



EXPLORING THE IMPACT OF WORK-LIFE BALANCE, SELF-EFFICACY, AND EMPLOYEE ENGAGEMENT ON PERFORMANCE AT THE DINAS LINGKUNGAN HIDUP DAN KEHUTANAN PROVINSI KALIMANTAN BARAT

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ABSTRAK

Penelitian ini bertujuan mengetahui apakah terdapat pengaruh dari variabel Work-Life Balance, Self-Efficacy, dan Employee Engagement terhadap Kinerja Karyawan pada Dinas Lingkungan Hidup dan Kehutanan Provinsi Kalimantan Barat. Penelitian ini menggunakan teknik pengumpulan data kuesioner dengan jumlah responden sebanyak 90 karyawan kantor pada Dinas Lingkungan Hidup dan Kehutanan Provinsi Kalimantan Barat. Hasil penelitian menunjukkan bahwa variabel Work-Life Balance dan Self-Efficacy memiliki pengaruh yang positif dan signifikan terhadap Kinerja Karyawan, sedangkan variabel Employee Engagement tidak berpengaruh secara signifikan terhadap peningkatan Kinerja Karyawan. Maka dapat disimpulkan secara keseluruhan bahwa Dinas Lingkungan Hidup dan Kehutanan Provinsi Kalimantan Barat haruslah menjadikan Work-Life Balance dan Self-Efficacy sebagai kekuatan utama dalam menjaga Kinerja Karyawan agar dapat memberikan dampak yang signifikan bagi kemajuan dan pelayanan instansi kepada masyarakat.

ABSTRACT

This study aims to determine whether there is an influence of the variables Work-Life Balance, Self-Efficacy, and Employee Engagement on Employee Performance at the Dinas Lingkungan Hidup dan Kehutanan Provinsi Kalimantan Barat (Department of Environment and Forestry of West Kalimantan Province). This research uses questionnaire data collection techniques with a total of 90 office employees as respondents from the Dinas Lingkungan Hidup dan Kehutanan Provinsi Kalimantan Barat. The results show that the variables Work-Life Balance and Self-Efficacy have a positive and significant impact on Employee Performance, while the Employee Engagement does not significantly affect the improvement of Employee Performance. Therefore, it can be concluded that the Dinas Lingkungan Hidup dan Kehutanan Provinsi Kalimantan Barat should make Work-Life Balance and Self-Efficacy the main strengths in maintaining Employee Performance to provide a significant impact on the progress and service of the institution to the community.

Keywords: work-life balance, self-efficacy, employee engagement, employee performance



I. INTRODUCTION

In the current landscape of the modern work environment, driven by technological advancements and the growing complexity of corporate responsibilities, there is an increasing focus on factors affecting employee performance. With globalization and technological progress, government institutions, including those in Indonesia, are encountering significant challenges in human resource management. While digital technology enhances work flexibility, it also blurs the lines between professional and personal life. One of the primary challenges for organizations is sustaining high-quality employee performance, which is influenced by work-life balance, self-efficacy, and employee engagement. Employees bear a significant responsibility in executing and managing their assigned tasks to achieve the agency's objectives.

In the context of today's globalized environment, the competition for skilled human resources has become increasingly fierce. Organizations recognize that having the right talent is a crucial strategic advantage in achieving their goals. This competitive landscape demands that companies enhance the quality of their workforce to maintain their competitiveness. One effective approach is to implement flexible work arrangements, which can lead to improved employee productivity and performance, both in professional and personal spheres.

Understanding and implementing effective human resource management strategies is essential for organizations aiming for long-term sustainability. Nurwahyuni (2019) posits that an individual's success in their job can be termed as employee performance. Furthermore, Robbins (2006) identifies five key indicators to measure employee performance: quality, quantity, timeliness, effectiveness, and independence. These metrics provide a framework for organizations to assess and enhance their workforce's performance effectively.

Work-Life Balance (WLB) is a critical aspect of managing employee well-being and productivity. It involves balancing the demands of work with personal life to ensure overall job satisfaction and improved performance. Companies are increasingly recognizing the importance of addressing both psychological needs, like WLB, and material needs to enhance employee performance. According to research by Saina, Pio, & Rumawas (2016), focusing on these aspects can significantly impact employee outcomes.

Krisdayanti & Lianto highlighted that WLB is a dynamic and evolving concept, particularly in response to changing social expectations and technological advancements.



