



Relationship between Self Efficacy, Work-Life Balance to Job Satisfaction: A Proposed Employee Engagement Mediation Model

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Abstract. The concept of employee engagement (EE) is one of the benchmarks in determining employee job satisfaction (JS) which is currently trending and continues to grow in the business world. Engagement is not just a matter of feeling but must be combined with action. Companies that implement employee engagement (EE) will increase productivity which leads to company progress. However, it is not easy for a company to implement employee engagement (EE). The concept of employee engagement (EE) is offered to bridge the insignificance gap. The direction of this research aims to determine the effect of self efficacy (SE) and work life balance (WLB) mediated by employee engagement (EE). Sampling in this study involved 208 employees. The results of the questionnaires distributed obtained a total of 203 respondents with data that could be processed as many as 192. The sample adequacy in this study was 105 so that it was declared fulfilled. Sampling was done with saturated sample technique. The analytical tool in this study uses a Structural Equation Model (SEM) which is processed with AMOS software. The results of the analysis show that self efficacy (SE) and work life balance (WLB) indirectly affect job satisfaction (JS). The contribution of research to fill the body of knowledge through attribution theory by raising the variables of SE, WLB, EE, to JS while managerial implications by building employee training and development, holding gathering activities, and providing adequate facilities for employees.

Keywords: self efficacy, work life balance, employee engagement, job satisfaction

BACKGROUND

Human resources are an important asset for a company because of their role as subjects of operational activities and subjects of policy implementation or as drivers for the company (Poluan, 2018). Companies need to keep up with current developments by encouraging their human resources to survive and be ready to face future challenges with the support of efficient, effective, and productive management to achieve job satisfaction (A. E. Nasution & Lesmana, 2019). Employees who are satisfied with work tend to show positive behavior and will ultimately contribute to the company (I. S. Nasution & Khair, 2022). One of the supporting factors to increase employee job satisfaction is by implementing employee engagement. Employee engagement is a condition that refers to the positive expression of employees who are interested in carrying out their work, so that employees will provide more dedication and energy for their work (Saks, 2020). Employee engagement in recent years has been studied in several sectors such as the health sector (Mayasari, Pardiman, & Budiar, 2022), the hotel sector (Suyoto & Murtiharso, 2019), the bank sector (Kulkarni, Appasaba, & Nishchitha, 2022), and the manufacturing sector (Kustiawan, Marpaung, Lestari, & Andiyana, 2022). Thus, it can be seen that many companies are now starting to focus on getting their employees more involved in the company.

Another factor that can affect employee job satisfaction is self efficacy. Self efficacy is an encouragement that arises from within an employee or belief in the abilities possessed and confidence in carrying out the tasks assigned by superiors in a timely manner. The beliefs and abilities possessed by employees such as skills and knowledge are then applied into certain actions (Abubakar, Wibowo, & Sari, 2020). In the realm of work, in addition to self efficacy, there are other factors such as work life balance that need to be considered by companies. Work life balance is how an employee is able to balance his work-related responsibilities and other things outside of work (Hazami & Riyanto, 2022). Work life balance both positively and negatively can affect employee job satisfaction. Companies need to provide support to employees to maintain a positive and healthy work life balance. The existence of support from the company proves that the company appreciates the contribution of employees and pays attention to the welfare of its employees (Ahmad Zawawi & Halim, 2023).

Based on research conducted by Seek and JobsDB in March 2023 on the JobStreet platform which interviewed 97,324 respondents in Indonesia, Hong Kong, Malaysia, the Philippines, Singapore and Thailand, according to the study, the labor market in Indonesia is very competitive with 76% of respondents revealing that they have received many job offers several times a year in various fields. As many as 43% of respondents in Indonesia said that work-life balance is a top priority in choosing a job (Tribunnews.com).

The object of study in this research is PT Pura Barutama Engineering Division. The realization of work life balance in this company is still limited to giving bonuses when there is an increase in working hours to complete a target or called overtime hours.

Overtime hours in this company are not all employees can participate in overtime, only certain employees can work overtime with the approval of their superiors. The existence of overtime is felt by employees who are required by the company to pursue targets so that the hours or time for employees to meet with family at home or friends are getting minimal. The lack of implementation of the work-life balance program can be seen when employees do not have a balanced quality in dealing with their family and work. In terms of completing their work, employees become less focused on doing their work because they think about problems that occur in their personal lives which make all their work not finished on time. The following is data regarding employee overtime in January - March 2023 on weekdays (Monday - Saturday).

