. Hypotheses

H_1: Psychological capital has a positive influence on employee job performance.

H_2: Job insecurity has a negative influence on employee job performance.

H_3: Management support significantly mediates the relationship between psychological capital, and employee job performance.

H_4: Management support significantly mediates the relationship between job insecurity, and employee job performance.

2. Literature Review

The following section focuses on the literature review, establishing the theoretical underpinnings and empirical evidence from previous studies.

2.1. Theoretical framework

In this study we adopted the job demands-resources (JD-R) model which is a theoretical framework used to explain the relationship between job demands and job resources, and how they influence job outcomes such as job satisfaction, burnout, and performance (Bakker and Demerouti 2017). The model was developed by Arnold Bakker and Evangelia Demerouti in the early 2000s (Karasek et al. 2001). According to the JD-R model, job demands refer to the physical, psychological, or social aspects of a job that require sustained effort or skills to cope with, and that can lead to negative outcomes if not properly managed. Examples of job demands include workload, time pressure, emotional demands, and role ambiguity. Job resources, on the other hand, refer to the physical, psychological, or social aspects of a job that help an individual to achieve their work goals, reduce job demands, and stimulate personal growth and development (Schaufeli 2017). Examples of job resources include social support from colleagues and supervisors, autonomy, feedback, and career opportunities (Bauer and Hämmig 2014). The JD-R model proposes that job demands, and job resources have independent effects on job outcomes. High job demands are associated with higher levels of stress and burnout, while high job resources are associated with higher levels of motivation, job satisfaction, and work engagement. The model also suggests that job resources can buffer the negative effects of job demands, which means that individuals who have access to sufficient job resources may be able to cope better with high job demands and experience fewer negative outcomes (Bakker and Demerouti 2017; Schaufeli 2017). In this case of the current study, psychological capital and job insecurity (personal resources) are seen as job resources that impact positively on employee job performance. Management support as a job resource that provides employees with the necessary support and guidance to effectively manage job demands. According to the JD-R model, job resources can directly impact work outcomes, such as employee job performance, and can also mediate the relationship between personal resources and employee job performance. This means that management support acts as a mechanism through which

psychological capital and job insecurity affect employee job performance. Figure 1 depicts the interrelationship amongst the selected constructs.

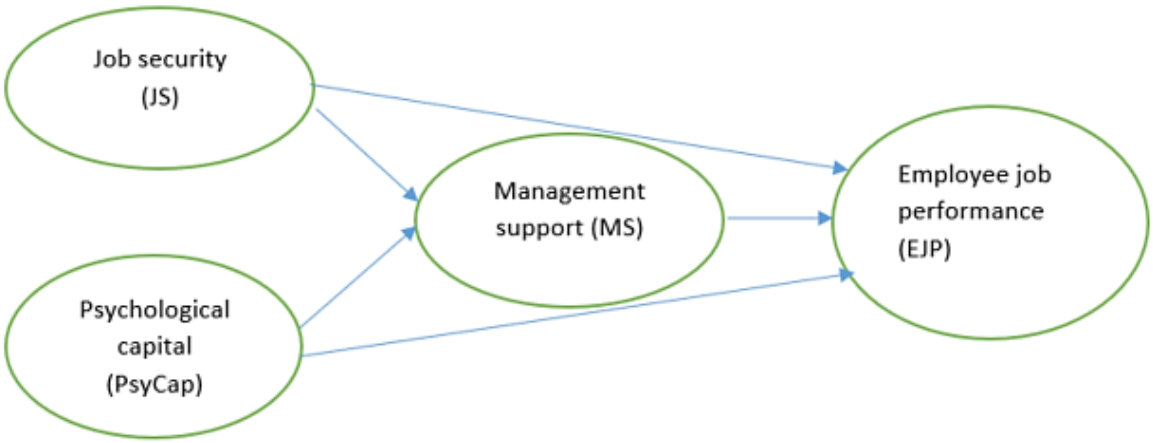

Figure 1: Conceptual framework
Source: Authors' conceptualisation

2.2. Psychological capital and job insecurity, and employee job performance

Psychological capital (PsyCap) is a construct that has received increasing attention in organisational research over the past two decades. PsyCap is defined as "an individual's positive psychological state of development characterised by four factors: self-efficacy, hope, optimism, and resilience" (Davoudi et al., 2018). Self-efficacy refers to an individual's belief in their ability to succeed in a specific task or situation, while hope refers to their belief that they can create pathways to reach their goals. Optimism is the tendency to expect positive outcomes, and resilience is the ability to bounce back from setbacks or adversity (Fan & Sivo, 2007; Chiesa et al., 2018). Research has shown that individuals with higher levels of PsyCap are more likely to experience positive outcomes in the workplace, such as job satisfaction, engagement, and commitment (Chiesa et al. 2018; Davoudi et al. 2018; Evans & Davis 2005; et al. 2019). This is because PsyCap provides individuals with the psychological resources to cope with challenges and adapt to changing circumstances (Luthans, Vogelgesang, & Lester, 2006). In the context of employee job performance, high levels of PsyCap may enable individuals to remain focused and motivated in the face of uncertainty and complexity (Luthans, Avolio, Avey, & Norman, 2007).

