

# THE ROLE OF WORK ENGAGEMENT MEDIATION IN THE RELATIONSHIP BETWEEN JOB INSECURITY, ROLE AMBIGUITY AND EMPLOYEE PERFORMANCE AT THE HEALTH SOCIAL SECURITY ADMINISTRATOR AGENCY (BPJS) LANGSA BRANCH OFFICE AND LHOKSEUMAWE BRANCH OFFICE

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## Abstract

*This study aims to examine the effect of job insecurity and role ambiguity on employee performance with work engagement as an intervening variable at the Social Security Administration Agency (BPJS) Health, Langsa and Lhokseumawe Branch Offices. The number of respondents in this study was 120 employees at the BPJS Health, Langsa and Lhokseumawe Branch Offices. The data analysis method used was Partial Least Square with Smart PLS Software. The results of this study found that job insecurity did not have a significant effect on work engagement and employee performance, while role ambiguity had a negative and significant effect on work engagement and employee performance and work engagement had a positive and significant effect on employee performance. The results of the mediation test found that work engagement was unable to mediate the relationship between job insecurity and employee performance, but work engagement was able to mediate the relationship between role ambiguity and employee performance partially (Partial Mediation)*

**Keywords:** *Job Insecurity, Role Ambiguity, Work Engagement and Employee Performance*

## INTRODUCTION

Employee performance is one of the important elements in an organization. Improving employee performance is an element that can increase organizational productivity.(Sahoo & Mishra, 2012). This happens because when employee performance increases, employees have high skills and abilities in working.(Cooke et al., 2019). In addition, the success of an organization depends on the level of performance of its employees, where high performance makes it easy to achieve organizational goals.(Obuobisa-Darko, 2020). Improving performance is also an important job for organizations to face reality and challenges.(Tuffaha, 2020). This shows that employee performance is important for the organization.

Not only private organizations, public organizations must also have employees with good performance. Public organizations are not organizations that pursue profit, but organizations that are oriented towards public administration and public services. This encourages government (public) organizations to analyze the performance of their employees, because high employee performance will make the administration system and public services better.(Afriadi et al., 2018). In addition, good employee performance will increase public trust in the government.(Ali, 2017). The role of employees in public organizations is key in creating public credibility, because public organizations are not competition-oriented, but focus on public service and satisfaction.(Osman et al., 2016). Therefore, employee performance in public organizations is an important element to analyze.

Referring to several previous studies, there are several factors that influence employee performance, such as job insecurity, role ambiguity and work engagement. However, the results are still varied, where several researchers found that job insecurity(Novita & Dewi, 2021; Qian et al., 2022), *role ambiguity*(Martinez et al., 2020; Purnomo et al., 2021) and work engagement(Karatepe, 2013; Kim et al., 2019; Wang & Chen, 2020)be a factor that can improve employee performance. However, several other researchers found that job insecurity(Darvishmotevali & Ali, 2020; Sverke et al., 2019; Wang et al., 2015), *role ambiguity*(Alshery et al.,

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2015; Bongga & Susanty, 2018; Parayitam et al., 2021) and work engagement (Kustya & Nugraheni, 2020; Tian et al., 2019) become a factor that can reduce employee performance, and there are other researchers who have found that job insecurity (Angelis et al., 2021; Kurnia & Widigdo, 2021), *role ambiguity* (June & Mahmood, 2011; Winidiantari & Widhiyani, 2015) and work engagement (Neuber et al., 2022; Sari, 2021) does not affect employee performance. In addition, in testing the influence of job insecurity, role ambiguity and work engagement on employee performance, there are still differences among researchers regarding the use of variable measurements. Such as Qian et al. (2022) which uses 10 indicators to measure job security, while (Staufenbiel & König, 2010) and Stankeviciute et al. (2021) only uses 4 indicators in measuring job insecurity. Meanwhile, Amilin (2017) using 6 indicators to reflect role ambiguity, while Purnomo et al. (2021) and The Last Supper (2018) only using 4 indicators in measuring role ambiguity.

Furthermore, previous researchers also used different data analysis methods in testing the influence of job insecurity, role ambiguity and work engagement on employee performance. Some used the Partial Least Square method (Abdullahi et al., 2022), *Structural Equation Modelling* (Burkert et al., 2011), and Multiple Linear Regression (Purnomo et al., 2021). The description shows that there is still debate among researchers regarding the influence of job insecurity, role ambiguity and work engagement on employee performance, both in terms of findings, use of indicators and research methods, thus encouraging the author to review it again.

