

Investigating the Impact of Job Insecurity and Burnout towards Employee Performance in Mitsubishi Pontianak: The Mediating Role of Work Engagement

ABSTRACT

Aims: This study examined the effects of job insecurity and burnout on employee performance and work engagement as mediating variables at Mitsubishi Pontianak.

Study design: A quantitative approach was used to investigate this study, and as many as 233 respondents who met the required requirements participated.

Place and Duration of Study: The study took place at Pontianak, West Kalimantan with Mitsubishi Pontianak as a background study and was conducted between September 2022 and November 2022.

Methodology: The samples included a total of 233 respondents (80 men, 153 women; age range 20-50 years). The sample criteria in this study were all workers with active status without any minimum years of service and age requirements. Researchers used AMOS 24 software and structural equation modeling (SEM) to process the data.

Results: The t-score value of job insecurity on employee performance is -3.630, which is greater than the t-table value (1.96) and the p-value shows a number below 0.001, less than 0.05 ($\alpha = 0.05$). These results indicate that job insecurity has a statistically significant negative relationship with employee performance. The test also showed that there is a negative relationship between burnout and employee performance. It proved by the t-score of burnout indicates this on employee performance of -2.234 and a p-value of less than 0.05, which is 0.25. Job insecurity and burnout have a negative indirect influence on employee performance via job engagement.

Conclusion: This research found that job insecurity and burnout significantly influenced employee performance at Mitsubishi Pontianak. That indicates job insecurity and burnout were statistically significant factors influencing employee performance. Work engagement serves as a mediator, indirectly strengthening the impact of job insecurity and burnout on employee performance.

Keywords: Job Insecurity; Burnout; Work Engagement; Employee Performance; Mitsubishi.

1. INTRODUCTION

Globalization has advanced the technology and education sectors, increased the quality of Human Resources (HR), and made the employment market more competitive. Workplace competition has undoubtedly intensified in Indonesia during the previous few decades. This is seen by the rise in the workforce from the previous year from 140.15 million to 144.01 million in 2022 [1,2]. Intense and competitive competition is not only felt by employees but also by job seekers. This triggers employees to feel anxious and insecure about the job they have or what is often referred to as job insecurity.

Job insecurity is still a hot topic of conversation in the last two decades because of its significant adverse effects on employees and companies [3]. Until recently, job insecurity has been identified as one of the most significant stresses for employees [4,5]. Job insecurity occurs when employees feel helpless and intimidated by the continuation of their current position since they are still determining where they will go if they retain the job [6]. The perceived insecurity and uncertainty will make workers consider how long it will take them to maintain their job [7]. It was found that many workers who felt insecure about their

jobs were faced with circumstances where their attitudes and behavior did not work as expected, both from the workers themselves and from the company's side [8]. Employees experiencing job insecurity are likely to be concerned about their future since they are still determining whether their present employment status will be retained. This feeling makes it difficult for employees to decide how to prepare for the future [9].

In addition to feeling uncertain about their work, employees in this competitive era are prone to burnout, where the energy or motivation of employees to complete their work is reduced [10]. Burnout syndrome is not a foreign term for many people and has been a phenomenon that has been researched for a long time [11]. One disadvantage of this condition is that most workers who experience it tend to lock themselves off from what they genuinely feel, leaving those around them clueless and unable to answer these difficulties [12]. The danger faced by workers who suffer burnout is a drop-in job satisfaction which will also impact the quality of life of these individuals [13,14]. Burnout impacts not only physical but also emotional exhaustion. Heavy pressure and job demand burden workers, so burnout appears in employees slowly. Employees suffering from burnout exhibit extreme weariness, anger, and distrust of their surroundings [15]. Burnout is thought to diminish employees' ability to make contributions that impact the company over time [10].

Employee performance is one of the most important factors for maintaining a company's existence. All approaches taken by the company will focus on employee performance. Employee performance is a foundation in an organization or company that frequently receives greater attention since it affects a company's success or failure [16]. Employee performance is a standard for determining how 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. MATERIAL 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 (χ^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 ≥ 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 α (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.

5. 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.