Table 1. Employee Overtime for January - March

Month	Total of Working Days	Total of Employees	Total of Employees Overtime
January	26 days	208	85
February	24 days	208	20
March	27 days	208	27

Based on table 1, the following graph can be presented:



Figure 1. Overtime Chart

The graph in Figure 1 shows that the level of employee overtime from January to March 2023 fluctuates. Inappropriate targets and excessive working hours will cause loss of focus and even physical health to be disrupted.

The problem in this study is the existence of 2 (two) contradictions of different researchers regarding work life balance on job satisfaction. Based on research conducted by (Iqbal, 2022) it was found that work life balance has a positive and significant effect on job satisfaction. This is supported by researchers (Asari, 2022) that work life balance has a positive and significant effect on job satisfaction. This is because the better the work life balance for employees, the job satisfaction will increase. However, according to research conducted by (Nurhabiba, 2020) it is known that work life balance does not have

a significant effect on job satisfaction. This is because the higher the work life balance will not affect the high and low job satisfaction of employees. This research is supported by (Septya, 2019) that work life balance does not have a significant effect on employee job satisfaction. Achieving work life balance does not make employees have a high level of satisfaction, and vice versa if the level of work life balance is low, it also does not affect the level of employee satisfaction.

This research offers a model by building employee engagement through self efficacy and work life balance to increase job satisfaction by referring to the attribution theory perspective proposed by (Snyder, 1988). Attribution theory explains about a person's behavior caused by internal and external factors. Internal factors such as ability, attitude and character while external factors such as conditions, pressures and environment. Managerial contributions in this study are that managers or leaders need to hold joint activities involving various departments such as gathering, training and developing employee skills, and providing adequate facilities to increase job satisfaction in employees.

THEORETICAL OVERVIEW

This section contains an explanation of the variables studied such as self efficacy, work life balance, employee engagement, and job satisfaction along with the research hypothesis.

Self Efficacy

Self efficacy is the belief in the ability to complete certain tasks. The level of self-efficacy will basically drive employee behavior, such as how much effort is expended to achieve a goal, how to survive under adversity and recover from failure and whether the thoughts that are owned can support or hinder work (Johnson, 2021). Working with good self-efficacy can make a person able to determine readiness in planning what to do (Sulistiyani et al, 2023). Self-efficacy indicators according to Indiryani Jeniy (2020) consist of level of difficulty (level/magnitude), breadth of behavior (generality), strength (strength).

Work Life Balance

Work life balance is a condition of an employee who can manage and harmonize his time well between work at work with family life and personal interests (Lumunon, Sendow, & Uhing, 2019). Work life balance is important for companies to continue to innovate work-life balance policies and make employee retention rates better. When employees feel valued and supported in maintaining a balance between work and personal life, they will tend to stay with the compan (Chaudhuri, Arora, & Roy, 2020). Indicators of work life balance according to Pangemanan, Pio, and Tumbel (2017) consist of time balance, involvement balance, and satisfaction balance.

Employee Engagement

Employee engagement is a relationship between employee attachment to company values and commitment (Wahyuni, 2019). Companies need to implement employee engagement because it is vital and very important to achieve company success (Chiemeke, Ashari, & Muktar, 2018). Companies whose employees are engaged or bound in work will always be excited, proud to be part of the company and understand their respective job roles, besides having a strong relationship and commitment to the company and will try even harder to learn new things (Fazlurrahman, 2020). Indicators of employee engagement according to Lewiuci (2016) consist of vigor, dedication, absorption.

Job Satisfaction

Job satisfaction is job satisfaction where employees feel satisfied with what they get while working (Bowling, Wagner, & Beehr, 2018). Job satisfaction is very important and has great benefits for both companies and employees. Employees who do not get job satisfaction will develop negative attitudes or behaviors and will then cause frustration at work (Arwin, Ciamas, Siahaan, Vincent, & Rudy, 2019). However, on the other hand, employees who get job satisfaction will be able to work well, actively and achieve and be enthusiastic about achieving the company's goals that have been set (Nugroho & Chua, 2019). Indicators of job satisfaction according to Widodo (2015) consist of salary, work itself, coworkers, superiors, promotions, and work environment.

