

## The Effect of Work Life Balance and Self Efficacy on Employee Performance with Employee Engagement as Intervening Variable



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**ABSTRACT:** This study aims to determine and analyze whether work life balance and self-efficacy affect employee performance with employee engagement as an intervening variable at the Department of Cooperatives and Micro Enterprises, Jember Regency. The design of this research is explanatory research. The total population in this study is 52 employees with the sample used is a saturated sample where the total population will be the sample. The data analysis method in this study uses Partial Least Square (PLS) analysis with the help of SmartPLS 4.0 software. The results of this study indicate that: work life balance and self-efficacy affects employee engagement, work life balance and self-efficacy affects employee performance, employee engagement affects the performance of the employees.

**KEYWORDS:** Employee Engagement, Employee Performance, Self-Efficacy, Work Life Balance

### INTRODUCTION

The rapid development of the era continues to experience adaptive transformation in various aspects, including in the company. Especially now that the world is increasingly connected with technology that requires rapid adjustments. Humans are the main key in the progress of the company so that good and qualified human resources are needed in achieving the vision, mission and objectives of an institution. According to Edison et al (2018: 22) the achievement of vision and mission must be supported by qualified human capabilities within a predetermined period.

The success or failure of a company is measured by how much the performance capabilities of the employees in it are. Putri and Permatasari (2021: 127) state that employee performance is a reference in achieving company performance where management of employees who are part of potential resources is urgently needed. There are several things that affect good performance, one of which is work life balance or time balance between work and personal life, in other words, life balance. Ariawaty and Cahyani (2019: 98) explained that work life balance is the ability of employees to carry out various roles in daily life and make an even or balanced contribution in each of these roles. Another factor that also influences employee performance is self-efficacy. As explained by Ardanti & Raharja (2017:3) self-efficacy is a person's belief in influencing his choice of tasks, situations, co-workers, how much effort is expended and how long the person will try.

Various other factors can also have an influence on work life balance and self-efficacy on performance. Nurjanah (2021) and Arifin et al (2021) in their research stated that in order to achieve agency goals, it is necessary to have a sense of "engaged" so that it can affect employee performance. So in this case, employee engagement is another factor that has a mediating or intermediary effect on performance. Dewi, et al (2022:56) explained employee engagement is the attachment between employees and the goals of the organization.

Basically all agencies have a target that has been designed and wants to be achieved, including the Office of Cooperatives and Micro Enterprises, Jember Regency. The performance of the Office of Cooperatives and Micro Enterprises of Jember Regency is assessed based on the assessment of Key Performance Indicators (IKU) which indicate the success or failure of the institution in supporting the achievement of strategic goals. However, the various progresses that have occurred, in reality there are still some performance constraints experienced by employees of the Office of Cooperatives and Micro Enterprises of Jember Regency. The performance of the Office of Cooperatives and Micro Enterprises of Jember Regency can also be seen in the annual report as follows:

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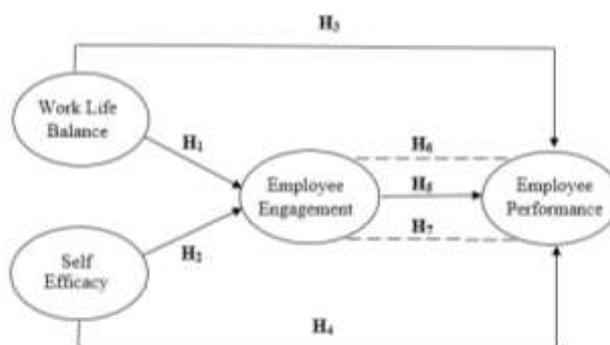
**Table 1. Report of the Office of Cooperatives and Micro Enterprises of the Jember Regency for 2022**

Category	Realization	Achievements
Increase micro business growth	0.19	82.6%
Increasing healthy cooperatives	0.13	52.5%

**Source:** Office of Cooperatives and Micro Enterprises of Jember Regency, 2022

From the table above, the achievement of the target in increasing microeconomic growth has a presentation of 82.60% so it is classified as good, but in one of the targets, namely healthy cooperatives, there is still a realization of 52.5%, so that the achievement of this target is still not classified as good. In this context, researchers examine more deeply related phenomena that occur. Through direct observation and interviews with several stakeholders, researchers found several variables that were considered influential on employee performance. The desired balance has not occurred optimally for employees of the Cooperatives and Micro Enterprises Office of Jember Regency because there are still employees who go home after office hours, namely 15.00 and sometimes also finish work or there are activities outside working hours which cause less time for personal life.