One of the factors that influences employee performance is job insecurity (Darvishmotevali & Ali, 2020; Sverke et al., 2019; Wang et al., 2015). *Job insecurity* or job insecurity is defined as the psychological condition of employees who show a sense of confusion or feel unsafe due to changing environmental conditions that arise due to the many types of work that are temporary in nature (Selenko et al., 2013). Feelings of insecurity make employees unable to work with focus, so this will reduce their performance (De Cuyper et al., 2020). This shows that job insecurity has a negative and significant effect on employee performance.

Another factor that influences employee performance is role ambiguity (Alshery et al., 2015; Bongga & Susanty, 2018; Parayitam et al., 2021). *Role ambiguity* or role ambiguity is a condition where the information received by a person is inadequate in carrying out his role in accordance with the responsibilities given (Jong, 2016). A person who experiences role ambiguity tends to experience a decline in physical and mental health because role ambiguity is one of the factors that can cause work stress due to the obstruction of an employee in carrying out his duties (Ho et al., 2023). This will affect the work of employees so that their performance will decline (Ebberts & Wijnberg, 2017). This shows that role ambiguity has a negative effect on employee performance.

Another factor that influences employee performance is work engagement (Karatepe, 2013; Kim et al., 2019; Wang & Chen, 2020). Work engagement is defined as a form of emotional and intellectual relationship that employees have with their organization that makes them enthusiastic and gives their best in their work (Vosloban, 2012). The presence of work enthusiasm in work engagement makes performance better (Risher, 2010). This condition will make individuals express themselves more, so that they are able to provide the best results in their work (Indryani & Ardana, 2019). This shows that work engagement is an element that can improve employee performance.

Previous studies have only tested work engagement as a predictor of employee performance (Goyal & Patwardhan, 2021; Kim et al., 2019). But this study tries to place work engagement as a mediator in the relationship between job insecurity and role ambiguity on employee performance. The existence of a high level of engagement in employees makes employees feel that the organization where they work is an aspect that must be supported to achieve goals. Thus, the employee will work comfortably and their performance will be better (Zhang et al., 2020). In addition, employees with high work engagement will understand their work tasks and functions which will encourage them to work well (Chiara et al., 2019). *Job insecurity* also becomes an element that influences work engagement (Gupta et al., 2024; Pap et al., 2020; Wang et al., 2015). *Job insecurity* high levels cause employees' psychological conditions to decline due to the effects of stress and frustration (Goksoy, 2012). This makes employees feel that their desire to work decreases, which

causes the level of work engagement in employees to decrease.(Lu et al., 2014). This is supported by several previous studies which found that job insecurity has a negative and significant effect on work engagement.(Gupta et al., 2024; Pap et al., 2020; Wang et al., 2015). *Role ambiguity* also be a factor that influences *work engagement*. The existence of *role ambiguity* makes the work done feel inadequate(Sakuraya et al., 2017). The existence of these conditions causes employees to have less understanding of their work responsibilities, so that their work commitment decreases.(Matta et al., 2015). This is supported by several previous studies which found that role ambiguity has a negative and significant effect on work engagement.(Maden, 2021; Sulea et al., 2012; Yan et al., 2021).

Based on initial observations conducted on employees at the Social Security Administering Agency (BPJS) Health Langsa Branch Office and Lhokseumawe Branch Office, there are still a small number of employees whose performance is not yet so good. This can be seen from the less than optimal timeliness indicator, where there are still a small number of employees who have not been able to complete their work on time, such as delays in preparing reports. In addition, the aspect of work result orientation is also an element that can be improved, where based on initial observations it can be seen that there are still a small number of employees who work without considering the results of their work, so that the results are less than optimal. This shows that the performance of employees at the BPJS Health Langsa Branch Office and Lhokseumawe Branch Office is still not optimal.

Another element that is still considered suboptimal in BPJS Kesehatan Langsa Branch Office and Lhokseumawe Branch Office is work engagement. Based on the results of initial observations conducted by the author on employees at BPJS Kesehatan Langsa Branch Office and Lhokseumawe Branch Office, it is seen that there are still a small number of employees who are still less enthusiastic about working. This can be seen from the fact that there are still a few employees who are often late to the office or often lazy during working hours or service hours. In addition, the aspect of focus on work is also an element that can be improved, where based on initial observations it can be seen that there are still a small number of employees who are not focused on completing their work, so that the results are less than optimal. This description shows that work engagement is an aspect that can be improved for the better.