Job insecurity is another construct that has been found to be important in the context of employee job performance. Job insecurity refers to the perception that one's job is stable and secure, and that they will not be at risk of losing their job in the near future (Evans & Davis 2005).Research has shown that job insecurity is an important predictor of employee attitudes and behaviours, including job satisfaction, commitment, and turnover intentions (Haider & Kayani 2021).

In the context of mining industry, job insecurity may be particularly important because projects often involve temporary teams and roles. Individuals who perceive their job to be insecure may be less likely to commit fully to the project and may be more likely to disengage or look for alternative job opportunities (Mao et al. 2021). On the other hand, individuals who perceive their job to be secure may be more likely to invest in the project and to remain committed to its success.

Employee job performance is defined as the degree to which employees contribute to the success of the organisation, considering the expectations associated with professional role" (Zablah et. al, 2012). Motowidlo & Kell (2012) state that implementation only means an action that can change the achievement on the organisational goal. Performance areas include activities that can have a positive impact, and activities that can adversely affect organisational performance. Thus, a performance episode can have different expected values for the organisation for each person, from moderate to very negative behaviour, which can affect the goals of the organisation. Zainal et al. (2020), findings show that employees work less when they work in poor work environments. Employees who are expected to work hard when they feel tired with limited time and energy, cannot concentrate on their work. Based on the findings, it is advisable for organizations to seriously consider the work-family conflict among their employees, as work-family conflict can deleteriously impact on employees' job performance.

2.3. The Relationship Between Psychological Capital, Job Insecurity, and employee job performance

Several studies have examined the relationship between PsyCap, job insecurity, and employee job performance (Aga, Noorderhaven, & Vallejo 2016; Bernroider, Wong, & Lai 2014; Bhatti et al. 2021; Wu et al. 2017). Riyanto, Endri, & Herlisha (2021) found that PsyCap positively related to job satisfaction, job performance, and organisational commitment in a sample of project managers. They also found that job insecurity moderated the relationship between PsyCap and job satisfaction, such that the relationship was stronger for individuals who perceived their job to be more secure.

Similarly, a study by Hao et al. (2020) found that PsyCap was positively related to project success in a sample of project teams in the construction industry. They also found that job insecurity partially mediated the relationship between PsyCap and project success, suggesting that individuals with higher levels of PsyCap were more likely to perceive their job as secure and associated with greater project success. These findings suggest that PsyCap and job insecurity are important factors that influence employee job performance. Individuals with higher levels of PsyCap may be better equipped to handle the challenges and uncertainty inherent in performing various job related tasks, while individuals who perceive their job to be more secure may be more likely to invest in the project and to remain committed to its success (Cooper et al. 2007; Support and Relationship 2004). However, the relationship between these constructs is likely complex and may be influenced by other factors, such as management support.

2.4. The mediating role of management support

Management support refers to how employees perceive that their supervisors provide them with the resources, information, and encouragement they need to perform their jobs effectively (Eisenberger et al., 1986). Management support has been found to be an important predictor of employee attitudes and behaviours, including employee performance, job satisfaction and organisational commitment, (Yassien et al. 2017). Similarly, a study by Wu et al. (2017) found that management support partially mediated the relationship between job insecurity and job satisfaction in a sample of project team members in the construction industry. They also found that management support moderated the relationship between PsyCap and job satisfaction, such that the relationship was stronger for individuals who perceived higher levels of management support. These findings suggest that management support plays an important role in the relationship between PsyCap, job insecurity, and employee job performance. Specifically, management support may enhance the positive effects of PsyCap and job insecurity on job satisfaction and other important outcomes.

3. Research Methodology

The next section details the research methods, approaches, data collection procedure and data analysis applied in this study.

3.1. Methods and materials

The data were collected from a convenience sample of 191 professionals working in the mining industry in South Africa. The study adopted a positivist paradigm and used a quantitative approach. The reliability analysis results showed that the scale had a high reliability and internal consistency. Reliability refers to the consistency or stability of a measure over time or across different situations. It is a statistical concept that measures the extent to which a test or measure produces consistent results (DeFries and Fulker 1985). The reliability of the survey questionnaire was measured using McDonald's ω, Cronbach's α, Guttman's λ2, and Guttman's λ6 in this study. The chi-square test was also used to compare the baseline model to the factor model, and the fit indices for the model were evaluated using the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Bentler-Bonett Non-normed Fit Index (NNFI), Bentler-Bonett Normed Fit Index (NFI), Parsimony Normed Fit Index (PNFI), Bollen's Relative Fit Index (RFI), Bollen's Incremental Fit Index (IFI), and Relative Noncentrality Index (RNI).