6. 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:

Table 1. Characteristics of Respondents

Category	Item	f	%
Gender	Male	80	34
	Female	153	66
	Total	253	100
Age	20-25 years old	104	44
	26-30 years old	67	29
	31-35 years old	25	11
	36-40 years old	18	8
	> 40 years old	19	8
	Total	233	100
Occupation	Sales Marketing	116	49
	HRD	26	11
	Admin	34	15
	Accounting Finance	39	17
	Others	18	8
	Total	233	100
Educational Background	Senior High School	24	10
	Diploma	53	23
	Bachelor	130	56
	Master	19	8
	Others	7	3
	Total	233	100
Period of Employment	<1 year	43	18
	2-5 years	102	44
	6-10 years	50	22
	>10 years	38	16
	Total	233	100

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.

Table 2. Measurement Model Results

	Items	Factor Loading	CR	VE
Job Insecurity	I feel insecure about the characteristics and conditions of my job in the future	0.937	0.96	0.89
	I worry that my salary will not increase adequately	0.951		

	in the future			
	My future career opportunities in [the organization/company] are favourable	0.951		
	I am sure that I will be able to keep my job	0.941		
	I think I might get fired in the near future	0.945		
	I am worried about having to leave my job before I would like to	0.948		
Burnout	I feel emotionally drained from my work	0.872	0.97	0.79
	Working all day is really a strain for me	0.869		
	I feel tired when I get up in the morning and have to face another day on the job	0.867		
	I have become less interested in my work since I started this job	0.888		
	I don't really care if my work is done well or poorly	0.913		
	I have become less enthusiastic about my work	0.897		
	At my work, I feel confident that I am effective at getting things done	0.886		
	I can effectively solve the problems that arise in my work	0.917		
	In my opinion I am good at my job	0.895		
Work Engagement	Time flies when I am working	0.922	0.97	0.89
	When I am working, I forget everything else around me	0.932		
	I feel happy when I am working intensely	0.946		
	I find the work that I do full of meaning and purpose	0.948		
	I am enthusiastic about my job	0.955		
	I am proud of the work that I do	0.954		
	At my work, I feel bursting with energy	0.948		
	At my job, I feel strong and vigorous	0.948		
	When I get up in the morning, I feel like going to work	0.953		
Employee Performance	I focus on team performance	0.962	0.96	0.89
	I actively make suggestions to improve my company	0.969		
	I actively help my colleagues with their work	0.961		
	I am never late nor take-off early from work	0.901		
	I am prudent and seldom make mistakes	0.932		
	I handle emergencies well	0.948		

Researchers' data testing reveals that all loading factor values are more than 0.50. Based on the loading factor results, it is possible to conclude that all indicators of the four variables are genuine and capable of measuring the overall model build. Also, the reliability test produced relevant and consistent findings. This is demonstrated by a variance extracted (VE) value greater than 0.50 and the fulfillment of the construct reliability (CR) value greater than 0.70. Based on these findings, it is reasonable to conclude that the model construct developed may be trusted and has undergone consistent and competent measurements.

Table 3. The Goodness of Fit Index

Goodness of Fit Index	Cut off Value	Results
χ^2	Expected to be low	955.022
Df		399
χ^2 - Significance Probability	≥ 0.05	0.000
CMIN/DF	≤ 3.00	2.394
RMSEA	≤ 0.08	0.078
RMR	< 0.05	0.062
NFI	≥ 0.90	0.918
IFI	≥ 0.90	0.951
TLI	≥ 0.90	0.946
CFI	≥ 0.90	0.951

The results shown in Table 3 show that the model requirements are appropriate and acceptable. This can be seen from six measurements that achieve a good level of conformity. Both values of CMIN/DF=2.394 (≤ 3.00) and RMSEA=0.078 (≤ 0.08) meet the criteria. Likewise, all of the values from NFI = 0.918, IFI = 0.951, TLI = 0.946, and CFI = 0.951 exceeded the established benchmark of 0.90, indicating that the model developed by the researcher is adequate and meets the requirements.