Another aspect that is still lacking in BPJS Kesehatan Langsa Branch Office and Lhokseumawe Branch Office is role ambiguity. Based on the results of the author's initial observations on employees at BPJS Kesehatan Langsa Branch Office and Lhokseumawe Branch Office, it appears that there are still a small number of employees who work with unclear work targets, where these employees do not yet understand the organization's goals substantively. In addition, the aspect of dividing work time can also be improved, where a small number of employees still feel confused in dividing their time to complete the work given to them. This shows that role ambiguity is an aspect that must be improved.

Another element that is a problem in BPJS Kesehatan Langsa Branch Office and Lhokseumawe Branch Office is Job Insecurity, such as the less than optimal job comfort indicator. Based on the results of initial observations conducted by the author, it appears that there are still a few employees who still feel uncomfortable working. In addition, the job challenge indicator is still not optimal, where there are still a small number of employees who are worried about the work challenges they experience. This shows that Job Insecurity is an aspect that can be improved for the better.

## LITERATURE REVIEWS

### Job Insecurity

*Job insecurity* is a level at which workers feel their jobs are threatened and feel powerless to do anything about the situation.(Ashford et al., 2016). Job insecurity is felt not only due to the threat of losing a job, but also the loss of the job dimension.(Murphy et al., 2013). According to Sverke et al. (2019), job insecurity is the powerlessness to maintain continued employment due to threats from the work situation.

### Role Ambiguity

*Role ambiguity* or role ambiguity is defined as a situation where a person does not have sufficient clear information to carry out his work.(Zhou et al., 2016).Luthans (2017)also explains that role ambiguity experienced by employees can be influenced by unclear job descriptions, incomplete

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superior orders and can also occur due to lack of experience. This ambiguity can be caused by poor communication or coworkers and supervisors who deliberately withhold or distort information.

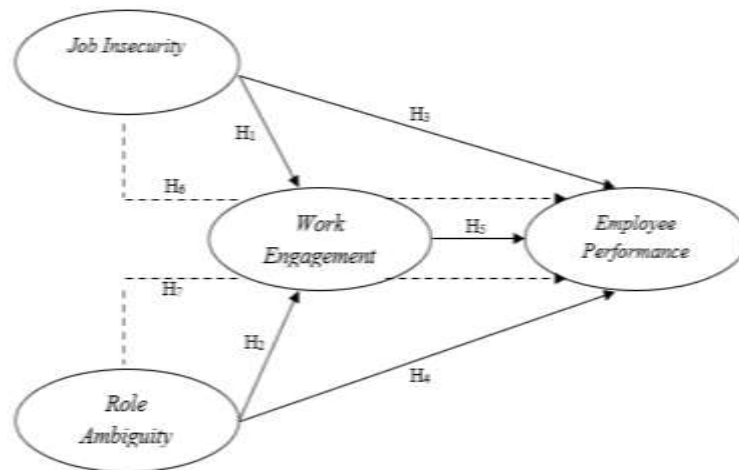
**Work engagement**

Work engagement or employee engagement is one of the elements studied and developed by researchers in the field of HR so far. The meaning of work engagement symbolizes the dedication and devotion given by employees to their organization. The Last Supper (2015) argues that work engagement is an employee's attachment and involvement with the organization in carrying out their work role, working and expressing themselves physically, cognitively and emotionally, work shows performance.

**Employee Performance**

Several experts have defined the concept of performance. Manzoor et al. (2011) defines employee performance as a measure of employee success in carrying out a job. Performance can also be interpreted as work performance which is the result of work produced by employees or real behavior displayed according to their role in the organization. (Bedarkar & Pandita, 2014).

**Conceptual Framework**



**Figure 1 Conceptual Framework**

Information:

- : Direct Influence
- : Mediation Influence (*Intervening*)

**Hypothesis**

Based on the description above, the hypothesis tested in this study is as follows:

- H1 : *Job insecurity* has a negative and significant effect on work engagement of employees at the BPJS Kesehatan Langsa and Lhokseumawe Branch Offices.
- H2 : *Role ambiguity* has a negative and significant effect on work engagement of employees at the BPJS Kesehatan Langsa and Lhokseumawe Branch Offices.
- H3 : *Job insecurity* has a negative and significant effect on employee performance of employees at the BPJS Kesehatan Langsa and Lhokseumawe Branch Offices.
- H4 : *Role ambiguity* has a negative and significant effect on employee performance of employees at the BPJS Kesehatan Langsa and Lhokseumawe Branch Offices.
- H5 : *Work engagement* has a positive and significant effect on employee performance of employees at the BPJS Kesehatan Langsa and Lhokseumawe Branch Offices.