Confirmatory factor analysis (CFA) is a statistical technique used to test the validity of a hypothesised factor structure for a set of observed variables. CFA is a type of structural equation modelling (SEM) that tests whether a set of observed variables (indicators) can be explained by a smaller number of underlying factors (latent variables) in a specified pattern (Rani Das 2016; Support and Relationship 2004). CFA is used to assess whether the data support the hypothesised factor structure, and to estimate

the strength of the relationships between the factors and the observed variables (Topliss and Costello 1972).

In this study the factor loadings for each indicator were calculated, and the validity of the two-factor model was evaluated. We further detected the presence of outliers in the datasets. Then composite scores were computed for each of the four latent variables. Normality test was conducted using a Shapiro-Wilk test criterion. We then used multiple regression to assess how psychological capital and Job insecurity (JiS) influenced employee job performance (EJP) both directly and through the mediation of management support (MS) as depicted in figure 1. All the data analysis was computed from JASP computer software program (v 0.14.1.0).

Multiple regression is a statistical analysis method used to investigate the relationship between a dependent variable and multiple independent variables (DeFries and Fulker 1985). In other words, it is a technique used to predict the value of a dependent variable based on two or more independent variables. In multiple regression, a mathematical equation is developed to describe the relationship between the dependent variable and the independent variables (Maxwell Scott 2000). The equation is estimated using a set of observations, where each observation represents a combination of values for the independent variables and the corresponding value for the dependent variable.

Multiple regression is commonly used in many fields, such as finance, economics, social sciences, and engineering, to analyse data and make predictions. It is a powerful tool for understanding the relationships between variables and for making informed decisions based on those relationships (Topliss and Costello 1972).

For multiple regression, which has more than one independent variable, the equation becomes:

$y = \beta 0 + \beta 1x1 + \beta 2x2 + ... + \beta n*xn + \varepsilon$……. [Eqn 1]

where:

- y is the dependent variable
- x1, x2, ..., xn are the independent variables
- β0 is the y-intercept (the value of y when all independent variables are zero)
- β1, β2, ..., βn are the slopes (the change in y for a one-unit increase in each independent variable, holding all other variables constant)
- ε is the error term (the difference between the actual and predicted values of y)

Composite scores computation and assumption checks

The study computed composite scores for job insecurity, psychological capital, management support, and EJP. Composite scores are a measure that combines several related variables into a single score (DeVellis, 2016). The composite scores were used in the analysis to explore the relationship between the independent variables (job insecurity, psychological capital, management support) and the dependent variable (EJP).

Cronbach's Alpha: Cronbach's alpha is a measure of reliability that assesses the internal consistency of a scale or measure (Cronbach, 1951). The study used Cronbach's alpha to assess the reliability of the composite scores.

Assumption checks were conducted to ensure that the data met the necessary assumptions for the analysis. The normality of the data was tested using the Shapiro-Wilk test, which is a statistical test that assesses whether a data set is normally distributed (Shapiro & Wilk, 1965). The equality of variances was tested using Levene's test, which is a statistical test that assesses whether the variances of two or more groups are equal (Levene, 1960).

3.2. Ethics

The study was approved by the North-West University ethical committee, and the study obtained a minimal risk classification with ethics number NWU-00566-22-A4. The study was conducted on individuals employed in the selected South African mining industry. Human resource managers, heads of departments and team leaders acting as gatekeepers were briefed in detail regarding confidentiality. The study's purpose and confidentiality guarantee were addressed in the cover letter accompanying all distributed questionnaires. Participation in the study was voluntary, and at no stage was an incentive offered for completed questionnaires. Participants in the study had to be literate.

4. Results and Findings

Descriptive statistics

The descriptive statistics show that the total sample of 191 respondents, comprised of 115 male respondents (60.2%) and 76 female respondents (39.8%). In total, 57% of the respondents were aged between 26 and 45 years. About 38.3% of the respondents were older than 45 years, while the 4.7% were younger than 25. The majority of the respondents (96.9%) were permanently, while a small 3.1% was temporarily employed. In relation to the employment rank or position, most of the respondents, 78.5%, occupied non-managerial positions. Junior management or supervisory level were occupied by 11.0% while senior management was composed of 2.1%.