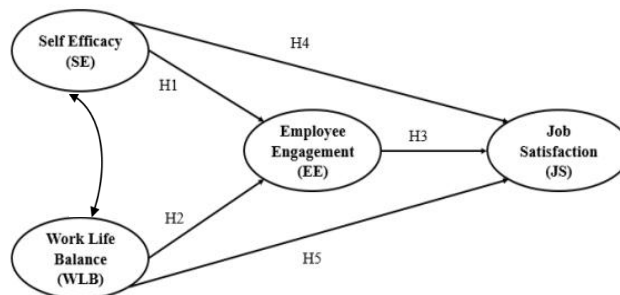


Figure 2. Empirical Model

Self Efficacy as a Determinant of Employee Engagement

Belief in one's own abilities will make employees produce the best things and be tied to the company. Based on research conducted by Ardi, Trilolita & Sulisty (2019) it is known that self efficacy (SE) has a significant effect on employee engagement (EE). Employees who are attached to the company will care about what they do and are committed to always doing the best for the company. In line with research conducted by Nurjanah, Bulan & Sarah (2021) it was found that self efficacy (SE) has a significant effect on job satisfaction (JS). This shows that the high and low self-efficacy possessed by employees will determine their ability to mobilize cognitive resources and ways of acting to be successful in completing work, which in turn in employees will appear employee engagement in their work.

H1: There is a significant effect of Self Efficacy on Employee Engagement

Work Life Balance as a Determinant of Employee Engagement

Research conducted by Katili, Wibowo & Akbar (2021) und that work life balance (WLB) has a significant effect on employee engagement (EE). Work life balance (WLB) can affect employee engagement (EE) because in carrying out work employees must enjoy, be healthy and happy if they want to achieve high productivity. In line with research conducted by Dewi (2021) *work life balance* (WLB) has a positive and significant effect on employee engagement (EE). This shows that companies that implement a good work life balance will make employees very attached to work so that they are willing to give their time to the company.

H2: There is a significant effect of Work Life Balance on Employee Engagement

Employee Engagement as a Determinant of Job Satisfaction

Most studies state that employee engagement (EE) has a significant influence on job satisfaction (JS). According to research conducted by Goestjahjanti (2020) *employee engagement* (EE) has a significant influence on job satisfaction (JS). This indicates that the higher the employee engagement (EE) owned by employees, it will increase job satisfaction (JS). This is in line with research conducted by Fidyah (2020) ditemukan bahwa *employee engagement* (EE) found that employee engagement (EE) has a significant effect on job satisfaction (JS). Companies can carry out strategies so that employees are bound and remain enthusiastic in completing work, for example by organizing gatherings or other outdoor activities for refreshing. With these activities, employees will feel better enthusiasm and attachment than before.

H3: There is a significant influence of Eemployee Engagement on Job Satisfaction

Self Efficacy sebagai Determinan Job Satisfaction

Employees' belief in their own abilities reflects how satisfied they are to display good things through their attitude and cheerfulness at work. High self-efficacy will create a high sense of job satisfaction in employees. This is evidenced by research conducted by Yosier, Riadi, & ZA (2019) that there is an effect of self efficacy on job satisfaction, this research is supported by Ali & Wardoyo (2021) that self efficacy has a positive and significant effect on job satisfaction. This shows that the higher the self efficacy possessed by employees, the job satisfaction will increase.

H4: There is a significant effect of Self Efficacy on Job Satisfaction

Work Life Balance as a Determinant of Job Satisfaction

Research conducted Kasbuntoro et al (2020) ound that work life balance (WLB) has a significant effect on job satisfaction (JS). Companies need to implement a work life balance program to increase job satisfaction which will indirectly improve employee performance and ultimately benefit the company. The research was supported by Suku & Susanty (2022) found that there is a significant influence between work life balance (WLB) on job satisfaction (JS). Satisfaction can be seen when employees feel their roles at home and at work are balanced and have minimal conflict. The existence of time

balance management between work and family will make employees work well. Good time management will minimize obstacles at work so that employees feel more satisfied.

H5: There is a significant effect of Work Life Balance on Job Satisfaction

RESEARCH METHOD

This research uses primary data obtained by researchers directly through observation activities by distributing questionnaires. Sampling in this study involved 208 respondents of PT Pura Barutama Engineering Division employees. Of the total respondents, the data obtained were 203 respondents, while those that could be processed were 192 respondents. The analytical tool approach in this study uses a Structural Equation Model (SEM) processed with AMOS software. The number of indicators in all constructs is 15 scale items, so a sample adequacy of 15 (number of indicators) x 7 = 105 is required (Hair, 2014).

In table 2 below, contains an explanation of the characteristics of the respondents. Respondents in this study are predominantly male (85.4%) with the majority having a high school / vocational high school education level (62.0%). Furthermore, regarding the length of time respondents worked at the company with a range of 6-10 years amounting to (29.2%).