Achieving an effective work-life balance requires a flexible and supportive work environment, which fosters employee productivity and sustainable welfare. Soomro, Breiteneker, & Shah (2018) emphasized that WLB is about effectively managing the time available for various tasks, including work, family, and personal life. Reflective indicators of Work-Life Balance, as identified by Fisher, Bulger & Smith (2009), include:

- Work Interference with Personal Life (WIPL)
- Personal Life Interference with Work (PLIW)
- Personal Life Enhancement of Work (PLEW)
- Work Enhancement of Personal Life (WEPL)

By understanding and implementing these indicators, organizations can better support their employees in achieving a harmonious balance between their professional responsibilities and personal lives.

The concept of Self-Efficacy plays a crucial role in public institutions like the Dinas Lingkungan Hidup dan Kehutanan Provinsi Kalimantan Barat. It refers to the confidence employees have in their ability to accomplish tasks and tackle challenges. According to Bandura (1977), high Self-Efficacy not only affects the effort an individual invests in achieving objectives but also enhances their resilience when encountering obstacles. In an organizational context, employees with strong Self-Efficacy are more likely to proactively adapt to changing conditions and devise innovative solutions to problems. This adaptability is essential in a fast-paced work environment where innovation and perseverance are vital. Kreitner & Kinicki (2014) describe Self-Efficacy as the belief in one's potential to successfully complete a specific task. The indicators of Self-Efficacy, as noted by Bandura & Adam in Kartika (2018), include the level of difficulty, generality, and strength of belief.

Employee Engagement is a critical component in achieving organizational success. It extends beyond mere physical presence, encompassing psychological involvement through a sense of responsibility for meeting organizational objectives. When employees feel connected to their workplace, they often exhibit performance that exceeds the basic requirements of their job description, thereby providing organizations with a competitive edge. This is especially significant as human resources are unique assets that competitors cannot replicate, and they become invaluable when effectively managed and engaged.



Research by Lianto, Eliyana, & Fauzan (2018) highlights Employee Engagement as a pivotal factor in an organization's success, contributing to enhanced productivity, creativity, and a sustainable competitive advantage. Dessler (2020) emphasizes that Employee Engagement involves employees' psychological involvement and connection to their work, which boosts their participation and task completion. Saks (2017) also underscores its importance, noting its crucial role in both individual and organizational performance. Schaufeli & Bakker (2004), as cited in Bridger (2018), describe Employee Engagement as a positive state characterized by vigor, dedication, and absorption in one's work.

This study is imperative for enhancing the operational efficiency of government agencies in delivering services to the community. As these agencies are tasked with serving the public, it is essential that their employees perform at a high standard, contributing to the overall advancement of the organization in achieving its objectives. The anticipated outcomes of this research are to provide both theoretical insights and practical solutions in the realm of Human Resource Management (HRM), specifically within government agencies in Indonesia. The study aims to delve deeply into how Work-Life Balance, Self-Efficacy, and Employee Engagement influence Employee Performance, thereby offering valuable contributions to HRM practices.

LITERATURE REVIEW

The text highlights the significant impact of Work-Life Balance (WLB) on employee performance. According to various studies, including those by Mendis & Weerakkody (2017) and Soomro, Breitenecker, & Shah (2018), a good balance between work demands and personal life enhances employee performance by allowing effective time management. This balance not only improves work outcomes but also contributes to employee well-being by reducing stress and fatigue. Research by Bataineh (2019) and Mmakwe & Ukoha (2018) further supports the positive correlation between Work-Life Balance and Employee Performance, emphasizing its role in fostering employee satisfaction and motivation. Based on the background above, this study establishes the following hypothesis.

H₁: Work-Life Balance has a positive and significant effect on Employee Performance.



The concept of Self-Efficacy is central to understanding employee performance in the workplace. It refers to an individual's belief in their capability to execute tasks successfully. According to Bandura (1977), a high level of Self-Efficacy enhances employee effort and resilience when encountering challenges. This belief system is crucial as it influences an employee's initiative, mental resilience, and problem-solving abilities, which are essential for tackling critical tasks in a complex and dynamic work environment.

Employees who possess high Self-Efficacy are generally more proactive and adaptable. These traits are particularly important in public work settings, where frequent policy changes and external factors can impact operations. The research by Salman et al. (2016) highlights the significant contribution of Self-Efficacy to Employee Performance. Furthermore, studies by Ardi, Astuti, & Sulistyono (2017) and Carter et al. (2018) consistently demonstrate a positive and significant correlation between self-efficacy and employee performance.