Table 1: Scale Reliability Statistics

Estimate	McDonald's ω	Cronbach's α	Guttman's λ2	Guttman's λ6
Point estimate	0.924	0.920	0.937	0.968
95% CI lower bound	0.908	0.905	0.926	0.977
95% CI upper bound	0.939	0.933	0.948	0.985

Table 1 shows the reliability estimates for the scale. The point estimates for McDonald's ω, Cronbach's α, Guttman's λ2, and Guttman's λ6 were 0.924, 0.920, 0.937, and 0.968, respectively. The 95% confidence intervals for each estimate did not overlap, indicating statistical significance. Based on the results, it is concluded that the scale has a high level of reliability and internal consistency.

Table 2: Descriptive Statistics

	PsyCap	JiS	EJP	MS
Valid	191	191	191	191
Mean	88.225	31.607	59.686	41.670
Std. Deviation	17.096	3.493	8.393	5.332
Shapiro-Wilk	0.992	0.957	0.986	0.948
P-value of Shapiro-Wilk	0.412	0.051	0.064	<0.071
Minimum	50.000	24.000	39.000	21.000
Maximum	132.000	41.000	82.000	51.000

Table 2 presents the descriptive statistics for the variables in this study. The sample consisted of (*N*=191) participants. The mean scores were (*M*=88.23, *SD* = 17.10) for PsyCap, (*M*=31.61, *SD* = 3.49) for JS, (*M*=59.69, *SD* = 8.39) for EJP, and (*M*= 41.67, SD = 5.33) for MS. The Shapiro-Wilk tests of normality were non-significant for all variables except MS ($p < .05$), indicating that the assumption of normality was met for PsyCap ($W = .992$, $p = .412$), JS ($W = .957$, $p = .051$), and EJP ($W = .986$, $p = .064$), but not for MS ($W = .948$, $p < .05$). The minimum and maximum scores for PsyCap were 50 and 132, respectively. The minimum and maximum scores for JS were 24 and 41, respectively. The minimum and maximum scores for EJP were 39 and 82, respectively. The minimum and maximum scores for MS were 21 and 51, respectively. These results, particularly normality test, provided enough evidence to undertake further parametric data analysis.

Table 3: Correlation coefficient analysis

		Psychological capital	Job insecurity	Job performance
Psychological capital	Correlation coefficient		-0.432	0.545
	Sig. (2-tailed)		0.64	
Job insecurity	Correlation coefficient	-0.432		-0.590
	Sig. (2-tailed)	0.064		
Job performance	Correlation coefficient	0.545	-0.590	
	Sig. (2-tailed)	0.821		
**. Correlation is significant at the 0.01 level (2- tailed)				

Table 3 results suggests that psychological capital and job insecurity demonstrated noticeable relations with and job performance.

- A negative, practical significant relationship (-0.590) exists between job performance and job insecurity. In other words, job performance increases when job insecurity decreases.

- There is a negative, practical significant relationship (-0.432) between psychological capital and job insecurity. In other words, psychological capital increases when job insecurity decreases.
- There is a positive, practical significant relationship (0.545) between psychological capital and job performance. In other words, psychological capital increases when job performance increases.

Table 4: Chi-square test

Model	X^2	df	p
Baseline model	10346.247	2278	
Factor model	5299.457	2204	< .001

Table 4 presents the results of a chi-square test comparing a baseline model to a factor model. The baseline model had 2278 degrees of freedom and a chi-square value of 10346.247. The factor model had 2204 degrees of freedom and a chi-square value of 5299.457. The difference between the chi-square values of the two models was statistically significant ($\Delta X^2(74) = 5046.79$, $p < .001$), indicating that the factor model provided a better fit to the data than the baseline model. These results suggest that the inclusion of the factor in the model significantly improved the fit of the model to the data. However, it's important to note that a significant chi-square test result only indicates that there is a statistically significant difference between the two models and does not provide information about the size or practical significance of the difference.

Table 5: Fit indices

Index	Value
Comparative Fit Index (CFI)	0.928
Tucker-Lewis Index (TLI)	0.986
Bentler-Bonett Non-normed Fit Index (NNFI)	0.906
Bentler-Bonett Normed Fit Index (NFI)	0.574
Parsimony Normed Fit Index (PNFI)	0.552
Bollen's Relative Fit Index (RFI)	0.557
Bollen's Incremental Fit Index (IFI)	0.701
Relative Noncentrality Index (RNI)	0.698

Table 5 presents the fit indices for a model. The Comparative Fit Index (CFI) was 0.928, which indicates good model fit since it exceeded the recommended threshold of 0.90. The Tucker-Lewis Index (TLI) was even higher at 0.986, indicating very good model fit. Similarly, the Bentler-Bonett Non-normed Fit Index (NNFI) was 0.906, suggesting that the model also fit the data well according to this index. However, the Bentler-Bonett Normed Fit Index (NFI) was only 0.574, which is below the recommended threshold of 0.90 for good model fit. The Parsimony Normed Fit Index (PNFI) was also relatively low at 0.552, indicating that the model was not very parsimonious. Bollen's Relative Fit Index (RFI) was