The next factor that affects employee performance is self-efficacy which is related to the belief that each individual is able to produce good work. The obstacle experienced by employees of the Office of Cooperatives and Micro Enterprises of Jember Regency is competition which continues to increase. This is because each competency or ability possessed by each employee is different. This is indicated by the level of education of each employee is different. With different levels of education, of course, this will also affect the level of knowledge, skills and experience of each employee, which of course will also be related to the self-efficacy or self-confidence of each employee in completing his work. Of course, this can also be related to the employee engagement felt by the employees of the Office of Cooperatives and Micro Enterprises, Jember Regency. Employee engagement is important to note where employees will feel they are participating in the work so that it can affect their performance. However, what happened to the Office of Cooperatives and Micro Enterprises in the Jember Regency was that there was a relative change in work due to developments and changes that would have an impact on a lack of engagement or attachment to local employees.



**Figure 1. Research Conceptual Framework**

Based on the explanation above, there are several desired goals as follows:

1. To find out and analyze the effect of work life balance on employee engagement of employees of the Office of Cooperatives and Micro Enterprises, Jember Regency.
2. To find out and analyze the effect of self-efficacy on employee engagement of employees of the Office of Cooperatives and Micro Enterprises, Jember Regency.
3. To find out and analyze the effect of work life balance on the performance of employees of the Office of Cooperatives and Micro Enterprises in Jember Regency.
4. To find out and analyze the effect of self-efficacy on the performance of employees of the Office of Cooperatives and Micro Enterprises in Jember Regency.
5. To find out and analyze the effect of employee engagement on the performance of employees of the Office of Cooperatives and Micro Enterprises, Jember Regency.
6. To find out and analyze the effect of work life balance on employee performance through employee engagement at the Office of Cooperatives and Micro Enterprises, Jember Regency.

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7. To find out and analyze the effect of self-efficacy on employee performance through employee engagement at the Office of Cooperatives and Micro Enterprises, Jember Regency.

**Table 2. Previous Research**

Name	Variable	Results
Turpo, et al (2022)	<i>Burnout (X1), Self efficacy (X2), Life Satisfaction (X3), Employee Performance (Y), Employee Engagement (Z)</i>	<i>Employee engagement</i> consistently mediate against burnout, self-efficacy, and life satisfaction, have a positive effect on performance.
Daughter, & Purnamasari (2021)	<i>Employee Engagement(X1), Work Life Balance (X2), Employee Performance (Y)</i>	There is a significant influence between employee engagement and work life balance on employee performance partially or simultaneously.
Nurjanah (2021)	<i>Self-efficacy(X), Employee Performance (Y), Employee Engagement (Z)</i>	<i>Self-efficacy</i> significant positive effect on employee engagement and employee performance in the company, employee engagement is able to mediate self-efficacy on employee performance.
Puspitasari & Darwin (2021)	<i>Work Life Balance (X1), Welfare Level (X2). Employee Performance (Y), Employee Engagement (Z)</i>	The results show that five direct effect hypotheses are accepted and one is rejected. The two indirect effect hypotheses are rejected and accepted. The employee engagement variable as an intervening only mediates work life balance on employee performance.
Sa'bani & Nisfi (2021)	<i>Self-efficacy(X1), Employee Engagement (X2), Employee Performance (Y)</i>	Self efficacy & Employee Engagement variables influence and contribute to Employee Performance variables

## METHOD

### Research Design

The research studied by researchers is a type of explanatory research in which to examine whether there is a link between each variable through hypothesis testing. This research is qualitative in nature with the research object being employees of the Office of Cooperatives and Micro Enterprises of Jember Regency. In this study, the method to be used is Partial Least Square (PLS).

### Data Types and Sources

The type of data in this study is qualitative data which is quantified, where the data studied is the result of respondents' answers to the questions asked, both oral interviews and through distributing questionnaires.