- H6 : *Work engagement* mediating the relationship between job insecurity and employee performance in employees at BPJS Kesehatan Langsa and Lhokseumawe Branch Offices.
- H7 : *Work engagement* mediating the relationship between role ambiguity and employee performance in employees at BPJS Kesehatan Langsa and Lhokseumawe Branch Offices.

## IMPLEMENTATION METHOD

### Research Objects and Locations

The objects in this study are job insecurity, role ambiguity, work engagement and employee performance of employees at the BPJS Langsa Branch Office and Lhokseumawe Branch Office. Meanwhile, this research was conducted at BPJS Langsa Branch Office located at Jalan Prof. A. Majid Ibrahim, Number 5, Sungai Pauh, Langsa City and Lhokseumawe Branch Office located at Jalan Iskandar Muda Number 1, Kampung Jawa Lama, Banda Sakti District, Lhokseumawe City.

### Population and Sample

Population is all items that are taken into consideration in research. (Kothari, 2017). As for the population in this study was all employees of the Langsa Branch of the BPJS Health Office (51 people) and employees of the Lhokseumawe Branch of the BPJS Health Office (69 people), so the total was 120 people. A small part of the population taken for analysis is a sample. (Kothari, 2017). The sampling technique used in this study is saturated sampling. The researcher's consideration is to take all

### Data Types and Sources

The type of data used in this study is primary data. The Catharine (2017) said that primary data is data that is collected for the first time directly and is original. In this study, primary data was obtained from respondents' answers distributed through questionnaires distributed to 120 BPJS employees/staff of the Langsa and Lhokseumawe Branch Offices.

### Data collection technique

The data collection method in this study was carried out using a questionnaire. The questionnaire data collection method is a method that collects data from respondents by asking them to answer all the questions on the questionnaire that has been prepared. (Kothari, 2017). This data collection technique is carried out on respondents by providing a set of written questions to respondents to answer.

### Data Analysis Methods

The data analysis method used in this study is Structural Equation Modeling Partial Least Square (SEM-PLS) using the SmartPLS 3.0 software tool. Referring to Ghozali & Latan (2015), Partial Least Square (PLS) is a powerful analysis method and is also known as soft modeling because it does not assume that the data must be multivariately normally distributed and there are no multicollinearity problems between exogenous variables.

## RESULTS AND DISCUSSION

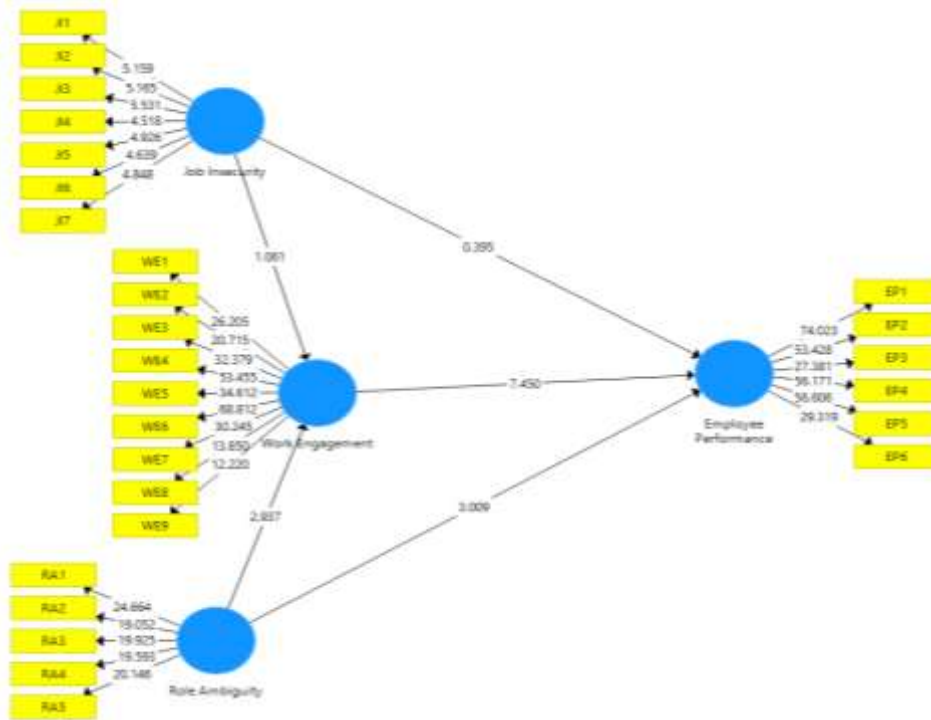
### SEM-PLS Analysis and Hypothesis Testing