Table 2. Respondent Characteristics

	Total	Percentage
Respondent Identity		
Gender		
Male	164	85,4%
Female	28	14,6%
Education		
Junior High School / Equivalent	9	4,7%
SMA/SMK/Equivalent	119	62,0%
Diploma	27	14,1%
S1/D4	36	18,8%
S2	1	0,5%
Tenure		
1-2 Years	30	15,6%
3-5 Years	20	10,4%
6-10 Years	56	29,2%
11-20 Years	41	21,4%
> 21 Years	45	23,4%

The concept of measuring this research uses a Likert scale of 1-10 with an explanation of 1-5 indicating the level of disagreement, 6-10 indicating the level of agreement. Before the data is declared ready for analysis, the Confirmantory Factor

Analysis (CFA) test is carried out on each construct variable first. The variables to be tested consist of SE, WLB, EE, and JS.

Table 3. Measurement details for *standardized factor loadings, reliability test and fit statistic*

Description	Loading Factor	Construct Reliability
<i>Self Efficacy</i> – I have the ability to cope with work tasks – I can complete all work optimally – I strive to achieve good results	0,785 0,796 0,802	0,836
<i>Work Life Balance</i> – I am able to set aside time outside of work – I am able to distinguish between personal and work matters – I am satisfied between my personal life and work	0,685 0,614 0,640	0,683
<i>Employee Engagement</i> – I have a strong desire to complete work targets – I devote my life to the company – I am willing to take the time to get the job done	0,640 0,627 0,611	0,659
<i>Job Satisfaction</i> – I receive an appropriate salary – I am satisfied with my current profession – I have pleasant coworkers – I have opportunities for promotion	0,677 0,799 0,686 0,995	0,873

Table 2 shows that the loading factor of each scale item has a number above 0.5 and construct reliability above 0.6 (Ghozali, 2008) before building a full model, Goodness of Fit (GoF) testing of the variables is carried out variables that are arranged to build concept causality as shown in Table 3.

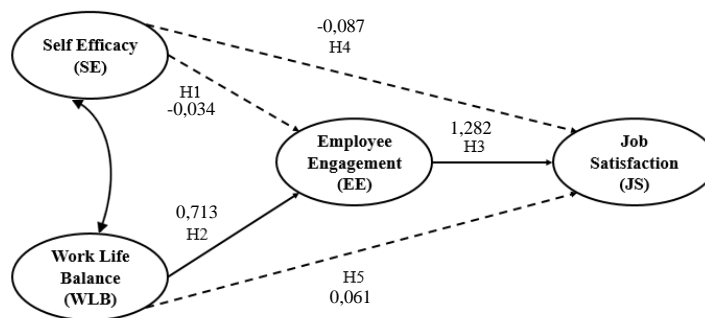
Table 4. Summary of GoF from CFA Construct Variable

Variabel	Chi-Square	CMIN/DF ≤ 2,00	GFI ≥ 0,90	AGFI ≥ 0,90	CFI ≥ 0,95	TLI ≥ 0,95	RMSEA ≤ 0,08
SE	0,156	0,156	0,999	0,997	1,000	1,017	0,000
WLB	0,826	0,826	0,997	0,984	1,000	1,003	0,000
EE	1,124	0,562	0,996	0,989	1,000	1,016	0,000
JS	1,678	0,839	0,996	0,980	1,000	1,002	0,000

The results of the CFA test that have been carried out on each variable show that the overall loading factor is > 0.5 which means good and each variable is proven to be fit. This proves that each question item has successfully presented the existing variables, so that the CFA in the table is feasible to proceed in building a full model.

RESULTS AND DISCUSSION

The CFA results show that the loading factor value of each item exceeds 0.5 so that it can be declared to meet the limit. This study has 6 (six) hypotheses, and after testing the full model it turns out that there are 3 (three) accepted hypotheses and 3 (three) rejected hypotheses.



Gambar 3. Full Model

Notes:

- - - Not Significant : $p > 0,05$
- Significant : ** $p < 0,05$, *** $p < 0,001$

Table 5. GoF Full Model

Chi-Square	CMIN/DF ≤ 2,00	GFI ≥ 0,90	AGFI ≥ 0,90	CFI ≥ 0,95	TLI ≥ 0,95	RMSEA ≤ 0,08
44,342	1,109	0,965	0,921	0,998	0,995	0,024

Based on the results of data processing that has been carried out, the results show that CMIN, GFI, AGFI, TLI, and RMSEA have all met the GoF criteria.