In summary, fostering Self-Efficacy within employees can lead to improved performance outcomes, making it a valuable focus for organizational development strategies. Therefore, the hypothesis is

H₂: Self-Efficacy has a positive and significant effect on Employee Performance.

Employee engagement has emerged as a critical area of focus for both academics and HR professionals over the past two decades. This increased emphasis is based on the understanding that engaged employees are more inclined to go beyond their fundamental job duties, thereby becoming essential contributors to an organization's success. By cultivating a culture of engagement, organizations can harness their workforce as a pivotal resource to propel business growth and accomplish strategic goals (Lianto, 2023). Employee engagement plays a significant role in establishing a profound emotional connection between employees and organizations. Engaged employees typically display high levels of dedication and demonstrate a strong commitment to the organization's objectives, leading them to deliver optimal performance. In public sector organizations, the outcomes of engaged employees directly influence the quality of services provided to the broader community. Consequently, engaged employees are anticipated to be crucial assets in addressing future challenges, contributing positively to society with innovation, energy, and resilience in a competitive and dynamic environment. Katili, Wibowo, & Akbar (2021) describe employee engagement as the extent to



which an employee is fully invested in their work and committed to achieving organizational goals with peak performance. Employee engagement encompasses the psychological involvement of employees in their tasks. Saks (2019) noted that high engagement levels can enhance work participation and employee performance. Schaufeli & Bakker (2004) further explained that strong engagement is characterized by enthusiasm, dedication, and immersion in work, all of which lead to improved performance. Research by Ardi, Astuti, & Sulistyo (2017) demonstrated that employee engagement can positively and significantly impact employee performance. A study by Ramadhan (2013) revealed significant employee engagement effects on performance at PT. Telekomunikasi Indonesia, with an engagement level of 81.81%. Hence, we expect that employee engagement affect to employee performance. **H₃:** Engagement has a positive and significant effect on Employee Performance.

Referring to the theoretical and empirical framework above, this research establishes the following conceptual framework.

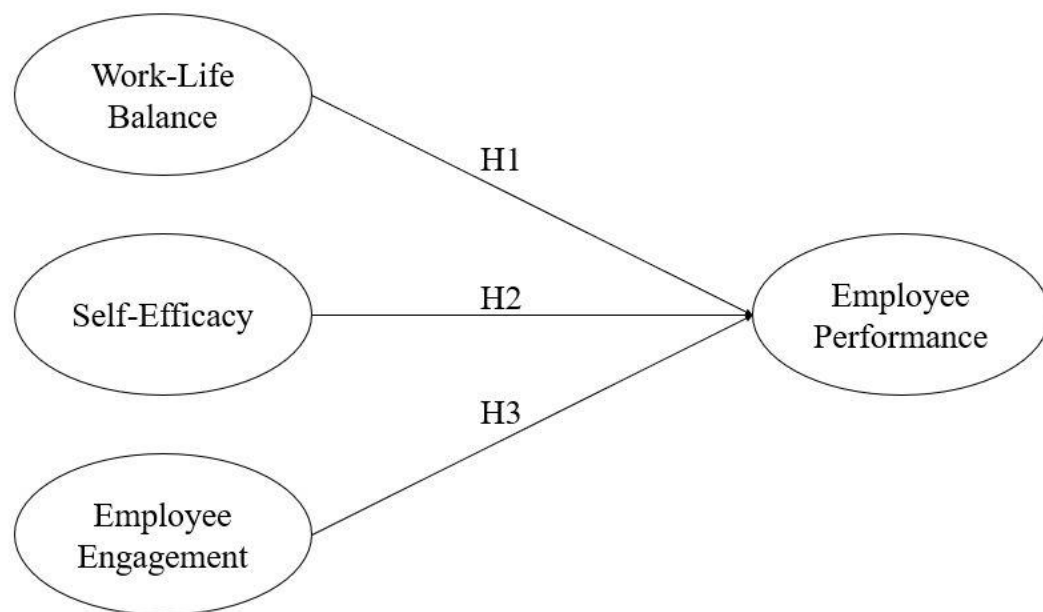


Figure 1. The Conceptual Framework

RESEARCH METHODS

The methodology used in this study is quantitative. The study's participants comprised ninety employees of the Dinas Lingkungan Hidup dan Kehutanan Provinsi Kalimantan Barat.

