

well or inadequately an employee performs at work [17]. Employee performance refers to how an employee determines and implements his or her work [18]. Job insecurity will affect employee behavior at work because uncertainty about the future of the job that is currently owned makes employees emotionally disturbed [8], which will ultimately have a negative impact on the performance of company employees [19]. Results from other studies also state that decreasing subjective well-being in employees as a result of job insecurity causes employee performance to decrease [18]. Employee performance is negatively impacted by job insecurity and burnout. Employees are less able to achieve the company's expectations due to the impacts of burnout, and their performance suffers as a result [20]. Employee performance and burnout have a significant negative association because burnout alters workers' perceptions of their work in a negative way [10].

To keep the company's favorable trend of employee performance going, it is important to include employees in morale-boosting events. Work involvement is also essential in keeping employees from experiencing job insecurity since job instability poses several hazards that can affect employee productivity and performance. Three dimensions need to be considered to build work engagement within the company: vigor, absorption, and dedication [21]. Vigor refers to the positive energy of employees with a high willingness to learn new things, find solutions to problems they face, and always give their best at work [22]. Meanwhile, absorption is characterized by employees' total concentration at work and feeling happy with their work [21,23]. Employees with a high level of dedication will do their job with pride and enthusiasm. They also see their work not as a burden but as a challenge [24]. Maximum handling may be obtained by completely comprehending the significance of work engagement and incorporating it into firm work operations to sustain staff performance [25]. Workers with a high level of engagement will tend to think that the job they have is not a burden that can trigger boredom and stress [26]. Therefore, the performance of these employees will be maintained and even increased [15]. Burnout has a more significant potential to be felt by employees with a low level of engagement, and this is a challenge for both employees and the company to determine the best way to deal with this problem [27].

The phenomenon of competitiveness in the workplace, which is becoming more intense by the year, produces stress and exhaustion in employees, affecting their physical health and having to be examined more thoroughly. This study will demonstrate how job uncertainty and burnout affect employee performance. In addition, this study also describes the role of job engagement as a mediating variable so that it is intended to give a broader understanding.

## 2. MATERIALS AND METHODS

### 2.1 Sampling and Data Collection

The number of employees in Mitsubishi Pontianak were 233 employees. The researchers included all of the population as the sample because the sampling criteria in this study were all workers with active status without any minimum years of service and age requirements. Before distributing the questionnaires, the researchers obtained permission, and the questionnaires were distributed online. The sample collection site was restricted by disseminating it solely to the Mitsubishi Company's Pontianak branch.

#### 2.1.1 Data analysis

This study's measurement and structural models were analyzed and evaluated using Structural Equation Modeling (SEM) with the AMOS 24 statistical tool. There are nine goodness of fit index parameters to measure and assess the fit test model in this study, namely chi-square ( $\chi^2$ ), Root Mean Square Error of Approximation (RMSEA), root means squared residual (RMR), goodness of fit index (GFI), Tucker Lewis Index (TLI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), Normed Fit Index (NFI). In addition to testing the fit model, researchers also tested the validity value derived from the value of the standardized loading factor (SLF), where the value obtained must be  $\geq 0.50$  [28]. The reliability value is obtained based on construct reliability (CR) tabulation and average variance extracted (AVE) values. After that, researchers analyze the hypotheses formed based on theoretical studies and evidence from previous studies that have been accepted or rejected. To test the hypotheses that is classified as having a causal relationship, it is necessary to achieve a t-test value  $\geq t$  table (1.96) with a significant level of  $\alpha$  (with  $\alpha = 0.05$ ). In the final stage, the researcher tested the value of the role of the mediating variable whether it was significant or not by using

the Sobel Test, where the acquisition of the Sobel test statistic must be greater than the t- table value of 1.96 or the p-value is less than 0.05 ( $\alpha = 0.05$ ).

### 2.1.1.1 Measurement

The data collection technique utilized in this study was distributing questionnaires deemed to meet preset criteria. This study's questionnaire employed a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). Job insecurity is measured as an independent variable using two dimensions with six questions established by [29,30]. Meanwhile, another independent variable, namely Burnout, is measured by nine items developed by [31-33]. To measure Work Engagement which serves as a mediating variable, some nine items were used, which were developed by [34]. Employee Performance is measured using a model developed by [35] with 6 items. The information regarding the demographic characteristics of the respondents includes gender, age, occupation, educational background, and years of service.

The hypotheses development for this study are shown below:

## 1. Job Insecurity and Employee Performance

As a phenomenon that draws many individuals, job insecurity is still being explored and researched to this day. Job insecurity causes an employee to be concerned about his or her job's future [36]. The increased demand for labor in a world that is becoming more competitive by the year causes psychological distress in employees. This produces a drop- in energy, which interferes with employees' mental health [18].