0.557, which is relatively low and suggests that the model did not fit the data well relative to the null model. The Bollen's Incremental Fit Index (IFI) was 0.701, indicating that the model showed some improvement in fit compared to a null model. The Relative Noncentrality Index (RNI) was 0.698, which is consistent with the CFI and TLI indices. Overall, these results suggest that the model had good fit to the data according to CFI, TLI, and NNFI indices, but further improvements may be needed to improve model parsimony and fit relative to the null model.

Table 6: Factor loadings

							95% Confidence Interval	
Factor	**Indicator**	**Symbol**	**Estimate**	**Std. Error**	**z-value**	**p**	**Lower**	**Upper**
Psychological capital	PsyCa1	λ11	1.120	0.077	14.577	< .001	0.970	1.271
	PsyCa2	λ12	1.182	0.078	15.077	< .001	1.028	1.336
	PsyCa3	λ13	1.128	0.083	13.654	< .001	0.966	1.290
	PsyCa4	λ14	1.259	0.082	15.371	< .001	1.098	1.419
	PsyCa5	λ15	1.013	0.086	11.805	< .001	0.845	1.181
	PsyCa6	λ16	1.181	0.088	13.433	< .001	1.009	1.353
	PsyCa7	λ17	0.717	0.070	10.303	< .001	0.581	0.854
	PsyCa8	λ18	0.871	0.073	11.992	< .001	0.729	1.014
	PsyCa9	λ19	0.716	0.073	9.781	< .001	0.573	0.860
	PsyCa10	λ110	0.841	0.079	10.638	< .001	0.686	0.996
	PsyCa11	λ111	0.801	0.082	9.734	< .001	0.640	0.963
	PsyCa12	λ112	0.802	0.074	10.790	< .001	0.657	0.948
	PsyCa14	λ113	0.682	0.069	9.868	< .001	0.547	0.818
	PsyCa15	λ114	0.761	0.082	9.256	< .001	0.600	0.923
	PsyCa17	λ115	0.629	0.074	8.457	< .001	0.483	0.775
	PsyCa18	λ116	0.579	0.077	7.513	< .001	0.428	0.731
	PsyCa19	λ117	0.603	0.091	6.593	< .001	0.424	0.782
	PsyCa21	λ118	0.559	0.065	8.649	< .001	0.432	0.685
	PsyCa22	λ119	0.646	0.073	8.821	< .001	0.503	0.790
	PsyCa24	λ120	0.305	0.106	2.878	0.004	0.097	0.513
Job insecurity	JiS1	λ21	0.401	0.044	9.118	< .001	0.315	0.487
	JiS2	λ22	-0.174	0.056	-3.097	0.002	-0.285	-0.064
	JiS3	λ23	0.527	0.041	12.893	< .001	0.446	0.607
	JiS4	λ24	0.533	0.038	14.020	< .001	0.458	0.607
	JiS5	λ25	-0.487	0.050	-9.656	< .001	-0.586	-0.389
	JiS6	λ26	-0.591	0.048	-12.353	< .001	-0.685	-0.498
	JiS7	λ27	-0.544	0.055	-9.927	< .001	-0.651	-0.436
	JiS8	λ28	-0.616	0.049	-12.638	< .001	-0.711	-0.520
	JiS9	λ29	-0.503	0.044	-11.412	< .001	-0.590	-0.417
	JiS10	λ210	-0.568	0.047	-12.009	< .001	-0.661	-0.475
	JiS11	λ211	-0.576	0.043	-13.243	< .001	-0.661	-0.491
Employee job performance	JP1	λ31	0.546	0.045	12.011	< .001	0.457	0.635
	JP2	λ32	0.407	0.045	9.026	< .001	0.319	0.496