Sources of data in this study are:

- Primary data, with data obtained directly by researchers with direct answers from respondents and also conducted interviews with several employees of the Office of Cooperatives and Micro Enterprises, Jember Regency.
- Secondary data, in the form of primary data supporting data sourced from books, literature, official agency websites, archives of annual reports and literature.

### Population and Sample

The population in this study were all employees of the Department of Cooperatives and Micro Enterprises, Jember Regency, totaling 52 people. In this study, it was carried out using Non-Probability Sampling with a sampling technique using a saturated sample. Saturated sample is a determination technique in which all members of the population are sampled. So, in this study using a sample that is all employees of the Department of Cooperatives and Micro Enterprises totaling 52 people.

### Data Analysis Method

This study uses the Partial Least Square (PLS) data analysis method with the help of the SmartPLS 4.0 application as an analytical tool. SmartPLS 4.0 is used because it can be used even though the data is not spread over the entire average value, has a model filled with structural equation models and the analysis is tiered. The advantages of using the PLS analysis tool are that the data

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tested does not have to be multivariate normal distribution, the sample size does not have to be large and PLS is not only used to explain theory but also to explain whether or not there is a relationship in each latent variable.

### RESULTS AND DISCUSSION

#### Data Instrument Test

##### 1. Validity Test

##### a. Convergent Validity

The loading factor is one of the determinants of whether or not the use of convergent validity is valid. According to Duryadi (2021:61) a correlation value above 0.6 must be met for an indicator to be considered valid. The results of convergent validity using the loading factor are presented in Table 3 below.

**Table 3. Results Convergent Validity**

Variable	Indicator	score	Ket
Work Life Balance (X1)	X1.1	0.821	Valid
	X1.2	0.810	Valid
	X1.3	0.848	Valid
Self Efficacy (X2)	X2.1	0.828	Valid
	X2.2	0.778	Valid
	X2.3	0.817	Valid
Employee Performance (Y)	Y1.1	0.796	Valid
	Y1.2	0.687	Valid
	Y1.3	0.622	Valid
	Y1.4	0.691	Valid
	Y1.5	0.732	Valid
	Y1.6	0.651	Valid
Employee Engagement (Z)	Z1.1	0.687	Valid
	Z1.2	0.871	Valid
	Z1.3	0.789	Valid

Table 3 shows that the overall indicators for each variable show value *loading factor* above 0.6 so that all indicators can be declared valid.

##### b. Discriminant Validity

Discriminant validity testing looks at the value of the cross loadings and the average variance extracted (AVE) value. The results of cross loadings are presented in table 4 below.

**Table 4. Cross Loading Results**

	X1	X2	Y	Z
X1.1	0.821	0.685	0.613	0.610
X1.2	0.810	0.712	0.615	0.622
X1.3	0.848	0.690	0.606	0.685
X2.1	0.713	0.828	0.680	0.612
X2.2	0.715	0.778	0.610	0.630
X2.3	0.706	0.817	0.621	0.671
Y1.1	0.680	0.710	0.796	0.673
Y1.2	0.710	0.706	0.687	0.626
Y1.3	0.722	0.680	0.622	0.606
Y1.4	0.685	0.711	0.691	0.680
Y1.5	0.712	0.705	0.732	0.645

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Y1.6	0.690	0.703	0.651	0.623
Z1.1	0.721	0.706	0.620	0.687
Z1.2	0.673	0.680	0.610	0.871
Z1.3	0.716	0.710	0.614	0.789

Based on table 4, it can be seen that the results on the cross loadings show that each variable's correlation value to its own indicator is higher than the correlation value of the variable with other variable indicators.

Next, testing is done by looking at the average variance extracted (AVE) value. If the AVE value shows a value of more than 0.5 for each variable, then the research model can be said to be good (Duryadi, 2021:62). AVE is used to determine whether the discriminant validity requirement has been met. The average variance extracted (AVE) results are presented in table 3. following.

**Table 5. Average Variance Extracted (AVE)**

Variable	score	Information
Work Life Balance (X1)	0.683	Valid
Self-Efficacy(X2)	0.653	Valid
Employee Engagement(Z)	0.618	Valid
Employee Performance (Y)	0.588	Valid

Table 5 shows the AVE value for each variable is higher than 0.5 so that all variables used in this study are said to be valid.