After seeing the evaluation test of the outer model and inner model, the results of the SEM-PLS estimation in this study can be seen in Figure 2 below:



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**Figure 2 SEM-PLS Estimation (Bootstrapping)**  
Source: Processed Data (2024)

Based on Figure 2 above, the coefficient values, standard errors and p-values of the model are presented in Table 1 below:

**Table 1**  
**SEM-PLS Estimation**

Relationship between Variables	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Job Insecurity -> Employee Performance	0.031	0.395	0.693
Job Insecurity -> Work Engagement	0.156	1,061	0.289
Role Ambiguity -> Employee Performance	-0.210	3.009	0.003
Role Ambiguity -> Work Engagement	-0.261	2,937	0.003
Work Engagement -> Employee Performance	0.640	7,450	0.000

Source: Processed Data, 2024

The form of influence and hypothesis testing between exogenous and endogenous variables is as follows:

1. The Impact of Job Insecurity on Work Engagement

Based on the results of the SEM-PLS analysis that has been carried out, the coefficient value of the influence of job insecurity on work engagement is 0.156 with a p-value of 0.289 which is classified as statistically insignificant (p-value > 0.10). In other words, job insecurity does not have a significant effect on work engagement, so H1 is rejected, meaning that an increase in job insecurity does not have an impact on an increase in work engagement.

2. The Influence of Role Ambiguity on Work Engagement

Based on the results of the SEM-PLS analysis that has been carried out, the coefficient value of the influence of role ambiguity on work engagement is -0.261 with a p-value of 0.003 which is statistically significant at the 1% level (p-value < 0.01). In other words, role ambiguity has a negative and

significant effect on work engagement, so H2 is accepted, meaning that when role ambiguity increases, work engagement will decrease.

3. The Impact of Job Insecurity on Employee Performance

Based on the results of the SEM-PLS analysis that has been carried out, the coefficient value of the influence of job insecurity on employee performance is 0.031 with a p-value of 0.693 which is statistically insignificant (p-value > 0.10). In other words, job insecurity does not have a significant effect on employee performance, so H3 is rejected, meaning that increasing job insecurity does not have an effect on increasing performance.

4. The Influence of Role Ambiguity on Employee Performance

Based on the results of the SEM-PLS analysis that has been carried out, the coefficient value of the influence of role ambiguity on employee performance is -0.210 with a p-value of 0.003 which is statistically significant at the 1% level (p-value < 0.01). In other words, role ambiguity has a negative and significant effect on employee performance, so H4 is accepted, meaning that when role ambiguity increases, employee performance will decrease significantly.

5. The Influence of Work Engagement on Employee Performance

Based on the results of the SEM-PLS analysis that has been carried out, the coefficient value of the influence of work engagement on employee performance is 0.640 with a p-value of 0.000 which is statistically significant at the 1% level (p-value < 0.01). In other words, work engagement has a positive and significant effect on employee performance, so H5 is accepted, meaning that when work engagement increases, employee performance also increases.

**Total, Direct and Indirect Influence**

**Table 2**  
**Direct, Indirect and Total Influence**

	<i>Job Insecurity</i>	<i>Role Ambiguity</i>	<i>Work Engagement</i>	<i>Employee Performance</i>
Total Influence				
<i>Work Engagement</i>	0.156	-0.261	---	---
<i>Employee Performance</i>	0.131	-0.377	0.640	---
Direct Influence				
<i>Work Engagement</i>	0.156	-0.261	---	---
<i>Employee Performance</i>	0.031	-0.210	0.640	---
Indirect Influence				
<i>Work Engagement</i>	---	---	---	---
<i>Employee Performance</i>	0.100	-0.167	---	---

Source: Processed Data, 2024

Based on Table 2, the direct influence of exogenous variables on endogenous variables is as follows:

1. The direct influence of job insecurity on work engagement is 0.156 but not significant.
2. The direct influence of role ambiguity on work engagement is -0.210 and significant.
3. The direct influence of job insecurity on employee performance is 0.031 but not significant.
4. The direct influence of role ambiguity on employee performance is -0.210 and significant.
5. The direct influence of work engagement on employee performance is 0.640 and significant.