For the purpose of representing all employees, the saturation sample technique will be employed. In order to gather data for this study, a closed questionnaire type was employed along with primary data. This research instrument uses a Likert scale. Sugiyono (2013: 93-94) points out that every item on the current instrument has gradation from very positive to very negative. These words can be rated as follows:

- | | |
|-------------------------------------|-------------|
| a. Agree/ always/ very positive | is scored 5 |
| b. Agree/often/ positive | is scored 4 |
| c. Undecided/ sometimes/ neutral | is scored 3 |
| d. Disagree/ almost never/ negative | is scored 2 |
| e. Strongly disagree/ never | is scored 1 |

RESULT AND DISCUSSION

The research described involves conducting an empirical study through hypothesis testing. The data for this study was collected via an online survey, utilizing a questionnaire format. The responses, gathered from 90 participants, will be analyzed using IBM SPSS Statistics version 26. To begin the data processing, this research first conducts validity tests, reliability tests, and a series of classical assumption tests with the following results.

Table 1. Test of Validity, Reliability and Classical Assumptions

No	Test	Results		Decision
1	Validity	X1, X2, X3 and Y1 have Sig. (2-tailed) values <0.05 and Pearson Correlation is positive.		Valid
2	Reliability	Work-Life Balance (X1)	The Cronbach's Alpha obtained was 0.933 with an N of Items of 12.	Reliable and falls into the high reliability category.
		Self-Efficacy (X2)	The Cronbach's Alpha obtained was 0.941 with an N of Items of 12.	Reliable and falls into the high reliability category.
		Employee Engagement (X3)	The Cronbach's Alpha obtained was 0.946 with an N of Items of 12.	Reliable and falls into the high reliability category.

		Employee Performance (Y1)	The Cronbach's Alpha obtained was 0.953 with an N of Items of 15.	Reliable and falls into the high reliability category.
3	Normality	Significance value Asymp.Sig (2-tailed) = 0.200 > 0.05		The data is normally distributed.
4	Multicollinearity	Work-Life Balance (X1)	The tolerance obtained was 0.137 > 0.1 and VIF was 7.317 < 10.	There is no multicollinearity interference.
		Self-efficacy (X2)	The tolerance obtained was 0.136 > 0.1 and VIF was 7.329 < 10.	There is no multicollinearity interference.
		Employee Engagement (X3)	The tolerance obtained was 0.995 > 0.1 and VIF was 1.005 < 10.	There is no multicollinearity interference.
5	Heteroscedasticity (Glejser Test)	Work-Life Balance (X1)	The Sig value is 0.291 > 0.05.	There are no symptoms of heteroscedasticity.
		Self-Efficacy (X2)	The Sig value is 0.081 > 0.05.	There are no symptoms of heteroscedasticity.
		Employee Engagement (X3)	The Sig value is 0.643 > 0.05.	There is no heteroscedasticity symptom.
6	Linearity	Work-Life Balance (X1)	The deviation from linearity was 0.406.	There is a significant linear relationship between the Work-Life Balance variable (X1) and the Employee Performance variable (Y1).
		Self-Efficacy (X2)	The deviation from linearity was 0.480.	There is a significant linear relationship between the Self-Efficacy variable (X2) and the Employee



				Performance variable (Y1).
		Employee Engagement (X3)	The deviation from linearity was 0.430.	There is a significant linear relationship between the Employee Engagement variable (X3) and the Employee Performance variable (Y1).

Table 1 above shows that the research instruments have been valid and reliable. The results of the classical assumption test also indicate that the regression model of this study meets the BLUE (Best Linear Unbiased Estimator) criteria.

Furthermore, the data is processed to find the results of the hypothesis test shown in the following tables.

Table 2. Multiple Linear Regression, T-Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.010	2.037		.987	.326
	X1	.775	.077	.614	10.102	.000
	X2	.461	.074	.382	6.276	.000
	X3	-.017	.026	-.015	-.654	.515

a. Dependent Variable: Y1

From the output table above, the multiple regression equation can be described as follows:

$$Y = 2.010 + 0.614X1 + 0.382X2 - 0.15X3$$

1. The constant value (a) has a positive value of 2.010. A positive sign means that if Work-Life Balance (X1), Self-Efficacy (X2) and Employee Engagement (X3) are equal to zero (0), then Employee Performance (Y1) will increase.