### Reliability Test

To determine the reliability of a research variable, a reliability test was carried out, Cronbach alpha and composite reliability were used as methods in conducting reliability tests in this study. According to Duryadi (2021: 63) the variable will be declared to meet the requirements as a reliable variable, so the Cronbach alpha and composite reliability values must be more than 0.6. The results of the reliability test are presented in the form following table 6.

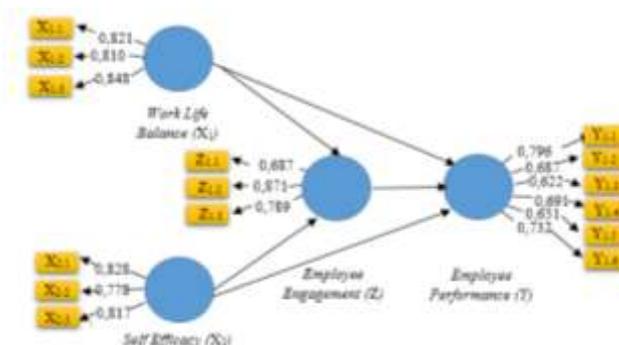
**Table 6. Reliability Test Results**

Variable	Cron. Alpha	Comp. Reliable	Ket
Work Life Balance(X1)	0.768	0.866	Valid
Self Efficacy(X2)	0.734	0.849	Valid
Employee Engagement(Z)	0.690	0.828	Valid
Employee Performance (Y)	0.790	0.850	Valid

Table 6 shows that each research variable has a Cronbach alpha value and composite reliability of more than 0.6 so that all variables can be declared reliable and can be used as a hypothesis test as well as being an indicator of respondent consistency in responding to a consistent or good variable.

### Partial Least Square (PLS) Analysis

#### Path Diagram Construction



**Figure 2. Path Diagram Construction**

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Construction of the Path Diagram using the SmartPLS 4.0 application by combining the inner and outer models. According to Duryadi (2021:61) the value of the loading factor for explanatory research must be more than 0.6 must be met to declare a construct indicator considered eligible.

This research is a reflective model research (arrow direction from construct to indicator) because the indicator is the embodiment or reflection of the construct. In this context, for example the indicators of time balance, satisfaction balance and involvement balance are embodiments of the work life balance variable where the three indicators form the X1 variable or construct.

### Evaluation of Goodness of Fit

Evaluation of goodness of fit actually has two stages of testing which include testing the outer model and testing the inner model. Inner model testing is carried out with reference to the R-Square ( $R^2$ ) value or also called the determinant coefficient, for the effect size using f-square ( $f^2$ ), and Q-square ( $Q^2$ ) for predictive relevance. According to Duryadi (2021:62) R-square has a value whose results determine the strength of influence between variables. The  $R^2$  value of 0.67 reflects that the exogenous influence on the endogen is strong, while the  $R^2$  value of 0.33 reflects the exogenous influence on the endogen is moderate, and the value of 0.19 reflects the exogenous influence on the endogen which tends to be weak. The R-square results onfollowing table.

**Table 7. R-Square Test Results**

Variable	R-Square	Ket
<i>Employee Engagement(Z)</i>	0.823	Strong
Employee Performance (Y)	0.846	Strong

In the table it can be seen that the  $R^2$  value obtained by the employee engagement variable (Z) is 0.823 or 82.3% (strong) while the value obtained by the employee performance variable (Y) is 0.846 or 84.6% (strong). So that the ability of the variable work life balance (X1) and self-efficacy (X2) to influence employee engagement (Z) is 82.3%, while influencing employee performance (Y) is 84.6%.The coefficient of determination (R Square) describes how much an endogenous construct can be explained by an exogenous construct. Thus, the calculation of the remaining employee engagement variables and employee performance is not up to 20% described by other variables that are not used in the study.

The next test is the f-square method ( $f^2$ ). In research, in addition to assessing whether or not there is a significant relationship between variables, a researcher must also assess the magnitude of the influence between variables with the effect size or f-square. The evaluation criteria for this test include 0.02 having a small effect, 0.15 meaning a medium effect, and 0.35 having a large effect. The table of f-square test results ontable 6 below.