The indirect influence of job insecurity and role ambiguity on employee performance through work engagement is as follows:

1. The influence of job insecurity on employee performance through work engagement is 0.100.
2. The influence of role ambiguity on employee performance through work engagement is -0.167.

The total influence of job insecurity and role ambiguity on employee performance is as follows:

1. The total influence of job insecurity on employee performance is 0.131.
2. The total influence of role ambiguity on employee performance is -0.377.

**Mediation Effect Test**

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Mediation testing was conducted using the bootstrapping method using Smart-PLS 3.0. In this study, there is an intervening variable, namely work engagement. In this study, there are 2 hypotheses of mediation influence to be tested, namely H6 and H7. The results of testing the mediation influence using the SEM-PLS method are presented in Table 3 below:

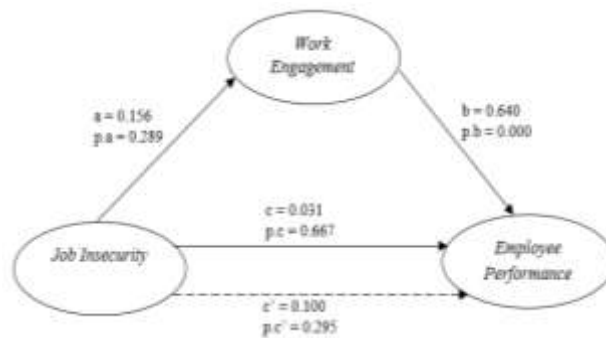
**Table 3**  
**Mediation Test Results**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Job Insecurity -> Work Engagement -> Employee Performance	0.100	1,049	0.295
Role Ambiguity -> Work Engagement -> Employee Performance	-0.167	2,638	0.009

Source: Processed Data, 2024

1. The Mediating Effect of Work Engagement on the Relationship between Job Insecurity and Employee Performance (Hypothesis 6)

Based on Table 3, it can be seen that the coefficient value c' (indirect influence) for the Job relationship *Insecurity -> Work Engagement -> Employee Performance* of 0.100, where the value is classified as statistically insignificant with a p-value of 0.295 which is above 0.10. However, because the direct relationship path of job insecurity to work engagement and to employee performance is not classified as statistically significant, it does not meet the mediation criteria stage of Baron & Kenny (1986), so it can be concluded that work engagement is not able to mediate the relationship between job insecurity and employee performance. The form of mediation flow is *Job Insecurity -> Work Engagement -> Employee Performance* presented in Figure 3 below:



**Figure 3 Work Engagement is Unable to Mediate the Relationship between Job Insecurity and Employee Performance**

2. The Mediating Effect of Work Engagement on the Relationship between Role Ambiguity and Employee Performance (Hypothesis 6)

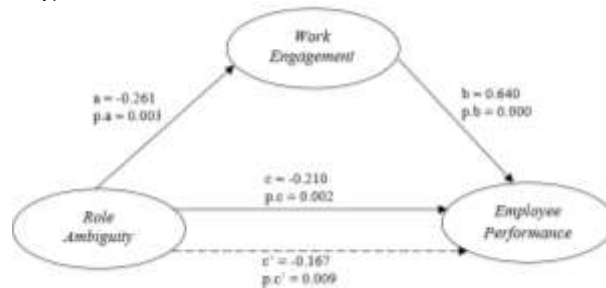
Based on Table 3, it can be seen that the coefficient value c' (indirect influence) for the relationship *Role Ambiguity -> Work Engagement -> Employee Performance* of -0.167, where the value is statistically significant at the 1% level (prob < 0.01). To find out whether the variable *Work Engagement* acts as partial mediation or full mediation, then the Variance Accounted For (VAF) value will be calculated for this mediation path. The calculation of the VAF value for this mediation path is:

$$VAF = \frac{\text{Pengaruh Tidak Langsung}}{\text{Pengaruh Langsung} + \text{Pengaruh Tidak Langsung}}$$