Table 6: Factor loadings

Factor	Indicator	Symbol	Estimate	Std. Error	z-value	p	95% Confidence Interval	
							Lower	Upper
	JP3	λ33	0.517	0.043	12.096	< .001	0.433	0.600
	JP4	λ34	0.707	0.055	12.777	< .001	0.598	0.815
	JP5	λ35	0.694	0.058	11.898	< .001	0.579	0.808
	JP6	λ36	0.695	0.078	8.946	< .001	0.542	0.847
	JP7	λ37	0.439	0.042	10.410	< .001	0.357	0.522
	JP8	λ38	0.412	0.041	10.014	< .001	0.331	0.493
	JP9	λ39	0.585	0.067	8.794	< .001	0.455	0.716
	JP10	λ310	0.424	0.081	5.229	< .001	0.265	0.583
	JP11	λ311	0.366	0.039	9.422	< .001	0.290	0.442
	JP12	λ312	0.339	0.041	8.237	< .001	0.258	0.420
	JP13	λ313	0.341	0.045	7.515	< .001	0.252	0.430
	JP14	λ314	0.389	0.051	7.621	< .001	0.289	0.488
	JP15	λ315	0.311	0.050	6.159	< .001	0.212	0.410
	JP16	λ316	0.298	0.048	6.259	< .001	0.205	0.391
	JP17	λ317	0.454	0.050	9.057	< .001	0.356	0.552
Management support	SS2	λ41	0.561	0.053	10.674	< .001	0.458	0.664
	SS3	λ42	0.494	0.051	9.627	< .001	0.393	0.594
	SS4	λ43	0.492	0.049	10.131	< .001	0.397	0.587
	SS5	λ44	0.518	0.053	9.680	< .001	0.413	0.622
	SS6	λ45	-0.128	0.059	-2.154	0.031	-0.245	-0.012
	SS7	λ46	0.429	0.050	8.550	< .001	0.331	0.527
	SS8	λ47	0.511	0.051	9.943	< .001	0.410	0.612
	SS9	λ48	0.459	0.047	9.671	< .001	0.366	0.552
	SS13	λ49	0.406	0.054	7.562	< .001	0.301	0.511
	SS14	λ410	0.365	0.056	6.556	< .001	0.256	0.474

Table 6 presents the factor loadings for psychological capital and job insecurity, management support (MS) and employee job performance (EJP) factors. The factor loadings represent the correlation between each indicator and its respective factor. For Psychological Capital, there are 12 indicators with factor loadings ranging from 0.305 to 1.259. All of the factor loadings are statistically significant ($p < .001$), indicating that each indicator is highly correlated with the Psychological Capital factor. The 95% confidence intervals for each estimate are also provided. In the Job insecurity, there are 9 indicators with factor loadings ranging from -0.616 to 0.533. All of the factor loadings are statistically significant ($p < .001$), except for JiS2, which has a negative factor loading of -0.174 and a statistically significant p-value of 0.002. This indicates that JiS2 is negatively correlated with the Job Insecurity factor. The 95% confidence intervals for each estimate are also provided. These factor loadings provide evidence for the validity of the two-factor model, as each indicator is highly correlated with its respective factor. However, the negative factor loading for JiS2 suggests that this item may not be a good measure of job insecurity, and its inclusion in the factor may need to be re-evaluated.

The Management Support (MS) factor is composed of six indicators: MS1, MS2, MS3, MS4, MS5, and MS6. The factor loadings range from 0.536 to 0.890, all with p-values less than 0.001, indicating that all indicators have a strong positive relationship with the MS factor. The factor loading for MS1 is 0.536 ($p < 0.001$), indicating that this indicator has a moderate positive relationship with the MS factor. The factor loading for MS2 is 0.805 ($p < 0.001$), indicating that this indicator has a strong positive relationship with the MS factor. The factor loading for MS3 is 0.859 ($p < 0.001$), indicating that this indicator has a very strong positive relationship with the MS factor. The factor loading for MS4 is 0.880 ($p < 0.001$), indicating that this indicator has a very strong positive relationship with the MS factor. The factor loading for MS5 is 0.890 ($p < 0.001$), indicating that this indicator has a very strong positive relationship with the MS factor. The factor loading for MS6 is 0.751 ($p < 0.001$), indicating that this indicator has a strong positive relationship with the MS factor. The results suggest that the six indicators that make up the MS factor are highly related to each other and that they effectively measure the construct of Management Support.

The EJP factor consists of two sets of indicators: Psychological Capital (PsyCap) and Job Insecurity (JS). The PsyCap indicators include 12 items numbered from PsyCa1 to PsyCap, while the JS indicators include 8 items numbered from JS1 to JS8. The estimate column shows the factor loading estimate, while the Std. Error column provides the standard error of the estimate. The z-value column shows the test statistic for the estimate, while the p column provides the p-value for the test. The lower and upper columns show the lower and upper bounds of the 95% confidence interval for the factor loading estimate. Factor loadings for the EJP factor are all significant at the 0.05 level, indicating that each indicator is strongly related to the factor. The psychological capital indicators have positive factor loadings, with estimates ranging from 0.305 to 1.259. The job insecurity indicators have both positive and negative factor loadings, with estimates ranging from -0.616 to 0.533.