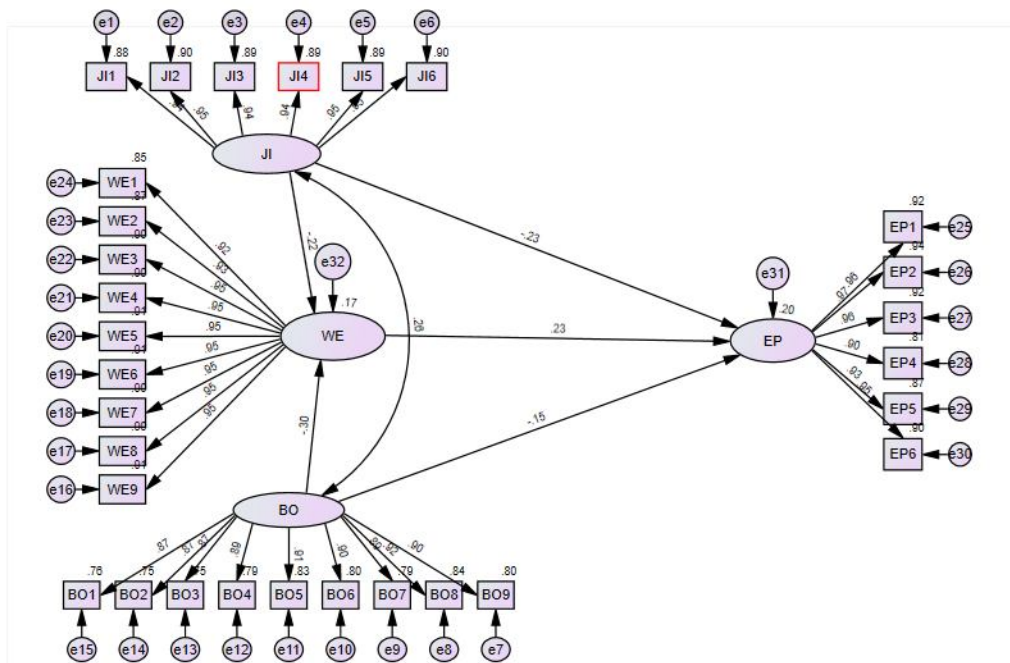


Fig. 1. Full Model Structural Test

Table 4. Hypotheses Testing

	Item		Std Estimate	S.E.	C.R.	P-values	description
Work Engagement	<--- Job Insecurity		-.221	.063	-3.522	***	Accepted
Work Engagement	<--- Burnout		-.455	.099	-4.609	***	Accepted
Employee Performance	<--- Work Engagement		.243	.069	3.503	***	Accepted
Employee Performance	<--- Job Insecurity		-.241	.066	-3.630	***	Accepted

	Item		Std Estimate	S.E.	C.R.	P-values	description
Performance							
Employee Performance	<--- Burnout		-.236	.106	-2.234	.025	Accepted

Based on Figure 1 and Table 4, it can be seen that the t-score value of job insecurity on employee performance is -3.630, which is greater than the t-table value (1.96). Likewise, the p-value shows a number below 0.001, less than 0.05 ($\alpha = 0.05$). These results indicate that job insecurity has a statistically significant negative relationship with employee performance which is also consistent with the first hypothesis. The test results also indicate that the second hypothesis can be accepted because there is a statistically significant negative relationship between burnout and employee performance. The t-score of burnout indicates this on employee performance of -2.234 and a p-value of less than 0.05, which is 0.25. By obtaining the t-score value of the effect of job insecurity on work engagement of -3.522 and a p-value of less than 0.001, it proves that the third hypothesis can be accepted because the results show a negative and statistically significant impact caused by job insecurity on work engagement. For the fourth hypothesis, the data proves that burnout also has a statistically significant negative relationship to work engagement. This is indicated by a t-score greater than 1.96, namely -4.609, and a p-value less than 0.001. The fifth hypothesis can also be accepted because the results of the hypothesis analysis show a t-score of 3.503, which is also reinforced by a p-value below 0.001. Thus, it is safe to say that work engagement has a statistically significant positive impact on employee performance.

A Sobel Examine was performed to test the indirect impact produced by work engagement as a mediating variable, the results of which are shown in Table 5 below:

Table 5. Sobel Test – Significance of Mediation

	Item			Sobel test statistic	Two-tailed probability	description
Jl	---> WE	--->	EP	-2.485	0.012	Accepted
BO	---> WE	--->	EP	-2.795	0.005	Accepted

Based on the data in Table 5, the Sobel test statistic value obtained is -2.485, which is larger than the t-table value (1.96). Similarly, if the p-value is less than 0.05, it equals 0.012. This test's findings indicate a negative statistically significant indirect association between job insecurity and employee performance as measured by work engagement. As a consequence, the collected data support the sixth hypothesis. The same result was obtained when testing the eleventh hypothesis, such that work engagement became a mediating variable. The Sobel test statistical value reached -2.795 (higher than 1.96) and a p-value of 0.005. (Smaller than 0.05). As a result, our findings suggest that burnout has a considerable negative indirect influence on employee performance via job engagement.