$$VAF = \frac{-0.167}{-0.210 + -0.167} = 0.442$$

Based on the calculation above, the VAF value was found to be 0.442 or 44.2%. This value is in the range of 20% - 80% so it is classified as partial mediation.(Hair et al., 2013).This shows that *Work Engagement* partially mediates the influence of role ambiguity on employee performance, so that H5 is accepted. In addition, it was found that the direct coefficient of role ambiguity on employee performance was negative and the path '-c' was also negative, which indicates that *Work Engagement* acts as Complementary Partial Mediation which is included in the consistent model(Zhao et al., 2010). As for the form of mediation flow *Role Ambiguity* -> *Work Engagement* -> *Employee Performance* presented in Figure 4 below:



**Figure 4 Work Engagement Partially Mediates the Relationship between Job Insecurity and Employee Performance**

Source: Processed Data (2024)

## Discussion

### The Impact of Job Insecurity on Work Engagement

Based on the results of the data analysis that has been done, it was found that job insecurity has no significant effect on work engagement. This shows that increasing job insecurity does not have a significant impact on work engagement. In addition, these results show that job insecurity is not a predictor in increasing work engagement. This insignificant influence occurs because high job insecurity generally occurs in employees with non-permanent status.(Chirumbolo, 2015). However, the subjects in this study were permanent employees, who basically tend to be permanent. When these employees get job certainty, the level of job insecurity will decrease.(Wang et al., 2015). This shows that job insecurity does not have a significant effect on work engagement. This is also supported by several previous researchers who found that job insecurity does not have a significant effect on work engagement.(Jung et al., 2021; Spiegelare et al., 2014).

### The Influence of Role Ambiguity on Work Engagement

Based on the results of the data analysis that has been done, it was found that role ambiguity has a negative and significant effect on work engagement. This shows that when role ambiguity increases, work engagement will decrease. These results also show that role ambiguity is a predictor that can affect work engagement. This negative and significant influence occurs because the unclear role makes employees feel that the work is not being done optimally.(Sakuraya et al., 2017). This will make employees less aware of their work responsibilities, so that work engagement decreases.(Matta et al., 2015). In addition, the ambiguity in the implementation of work makes employees less committed to their work and reduces work engagement.(Radic et al., 2020). This is also supported by several previous studies which found that role ambiguity has a negative and significant effect on work engagement.(Maden, 2021; Sulea et al., 2012; Yan et al., 2021).

### The Impact of Job Insecurity on Employee Performance

Based on the results of the data analysis that has been done, it was found that job insecurity does not have a significant effect on employee performance. This shows that increasing job insecurity does not have a significant impact on decreasing employee performance. In addition, these results also show that job insecurity is not a predictor in increasing employee performance. This insignificant influence occurred due to motivation and guidance from leaders which made employees continue to work optimally even though the work was unclear.(Wang et al., 2015). Employees can continue to work optimally even though there is a level of work uncertainty because the leadership continues to protect and motivate employees.(Debus et al., 2020).

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This is also supported by several previous studies which found that job insecurity does not have a significant effect on employee performance.(Amin & Pancasasti, 2022; Hasna'ni & Setiani, 2022).

**The Influence of Role Ambiguity on Employee Performance**

Based on the results of the data analysis that has been done, it was found that role ambiguity has a negative and significant effect on employee performance. This shows that when role ambiguity increases, employee performance will decrease. Meanwhile, these results also show that role ambiguity This negative and significant impact occurs because the unclear role of employees causes employees to work less than optimally.(Lin et al., 2015). Employees who work less than optimally will have a decrease in their work results, so that employee performance decreases.(Wu et al., 2019). In addition, the lack of information caused by role ambiguity makes employees unable to work well and their performance decreases.(Ho et al., 2023). This result is also supported by previous research which documented that role ambiguity has a negative and significant effect on employee performance.(Alshery et al., 2015; Bongga & Susanty, 2018; Parayitam et al., 2021).

**The Influence of Work Engagement on Employee Performance**

The results of the data analysis that have been carried out found that work engagement is a factor that has a positive and significant influence on employee performance. This shows that high work engagement increases employee performance. In addition, these results also indicate that work engagement has a role as a predictor that can improve performance. The positive and significant influence occurs because high work engagement makes employees feel that they must give their best to their organization. Thus, employees will work optimally and their performance will increase. In addition, high work engagement will increase employee work enthusiasm, thus encouraging employees to work well.(Risher, 2010). This is in line with several previous studies which found that work engagement can significantly improve employee performance.(Karatepe, 2013; Kim et al., 2019; Wang & Chen, 2020).