Table 7: Direct effects

							95% Confidence Interval	
			Estimate	Std. Error	z-value	p	Lower	Upper
PsyCap	→	EJP	0.303	0.030	10.084	< .001	0.244	0.362
JiS	→	EJP	-0.444	0.130	-3.414	< .001	-0.700	-0.189

Note. **Delta method standard errors, normal theory confidence intervals, ML estimator.**

Table 7 presents the direct effects and their corresponding 95% confidence intervals between PsyCap and EJP, as well as between JS and EJP. The results show that there is a significant positive direct effect of PsyCap on EJP, with an estimated coefficient of 0.303 (SE=0.030, z=10.084, p<.001, 95% CI [0.244, 0.362]). On the other hand, there is a significant negative direct effect of JS on EJP, with an estimated coefficient of -0.444 (SE=0.130, z=-3.414, p<.001, 95% CI [-0.700, -0.189]).

Table 8: Indirect effects

								95% Confidence Interval	
				Estimate	Std. Error	z-value	p	Lower	Upper
PsyCap	→	MS	→	EJP	0.003	0.014	0.219	0.827	-0.025	0.031
JiS	→	MS	→	EJP	0.003	0.013	0.216	0.829	-0.022	0.027

Note. **Delta method standard errors, normal theory confidence intervals, ML estimator.**

Table 8 shows the results of the analysis of indirect effects. The indirect effect is calculated as the product of the coefficients of two paths that are connected by a mediator. The estimates of indirect effects for the two paths are small and non-significant. For the path PsyCap → MS → EJP, the estimate is 0.003 (p = 0.827, 95% CI [-0.025, 0.031]), and for the path JS → MS → EJP, the estimate is also 0.003 (p = 0.829, 95% CI [-0.022, 0.027]). These results suggest that there is no significant indirect effect of PsyCap or JS on EJP through MS.

Table 9: Total effects

							95% Confidence Interval	
			Estimate	Std. Error	z-value	p	Lower	Upper
PsyCap	→	EJP	0.306	0.026	11.552	< .001	0.254	0.358
JiS	→	EJP	-0.442	0.130	-3.408	< .001	-0.696	-0.188

Note. **Delta method standard errors, normal theory confidence intervals, ML estimator.**

Table 9 reports the total effects of PsyCap and JS on EJP, along with their 95% confidence intervals. The results indicate that the total effect of PsyCap on EJP is statistically significant, with an estimate of 0.306 (p < .001), and a 95% confidence interval between 0.254 and 0.358. Similarly, the total effect of JiS on EJP is also statistically significant, with an estimate of -0.442 (p < .001), and a 95% confidence interval between -0.696 and -0.188. These results suggest that both PsyCap and JiS have significant total effects on EJP. Figure 2 shows the regression model with mediation incorporating both direct and indirect effects of the independent variables on the dependent variable.