Job insecurity is classified as a phenomenon often experienced by employees today, which can also have long-term effects that are not good for employees' mental health. The magnitude of the negative role posed by job insecurity makes employees feel insecure about their work, unable to hold on to their jobs, and fear and worry that one day they will be fired. These opposing views and thoughts will slowly erode an employee's performance level. This is aligned with and corroborated by prior studies, which found that job insecurity had a considerable detrimental impact on employee performance [7,19,36]. Furthermore, individuals who struggle with job insecurity may be prompted by additional causes, such as concern that there will be no regular income increases and uncertainty about future

employment chances at the organization. As a result, employees will become increasingly uneasy about their employment, impeding performance improvement.

Burnout is also proven to have a significant negative strong relationship to employee performance at Mitsubishi Pontianak. The results obtained were also confirmed by previous findings [10,15,20,42], which proved a statistically significant and negative relationship between burnout and employee performance. In general, burnout triggers, mainly emotional tiredness beyond normal bounds, lead employees to lose the desire to accomplish their job, and even their interest in the profession gradually fades. Serious issues like these will affect employee performance since the capacity to execute tasks and solve problems correctly will deteriorate. If the employee is left longer, it will appear that he or she is unconcerned about whether or not the task is done well.

Besides harming employee performance, job insecurity is also proven to impact work engagement negatively. It has been found that workers at Mitsubishi Pontianak who are dealing with job insecurity tend to experience a decrease in intensity in terms of work involvement. This research is aligned with previous research evidence, which states that the higher the level of job insecurity, the lower the level of work engagement in an employee [8,43-47]. In the end, this high level of job insecurity will stimulate workers to feel emotional, frustrated, and less efficient, which will have an impact on decreasing the capacity of these workers to maintain involvement in work.

As expected, the results of research from workers at Mitsubishi Pontianak, burnout also proved to have a significant negative relationship with work engagement. Oversaturation has a significant impact on diminishing a worker's passion and energy levels while working. Employment dedication will also gradually decline, resulting in workers needing help finding the meaning and purpose of their work. The findings of this study are consistent with prior research data [48,50,51,58], indicating burnout and work engagement have a negative relationship.

The results state that work engagement significantly positively impacts employee performance at Mitsubishi Pontianak. Characteristics such as being filled with passionate energy every day, feeling happy when working intensely, and feeling proud of what is being done show that the person has a high level of work engagement. This can trigger an increase in the quality of work because when workers are well involved in their work, they tend to have the dedication to give their best performance. Also, if a person is enthusiastic about his or her job, his or her performance will increase. The findings of this study are backed by prior research that found a significant positive association between job engagement and employee performance [24,52-55,58].

Work engagement at Mitsubishi Pontianak mitigates the impact of job insecurity on employee performance. Job insecurity can cause employees to be apprehensive about their future job prospects, which causes employees at Mitsubishi Pontianak to perform less than ideal. Then, work engagement serves as a buffer since workers are implicitly urged to put up their best efforts to improve work performance. This test's results are also consistent with an earlier study [25], which indicates an excellent indirect association between job insecurity and employee performance via work engagement. On the one hand, the study results also prove that there is a mediating role in work engagement between burnout and employee performance. Factors that affect burnout, such as not being able to fulfil work requirements, lack of confidence in completing work, and even lack of enthusiasm at work, will have an impact on decreasing employee performance. As explained in previous research [15], burnout has a significant indirect effect on employee performance through work engagement.

4. CONCLUSION

The main objective of this study is to analyze and provide current information on the extent to which job insecurity and burnout might affect employee performance. It also discusses the function of work engagement as a mediating variable. The study was carried out by taking a sample of Mitsubishi Pontianak workers classified as active employees. This research found that job insecurity and burnout significantly influenced employee performance at Mitsubishi Pontianak. That indicates job insecurity and burnout were statistically significant factors influencing employee performance. Work engagement serves as a mediator, indirectly strengthening the impact of job insecurity and burnout on employee performance.

The researcher realizes that this research has limitations where only one object is studied, and there needs to be more diversity related to the research object. The results of this study highlighted the importance of job insecurity and burnout on employee performance. Therefore, the implication of this study for Mitsubishi Pontianak is to maintain or improve the work engagement there to ensure employees do not experience job insecurity and burnout. For future research, the author recommends that the researcher able to examine more than one research object with the same industrial background. Therefore, the variations obtained and the research results can be used as a comparison for future researchers.

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