**Table 8. F-Square Test Results**

Variable	F-Square	
	<i>Employee Engagement(Z)</i>	Employee Performance (Y)
<i>Work Life Balance(X1)</i>	0.366	0.210
<i>Self-Efficacy(X2)</i>	0.573	0.170
<i>Employee Engagement(Z)</i>		0.092

Table 8 shows that based on the value obtained, which is 0.366, it means that the work life balance variable (X1) has a large influence on the employee engagement variable (Z). The effect of self-efficacy (X2) on employee engagement (Z) is also large because the F-Square value obtained is 0.573. Work life balance and self-efficacy have a moderate effect on employee performance, namely 0.210 and 0.710. Employee engagement on employee performance has a small effect of 0.092.

### Results Testing

Hypothesis testing uses SmartPLS 4 to determine the significance of the effect of exogenous variables on endogenous variables using the bootstrap resampling method. This study uses a p-value of less than 5% or 0.05.

#### a. Direct Effects

The direct effect test shows a direct effect on exogenous variables on endogenous variables without intermediary other endogenous variables. The results of testing the hypothesis for direct influence in the formtable 9 below.

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**Table 9. Path Coefficient Results and Hypothesis Testing**

Variable	Path Coefficient	<i>t</i> -statistic	<i>p</i> -values	Ket
X1 to Z	0.424	3,742	0.000	Sig.
X2 to Z	0.531	4,810	0.000	Sig.
X1 to Y	0.351	3,037	0.002	Sig.
X2 to Y	0.339	3,246	0.001	Sig.
Z to Y	0.284	2,540	0.011	Sig.

### 1) Effect of Work Life Balance on Employee Engagement

Table 9 shows that the influence of the work life balance variable on the employee engagement variable obtains a p-value of 0.000. The p-value results have a value less than 0.05 or  $0.000 < 0.05$ . This means that the work life balance variable has a significant influence on the employee engagement variable. This indicates that the work life balance affects employee engagement for employees of the Office of Cooperatives and Micro Enterprises, Jember Regency. Gotpath coefficient value is 0.424 which indicates the coefficient is positive. The positive sign on the coefficient reflects that a given work life balance will increase employee engagement. Thus it can be said that H1 is accepted and H0 is rejected.

### 2) The Effect of Self Efficacy on Employee Engagement

Table 9 shows the influence of the self-efficacy variable on the employee engagement variable to obtain a p-value of 0.000. The p-value results have a value less than 0.05 or  $0.000 < 0.05$ . This means that the self efficacy variable has a significant influence on the employee engagement variable. This indicates that self efficacy influences employee engagement for employees of the Cooperatives and Micro Enterprises Office of Jember Regency. Gotpath coefficient value of 0.531 which means the coefficient is positive. The positive sign on the coefficient reflects that self-efficacy will increase employee engagement. Thus it can be said that H2 is accepted and H0 is rejected.

### 3) Effect of Work Life Balance on Employee Performance

Table 9 shows that the influence of the work life balance variable on employee performance variables obtains a p-value of 0.002. The p-value results have a value less than 0.05 or  $0.002 < 0.05$ . This means that the work life balance variable has a significant influence on employee performance variables, this shows that work life balance influences the performance of employees of the Office of Cooperatives and Micro Enterprises of Jember Regency. The path coefficient value is 0.351 which means the coefficient is positive. The positive sign on the coefficient reflects that a given work life balance will improve employee performance. That way it can be interpreted that H3 is accepted and H0 is rejected.

### 4) The Effect of Self Efficacy on Employee Performance

Table 9 shows the influence of the self-efficacy variable on employee performance variables to obtain a p-value of 0.001. The p-value results have a value less than 0.05 or  $0.001 < 0.05$ . This means that the self-efficacy variable has a significant influence on employee performance variables. This indicates that self-efficacy affects the performance of employees at the Office of Cooperatives and Micro Enterprises in Jember Regency. Earned value path coefficient of 0.339 which means the coefficient is positive. The positive sign on the coefficient reflects that the self-efficacy given will increase employee performance. Thus it can be said that H4 is accepted and H0 is rejected.

### 5) The Effect of Employee Engagement on Employee Performance

Table 9 shows that the influence of the employee engagement variable on employee performance variables obtains a p-value of 0.011. The p-value results have a value of more than 0.05 or  $0.011 > 0.05$ . This means that the employee engagement variable has a significant influence on employee performance variables. This indicates that employee engagement affects the performance of employees at the Office of Cooperatives and Micro Enterprises, Jember Regency. Earned value path coefficient of 0.284 which means the coefficient is positive. The positive sign on the coefficient reflects that employee engagement can improve employee performance. Thus it can be said that H5 is accepted and H0 is rejected.