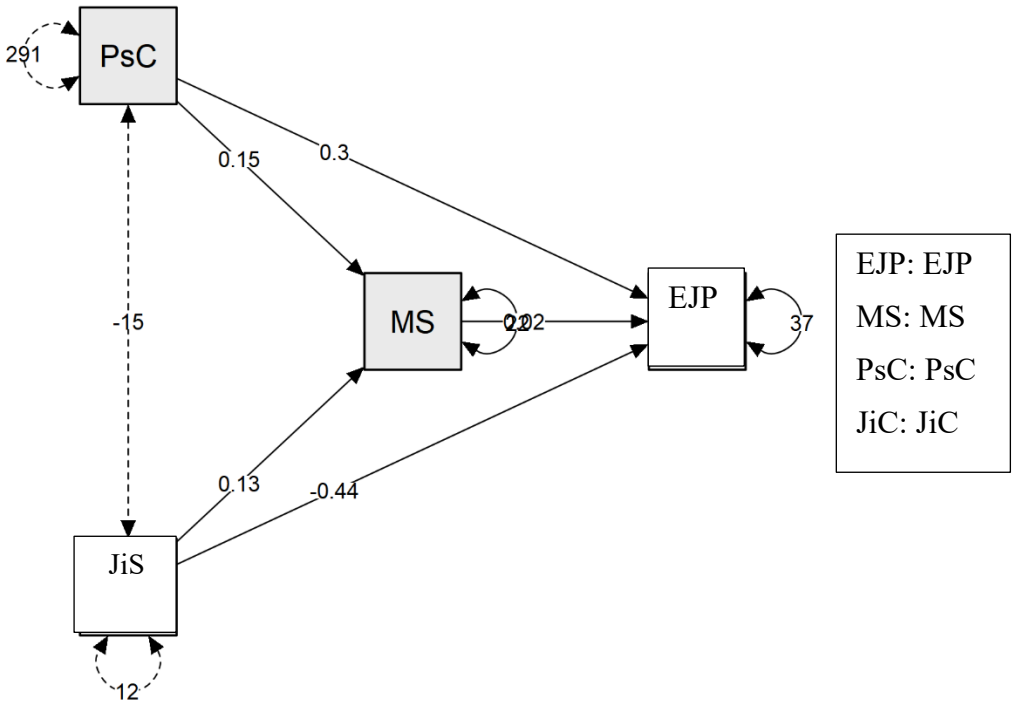

Figure 2: Regression analysis with mediation

5. Discussion

This study aimed to determine the mediating role of management support in the relationship between employees' job insecurity and psychological capital on employee job performance. The first objective was to examine the relationship between job insecurity and employee job performance. The results show that there is a negative, significant relationship between employee job performance and job insecurity. In other words, job performance increases when job insecurity decreases. Our results are supported by other empirical studies reviewed form the literature section. For instance, Fischmann, (2015) found a negative correlation between qualitative job insecurity and the two categories of performance competence (at the team and organisational levels) and adaptivity (expressed at the individual and organisational levels). When they anticipate negative changes in the characteristics of their occupations, employees may also support their organisation in less substantial ways, such as by speaking less highly of it. Bohle et al, (2018), the study's findings, which show that work insecurity is negatively correlated with job performance. Chirumbolo (2010), states that aspects of job insecurity revealed in the current study have a detrimental effect on respondents' psychological health and productivity at work. There was a higher incidence of symptoms such worry, despair, strain, difficulty concentrating, and weakened self-esteem in those who believed their employment position or job role was under danger.

The second objective determined the link between psychological capital and employee job performance. The findings reported positive, significant relationship between psychological capital and job performance. In other words, psychological capital increases when job performance increases. The

empirical results from other studies shows a similar pattern, for instance, Ur Rehman (2017) findings show that psychological capital (self-efficacy, optimism, hope, and resilience) can significantly lessen effects of burnout illness (psychological weariness, depersonalisation, and low self-esteem), which may arise from a new job with different job needs. A fresh interpretation of these results contends that psychological capital, a crucial aspect of an individual's personality, can lessen the performance effects of switching jobs. Biricik (2020) the findings obtained in their research, reported a high level of positive correlation was found between the psychological capital dimensions and job performance.

The third objective established the mediating role of management support in the relationship between employees perceived job insecurity and psychological capital on employee job performance. The results of the multiple regression with mediation indicated that management support partially mediated the relationship between psychological capital and job insecurity on employee job performance. Several studies have examined the mediating role of management support in the relationship between PsyCap, job insecurity, and employee job performance. For example, Bhatti et al. (2021) found that management support partially mediated the relationship between PsyCap and job satisfaction in a sample of software developers. They also found that management support moderated the relationship between job insecurity and job satisfaction, such that the relationship was stronger for individuals who perceived higher levels of management support (Yassien et al. 2017). Management support plays an important role in the relationship because it provides employees with the resources, information, and encouragement they need to perform their jobs effectively and to cope with the challenges and uncertainty inherent in job performance.

6. Managerial Implications

The findings of this study have important implications for organisations and managers. Managers should focus on developing psychological capital among their employees, as it can lead to improved job insecurity and better employee job performance. Furthermore, managers should provide their employees with the necessary support and resources to facilitate job insecurity, which can be achieved through effective management support. By doing so, managers can create a positive work environment that fosters employee growth and development and improves organisational performance. This study therefore provides valuable insights into the role of psychological capital, job insecurity, and management support in employee job performance. The study's results suggest that managers should focus on developing psychological capital among their employees and providing them with effective management support to improve job insecurity and employee job performance. Finally, the study contributes to the growing body of research on the importance of psychological capital and job insecurity in the workplace and provides practical implications for managers and organisations.

7. Conclusions, Limitations and Future Research

The results of the study suggest that psychological capital has a positive effect on job insecurity, which in turn has a positive effect on employee job performance. Furthermore, management support was found to mediate the relationship between psychological capital and job insecurity, indicating that management support plays an important role in facilitating the positive relationship between psychological capital and job insecurity. The results of this study are consistent with previous research that has suggested that psychological capital is an important factor in promoting job insecurity and improving employee job performance.

Even though the study contributes to the body of research, some limitations were encountered Firstly, the study was quantitative, this might have limited the participants to express their views on how they experience the selected constructs in this study, hence it is advisable for future research to be conducted in a qualitative method.

The study was only in the Northwest province in South Africa due to the limited time and financial resources, the future research can be conducted in other provinces such as Gauteng and the Free State where other mines are situated.

Future research can explore other employee outcomes such as employee commitment and employee engagement as dependent variables. Additionally, other mediators can be included to determine which other factors influences the relationship between employees perceived job insecurity and psychological capital on employee job performance.

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