**Work Engagement Mediating the Relationship between Job Insecurity and Employee Performance**

Based on the results of the data analysis that has been done, it was found that work engagement was not able to mediate the relationship between job insecurity and employee performance. This shows that work engagement is not able to provide an effect on the relationship between job insecurity and employee performance. In addition, the results of this study prove that work engagement is not a mediator in the relationship between job insecurity and employee performance. *Work engagement* which is unable to mediate the relationship between job insecurity and employee performance due to the role of good job clarity and employees feeling connected to the organization, so that the level of job anxiety does not have an effect on performance.(Park & Ono, 2017). Employees who feel connected to the organization feel that job insecurity is not an obstacle to working.(Altinay et al., 2019). This makes work engagement unable to deliver job insecurity in influencing employee performance.

**Work Engagement Mediating the Relationship between Role Ambiguity and Employee Performance**

The results of the data analysis that have been conducted found that work engagement is able to partially mediate the relationship between role ambiguity and employee performance. This shows that when work engagement increases, it will be able to influence the relationship between role ambiguity and employee performance. In addition, the results of this study indicate that work engagement is a mediator in the relationship between role ambiguity and employee performance. This mediation effect occurs because high work engagement will make employees work harder and tend to seek information about work.(Lai et al., 2020). In this way, job information will be easily known by employees and employees will get clarity on their work, so they can work well.(Menguc et al., 2017).

Thus, the employee will work well and his/her performance will increase. This supports the argument that work engagement is able to mediate the relationship between role ambiguity and employee performance.

### Conclusion

Based on the results of the data analysis and discussion that have been described, the conclusions of this study are:

1. Job insecurity is not an element capable of influencing work engagement to BPJS Health employees at the Langsa and Lhokseumawe Branch Offices.
2. Role ambiguity is able to reduce work engagement significantly on BPJS Kesehatan employees at the Langsa and Lhokseumawe Branch Offices.
3. Job insecurity is not an influencing factor on employee performance to BPJS Health employees at the Langsa and Lhokseumawe Branch Offices.
4. Role ambiguity the higher it will make employee performance experienced a decline in BPJS Kesehatan employees at the Langsa and Lhokseumawe Branch Offices.
5. Work engagement becomes a factor that can increase employee performance to BPJS Health employees at the Langsa and Lhokseumawe Branch Offices.
6. Work engagement is not an element capable of delivering a relationship job insecurity to employee performance to BPJS Health employees at the Langsa and Lhokseumawe Branch Offices.
7. Work engagement mediates partially (spatial mediation) connection role ambiguity to employee performance to BPJS Health employees at the Langsa and Lhokseumawe Branch Offices.

### Suggestion

Here are some suggestions that the author can give to several parties, as follows:

1. The lowest average value for the indicators on the variables *job insecurity* is the 3rd indicator (Job comfort), so it is suggested to the employee management at the BPJS Langsa and Lhokseumawe Branch Offices to pay more attention to employee work comfort, where stakeholders can pay attention to work constraints and try to motivate employees to make them comfortable working in the office.
2. The lowest average value for the indicators on the variables *role ambiguity* is indicator 1 (authority), so it is suggested to the employee management at the BPJS Langsa and Lhokseumawe Branch Offices to provide more work authority to employees, where this is done by clarifying the work given to them and being able to provide *reward* more so if the employee is able to prove the results of his work with the work authority given.
3. The lowest average value for the indicators on the variables *work engagement* is the 1st indicator (energy), so it is suggested to the employee management at BPJS Langsa and Lhokseumawe Branch Offices to provide more motivation to employees. In addition, employees can also be given enthusiasm and *reward* so that employees can work with enthusiasm and energy.
4. The lowest average value for the indicators on the variables *employee performance* is the 3rd indicator (punctuality), so it is suggested to the employee management at the BPJS Langsa and Lhokseumawe Branch Offices to better control the work given to subordinates so that they can work on time.
5. It is recommended that other researchers study other factors that influence employee performance with different research objects and locations for the sake of development in the field of Human Resource Management.

### Research Limitations

This research has limitations, the limitations of this research are:

1. The sample size in this study is not that large, namely 120 respondents.
2. The variables studied have so many references that the author is only able to use/refer to a few references that are considered relevant.

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