Job insecurity, long recognized as a source of stress at work, has a wide range of adverse effects on employees' attitudes and conduct while performing their jobs. Finally, the consistency of employee performance will be interrupted, and periodic deterioration will occur [6,19]. The study's findings show that job instability negatively influences employee performance. Job insecurity causes unwelcome adjustments at work [36,37]. As a result, the authors hypothesize:

*H1: Job insecurity has a negative effect on employee performance.*

## 2. Burnout and Employee Performance

Burnout is a situation in which a worker has negative feelings such as excessive exhaustion and loss of excitement at work. Workers who are burnt out tend not to value themselves over time, which leads to anxiety and sadness [10]. Excessive workload is one of the causes of burnout since it makes employees bored and reduces their effort at work [38].

On the other hand, employee performance refers to a process in which people carry out their job systematically with the ultimate purpose of contributing to achieving corporate goals. If an employee is burned out, it will be easier for the person to meet the current performance criteria [20]. Burnout is a severe issue since it causes individuals to lose the desire to complete their tasks, impacting work effectiveness [39,40]. This assertion is confirmed by research findings that show a significant negative association between burnout and employee performance [41,42]. In order to prove the existence of an adverse effect of burnout on employee performance, the hypothesis built is:

*H2: Burnout has a negative effect on employee performance*

## 3. Job Insecurity and Work Engagement

The negative consequences of job insecurity make individuals feel uneasy at work and can lead to other bad outcomes connected to mental health [43]. Based on the JD-R Theory, job insecurity is one of the deciding markers in an organization that influences work engagement [44]. Furthermore, following the COR Theory, people with high degrees of job insecurity have poor self-esteem and are less able to influence their work environment positively. In this case, it will be difficult for the employee to tolerate the negative impacts of job uncertainty, which will limit work engagement [45].

Job insecurity has a strong negative relationship with work engagement, so employees cannot create a positive, practical, and creative work environment [46]. Similar to the findings of [47], job insecurity causes employees to separate themselves from work areas, resulting in a fall in work engagement levels. Likewise, [8] said that job insecurity would impede the rise in employee work

engagement. With all the research evidence mentioned, the researcher proposes the following hypothesis:

*H3: Job insecurity has a negative relationship with work engagement.*

Burnout and work engagement are two things that have opposite meanings. In this case, burnout is described as one of the critical elements that might lower an employee's degree of participation at work [48]. On the other hand, employees with a high degree of work engagement will remain excited and likely to feel relaxed in carrying out their responsibilities with significant commitment [49]. When seen in a larger context, burnout and job engagement have parallels, such as regarding employee mental and physical health.

Burnout experienced by employees in the long term will reduce work engagement because these employees often experience stress and depression, so they cannot involve themselves optimally at work [50]. In line with research evidence from [51], employees with low levels of burnout will have a higher probability of achieving work engagement. This is due to the influence of significant commitment and satisfaction in the employee for his work. Therefore, researchers hypothesize:

*H4: Burnout has a negative relationship with work engagement.*

#### **4. Work Engagement and Employee Performance**

Employees that are highly engaged at work exhibit good qualities and behaviors. Employees, for example, will be more driven and committed to completing their tasks [52]. Individuals are more focused on their job and less readily distracted by minor things when surrounded by positive energy from employees who have a high degree of work engagement [53]. Furthermore, high levels of job engagement in employees indicate that the individual can devote him/herself to his/her work, resulting in enhanced work performance [54].

[24] states that work engagement acts as a trigger to improve employee performance which is influenced by a high level of enthusiasm and morale. Further explained in research conducted by [55], work engagement positively correlates with employee performance. This is because there is a strong bond with work, and

there is no desire to neglect the work owned at that time. Based on study evidence from previous research, the researcher hypothesizes as follows:

*H5: Work engagement has a positive relationship with employee performance.*

#### **5. Work Engagement as Intervening Variable**

According to the JD-R Theory, job insecurity, work engagement, and employee performance are interconnected. The impact of mental disorders induced by job uncertainty will hinder work engagement, resulting in worse employee performance [25]. If an employee faces job insecurity, his or her energetic and motivated work attitude, which is a good side consequence of work engagement, would deteriorate [56]. Lack of work engagement will prevent employees from pouring all their work abilities, and the tendency for these employees to have poor performance increases [25].

On the other hand, burnout plays a significant part in an employee's mental disturbance produced by chronic exhaustion [57]. If a person has a high level of work engagement, the negative impact of burnout can be mitigated. Employees engaged and connected to their job will eventually demonstrate an improvement in work performance [15]. To further examine the role of work engagement as a mediating variable, the researchers hypothesize:

*H6: Work engagement mediates the relationship between job insecurity and employee performance*

*H7: Work engagement mediates the relationship between burnout and employee performance*

### **3. RESULTS AND DISCUSSION**

In this study, respondents were determined based on demographic characteristics as follows:

Based on the description above, respondents are more dominated by women with an average age of 20-25 years. In addition, based on the results of the respondents' answers, sales/marketing is the most common field of work in this study. Regarding educational background, in general, workers at Mitsubishi Pontianak are bachelor graduates, and the highest group of long-serving workers is between 2-5 years.