2. The regression coefficient value for the Work-Life Balance variable (X1) is 0.614. This value indicates a positive influence between the Work-Life Balance variable (X1) on Employee Performance (Y1).
3. The regression coefficient value for the Self-Efficacy variable (X2) is 0.382. This value indicates a positive influence between the Self-Efficacy variable (X2) on Employee Performance (Y1).
4. The regression coefficient value for the Employee Engagement variable (X3) is -0.015. This value indicates a negative influence between the Employee Engagement variable (X3) on Employee Performance (Y1).

Based on the output above, it can also be seen that:

1. The Work-Life Balance variable (X1) has a significance value (Sig) of $0.000 < 0.05$, so it can be concluded that H_0 is rejected and H_1 is accepted, which means "there is an influence between the Work-Life Balance variable (X1) on Employee Performance (Y1)."
2. The Self-Efficacy variable (X2) has a significance value (Sig) of $0.000 < 0.05$, so it can be concluded that H_0 is rejected and H_1 is accepted, which means "there is an influence between the Self-Efficacy variable (X2) on Employee Performance (Y1)."
3. The Employee Engagement variable (X3) has a significance value (Sig) of $0.515 > 0.05$, so it can be concluded that H_0 is accepted and H_1 is rejected, which means "there is no influence between the Employee Engagement variable (X3) on Employee Performance (Y1)."

Table 3. Test of determination coefficient R^2

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.978 ^a	.957	.955	1.558

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y1

From the output above, it is known that the R^2 value obtained is 0.957, which means that the influence of the variables Work-Life Balance (X1), Self-Efficacy (X2) and Employee Engagement (X3) on Employee Performance (Y1) is 95.7%, while 4.3% is influenced by other variables.

Table 4. F Test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4604.817	3	1534.939	632.091	.000 ^b
	Residual	208.838	86	2.428		
	Total	4813.656	89			

a. Dependent Variable: Y1
b. Predictors: (Constant), X3, X1, X2

Based on the ANOVA output results above, the Sig. value is $0.000 < 0.05$, so the hypothesis is accepted. This means that the variables Work-Life Balance (X1), Self-Efficacy (X2) and Employee Engagement (X3) simultaneously affect the Employee Performance variable (Y1).

CONCLUSION

Based on the results of testing and discussions that have been carried out previously between the variables Work-Life Balance (X1), Self-Efficacy (X2) and Employee Engagement (X3) on Employee Performance (Y1), the results obtained are that:

1. The Work-Life Balance variable (X1) has a positive and significant influence on Employee Performance (Y1) at the Dinas Lingkungan Hidup dan Kehutanan Provinsi Kalimantan Barat. This is evidenced by the results of the t-test with a significance value (Sig) obtained of $0.000 < 0.05$. And the regression coefficient value for the Work-Life Balance variable (X1) is 0.614 which provides evidence that there is a positive influence between the Work-Life Balance variable (X1) on Employee Performance (Y1). This

shows that the Work-Life Balance variable has a positive impact on improving employee performance at work.

2. The Self-Efficacy variable (X2) has a positive and significant influence on Employee Performance (Y1) at the Dinas Lingkungan Hidup dan Kehutanan Provinsi Kalimantan Barat. This is evidenced by the results of the t-test with a significance value (Sig) obtained of $0.000 < 0.05$. And the regression coefficient value for the Self-Efficacy variable (X2) is 0.382 which provides evidence that there is a positive influence between the Self-Efficacy variable (X2) on Employee Performance (Y1).
3. The Employee Engagement variable (X3) does not have a positive and significant influence on Employee Performance (Y1) at the Dinas Lingkungan Hidup dan Kehutanan Provinsi Kalimantan Barat. This is evidenced by the results of the t-test with a significance value (Sig) obtained of $0.515 > 0.05$. And the regression coefficient value for the Employee Engagement variable (X3) is -0.015 which provides evidence that there is a negative influence between the Employee Engagement variable (X3) on Employee Performance (Y1). This proves that the Employee Engagement variable (X3) does not contribute directly to improving Employee Performance (Y1).
4. The variables Work-Life Balance (X1), Self-Efficacy (X2) and Employee Engagement (X3) simultaneously also affect the Employee Performance variable (Y1), which means that the hypothesis is accepted with a sig value of $0.000 < 0.05$. So it can be concluded overall that the Dinas Lingkungan Hidup dan Kehutanan Provinsi Kalimantan Barat must make Work-Life Balance (X1) and Self-Efficacy (X2) the main strengths in maintaining employee performance in order to provide a significant impact on the progress and service of the agency to the community.

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