Table 6. Hypothesis Result

Hypothesis	Estimate	p-value	Result
H1: Self Efficacy → Employee Engagement	-0,034	0,625	Rejected
H2: Wok Life Balance → Employee Engagement	-0,713	***	Accepted
H3: Employee Engagement → Job Satisfaction	1,282	***	Accepted
H4: Self Efficacy → Job Satisfaction	-0,087	0,091	Rejected
H5: Work Life Balance → Job Satisfaction	0,061	0,690	Rejected

Hypothesis 1 is rejected, self efficacy (SE) has no significant effect on employee engagement (EE). The higher the self-efficacy, the higher the employee engagement in the company. But on the contrary, employees who have less confidence and self-ability will feel dissatisfied and confident in completing work tasks. These results strengthen research conducted by Chan, et al (2017) that self efficacy (SE) has no significant effect on employee engagement (EE). This is in line with research conducted by Liu, Cho & Putra (2017) that self efficacy does not have a significant effect on employee engagement because employees who work do not all require skills and abilities except for jobs that require skills such as nurses.

Hypothesis 2 is accepted, work life balance (WLB) has a significant effect on employee engagement (EE). The higher the work life balance in the company (WLB), the higher the employee engagement (EE). This is in line with previous research Wijaya & Suharto (2021) found that work life balance (WLB) has a positive and significant effect on employee engagement (EE). The implementation of work life balance (WLB) in companies is very helpful and plays a big role in maintaining talented employees to continue working with the company. This research is in line with that conducted by Katili, Wibowo & Akbar (2021) found that work life balance has a significant effect on employee engagement. Work life balance in employees will have an impact on employee engagement. Thus, employees will put more effort into work to improve company performance.

Hypothesis 3 is accepted, employee engagement (EE) has a significant effect on job satisfaction (JS). The existence of employee engagement (EE) will make employees feel part of the company while achieving high job satisfaction (JS). This is in line with research conducted by Guan, Yeh, Chiang & Huan (2020); Hakro, Siddiqui & Banbhan (2022) found that employee engagement (EE) has a significant effect on job satisfaction (JS) will have a positive effect on the company. Companies with high levels of employee engagement will achieve high job satisfaction and low employee turnover intention.

Hypothesis 4 is rejected, self efficacy (SE) has no significant effect on job satisfaction (JS). High or low self efficacy possessed by employees does not necessarily affect job satisfaction. This is in line with research conducted by Putri & Frianto (2022) that self efficacy does not affect job satisfaction. In line with this, research conducted by Zahra et al (2019) found that self efficacy has no significant effect on job satisfaction. If in the work environment employees have a low level of self-efficacy, they will think that the tasks and problems faced at work will appear difficult from the actual reality in the field (Surjanti, Soejoto, Seno, & Waspodo, 2020).

Hypothesis 5 is rejected, work life balance (WLB) has no significant effect on job satisfaction (JS). This is in line with research conducted by Endeka, Rumawas & Tumbel

(2020) found that the relationship between work life balance (WLB) on job satisfaction (JS) has no significant effect. The results of the questionnaire show that the cause of work life balance not having a significant effect on job satisfaction is that employees are less able to set aside and distinguish between time at work and outside work. The number of office tasks that must be completed at that time also sometimes overwhelms employees, and brings office work home. The existence of this makes employees not feel satisfied in living a personal life with their work. Research conducted by Septya & Dwi (2019) found that work life balance has no significant effect on job satisfaction. This is because achieving work life balance does not make employees have a high level of job satisfaction.

CONCLUSIONS

In order to achieve employee job satisfaction at PT Pura Barutama Engineering Division, this research offers a mediating concept to connect self efficacy (SE) to job satisfaction (JS) and work life balance (WLB) to job satisfaction (JS) by mediating employee engagement (EE). This research provides theoretical and managerial contributions. In a theoretical context, attribution theory is used to examine the behavior of an employee whether caused by internal or external factors. While in managerial implications, managers or leaders need to increase employee engagement by holding joint activities or gatherings. The implementation of these activities will make employees feel comfortable with coworkers from the same department or outside their department so that it will create enthusiasm at work which will ultimately have an impact on employee job satisfaction. The weakness in this study is the lack of supervision of respondents when filling out the questionnaire so that it provides a gap for outlier data to occur. In further research, it is necessary to conduct further analysis related to variables that can mediate between SE and JS because the EE mediation variable offered in this study has not proven to be able to bridge the gap that occurs.

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