### b. Indirect Effects (Indirect Effects)

The results of testing the hypothesis for indirect effects are presented in the form Table 8 below.

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**Table 10. Indirect Influence Calculation Results**

Variable	Path Coefficient	t- statistic	p- values	Ket
X1 → Z	0.120	2,051	0.040	Sig.
X2 → Z	0.151	2,063	0.039	Sig.

### 1) Effect of Work Life Balance on Employee Performance Mediated by Employee Engagement

Table 10 shows that the effect of the work life balance variable on employee performance variables is through employee engagement obtained a p-value of 0.040. The p-value results have a value less than 0.05 or  $0.040 < 0.05$ . While the t-statistic value obtained was 2.051. This value is more than 1.97 or  $2.051 > 1.97$ . So that the t-statistic value and p-value are fulfilled properly. This means that mediated by the employee engagement variable, the work life balance variable has a significant influence on employee performance variables. The path coefficient value is obtained of 0.120 which means the coefficient is positive. The positive sign on the coefficient reflects that work life balance will improve employee performance through employee engagement as an intervening variable.

### 2) The Effect of Self Efficacy on Employee Performance Mediated by Employee Engagement

Table 10 shows that the effect of self-efficacy variables on employee performance variables mediated by employee engagement obtains a p-value of 0.039. The p-value results have a value less than 0.05 or  $0.039 < 0.05$ . Meanwhile, the t-statistic value obtained was 2.063. This value is more than 1.97 or  $2.063 > 1.97$ . So that the t-statistic value and p-value are fulfilled properly. This means that mediated by employee engagement variables, self-efficacy variables have a significant influence on employee performance variables. The path coefficient value is 0.039, which means the coefficient is positive. The positive sign on the coefficient reflects that self-efficacy will increase employee performance through employee engagement as an intervening variable.

## RESEARCH LIMITATIONS

This study has limitations that can be used as a reference and learning for future researchers. The following are the limitations in this study:

- This study only discusses a few variables that have an influence on employee performance. The variables used in this research are work life balance, self-efficacy and employee engagement. While there are many other variables that can be used to influence employee performance.
- When distributing the questionnaire, it was given to the Head of Secretarial Sie and was not awaited one by one so it took quite a long time, which was about 2 weeks
- Researchers cannot monitor directly when respondents fill out the questionnaire, therefore this can make respondents dishonest in responding to the statements in the questionnaire

## CONCLUSION

Based on the analysis of study results and discussion of the effect of work life balance and self-efficacy on employee performance with employee engagement as an intervening variable at the Office of Cooperatives and Micro Enterprises, Jember Regency, several conclusions can be drawn that work life balance and self-efficacy affect employee engagement, work life balance and self-efficacy affect employee performance, employee engagement affects employee performance, work life balance and self-efficacy affect employee performance at the Office of Cooperatives and Micro Enterprises Jember Regency through employee engagement .

Based on the results of the research and discussion that has been carried out, there are several suggestions as follows:

### a. For the Office of Cooperatives and Micro Enterprises Jember Regency

The Office of Cooperatives and Micro Enterprises of Jember Regency is expected to further improve work life balance, self-efficacy, and employee engagement in employee performance. Good management from the agency will later get good feedback from its employees. Balance in work and personal life is able to make employee performance more optimal so it is needed. Then, it is important to increase the intensity of conducting training for employees so as to be able to reduce gaps in abilities or skills for each employee so as to increase employee engagement in the company and the resulting performance is more optimal.

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### b. For Academics

It is hoped that this research can become a reference for future researchers regarding the same topic and are interested in conducting research on work life balance and self-efficacy on employee performance with employee engagement as an intervening variable to expand variables, indicators, and more in-depth references to support theoretical and empirical studies on research, so that research results can continue to improve existing research.

### c. For Researchers

The results of this study aim to add insight to researchers regarding the variables raised regarding work life balance, self-efficacy and employee engagement on employee performance in agencies. This research has also been adjusted to the field of study taken by researchers in the concentration of human resource management.

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