

Influence of Self Efficacy and Quality of Work Life on Performance with Employee Engagement as a Mediating Variable

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Abstract

The purpose of this study is to analyze the effect of self-efficacy and quality of work life on employee performance with employee engagement as a mediating variable. This study uses a quantitative approach that emphasizes the analysis of numerical data processed by statistical methods. In this study, the population is employees at the Regional Secretariat of Semarang City, with as many as 165 employees and a sample size of 62 respondents. The primary data collection method used is by distributing questionnaires to respondents. The results of this study indicate that self-efficacy and quality of work life have a significant effect on employee engagement. Other influences on self-efficacy and quality of work-life variables do not affect employee performance; employee engagement has a significant impact on employee performance. In addition, the employee engagement variable can mediate the effect of self-efficacy on employee performance. At the same time, in the influence of a person's job fit and employee performance, employee engagement does not mediate the relationship.

Keywords: Employee Engagement, Employee Performance, Quality Of Work Life, Self Efficacy.

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INTRODUCTION

Human resources (HR) are an important factor that controls the progress or decline of the organization. Every organization wants and tries to get human resources that can realize the organizational goals to be achieved. An important element in an organization is employees who carry out all organizational activities as a whole. Sabuhari et al., (2020) explains that an organization always needs a vital component, namely human resources, as the main driver of the vision and mission of the organization to achieve goals together with the help of employees. The survival of an organization is determined by the success of the organization in managing existing human resources. Human resources are an essential asset for an organization (Witriaryani et al., 2022).

The management of human resources can be an essential asset for the organization. In facing the era of globalization, organizations are able to encourage the achievement of an effective and efficient organization because organizations need to be able to compete and have more advantages than competitors so that they

can survive in a very tight competition. The performance of individual human resources is a significant factor determining the success of organizations, and it significantly affects productivity and organizational performance (Harsono et al., 2023). Performance is a stage in which an employee does his job in an organization (Sienatra & Pangestu, 2021).

Performance is the fundamental foundation for the organization because, without performance, the goals that are owned cannot be achieved optimally. Employee performance is something that refers to getting important attention from the organization because it meets these needs and desires along with the current era of globalization, where the development of organizations is very rapid, which can lead to very intense competition between similar organizations (Sopiah et al., 2020). This is formed with the existing human resources, the workforce that works in a role in determining the achievement of organizational goals (Cintani & Noviansyah, 2020).

An employee may carry out the work assigned to him well or not; if the subordinate has carried out the task assigned to him well, then this is as desired, but if the task assigned is not carried out properly, then we need to understand the cause (Klongthong et al., 2020). Performance is the result of activities and functions carried out by employees individually or together with other coworkers. An employee's performance can be influenced by several factors, including self-efficacy, quality of work life, and employee engagement (Ristian & Ekhsan, 2023).

Self-efficacy, according to Suhery et al., (2020), is a form of self-belief based on the abilities possessed by individuals to motivate cognitive resources to achieve the target tasks given by the company. Self-efficacy provides the value of life so that individuals are more mature in determining their abilities and challenging the difficulty of achieving their goals at work. So, whatever problems occur at work, do not try to escape responsibility (Nuryyev et al., 2020). So, from the above self-efficacy (self-efficacy) in relation to employee performance, the values of self-efficacy must be instilled.

The central aspect of daily activities is self-knowledge, where self-efficacy becomes a factor that causes a person to form his confidence based on his ability to meet his performance targets, especially as a form of anticipation of all obstacles that can occur at any time. Through self-efficacy, it will foster individual confidence in dealing with various problems that arise (Azhari et al., 2022).

Quality of work-life factors can affect employee performance, in addition to self-efficacy and employee engagement. Quality of work life is a management concept or philosophy that has been known since the seventies to improve the quality of human resources. At that time, quality of work life was narrowly defined as a management technique that included quality control groups, job enrichment, an approach to negotiating with trade unions, management efforts to maintain the mental fitness of employees, harmonious industrial relations, participatory management, and one form of intervention in organizational development. The purpose of the Quality of Work Life program is to change and improve the work climate so that the practical relationship between people, technology, and organization makes the work experience more enjoyable and the result is as expected (Cahyo, 2022).

In addition to self-efficacy and quality of work life, other factors can affect employee performance, namely employee engagement. Employee engagement is a

positive, satisfying, and work-related state of mind characterized by passion, dedication, and full attention. Employee engagement is not just an attitude like organizational commitment but is the level of an employee's full attention and immersion in his work. Competence refers to the capacity that exists in a person that makes that person able to fulfill what is required by working in an organization to achieve the expected results (Andriani et al., 2023). An engaged employee is said by Robinson, as cited by (Ferdiansyah & Safitri, 2023), to be aware of the company's business context and work with his colleagues to improve performance in his work for the benefit of his company.

In addition to the various factors that can affect employee performance as described above, there are also research gaps or differences in research results from previous studies, which can be seen in the table below, namely:

Table 1. Research Gap

No.	Variable Relationship	Researcher	Results
1	Self Efficacy on Employee Performance	Sitohang dan Budiono, (2021)	Self Efficacy has a significant effect on employee performance
		Retnowati dan Darmawan, (2022)	
		Gunawan, et al (2022) Amir, et al (2023)	Self Efficacy has no significant effect on employee performance
2	Quality Of Work Life on Employee Performance	Safitri et al., (2018)	Quality Of Work Life has a significant effect on employee performance
		Cahyo, (2022) Azhari, et al (2022)	Quality Of Work Life does not have a significant effect on employee performance

The condition of a government organization depends on the human resources contained in it; if the condition of its human resources is affected by inefficient human resources at work due to self-efficacy and quality of work life it can reduce the performance of the organization.

The purpose of this study was to analyze the effect of self-efficacy and quality of work life on employee performance with employee engagement as a mediating variable.

LITERATURE REVIEW

Employee Performance

Performance is an activity and result that can be achieved or continued by a person or group of people in carrying out job duties well, or it can be said to achieve goals or work standards that have been set previously or can even exceed the standards set by the company in a certain period (Karimah & Astuty, 2023). Performance is a result of a person's work, which is seen from the quality and quantity in carrying out the assigned tasks Syahid et al., (2022) another explanation

from Katili et al., (2021) states that performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization concerned legally, not against the law and in accordance with morals and ethics. Robbins (2019) also conveys the definition of performance. The results or overall level of success of a person during a specific period in carrying out tasks compared to various possibilities, such as work results standards, targets, or goals.

Employee Engagement

Employee Engagement is the attachment of employees to the company (Karimah & Astuty, 2023). It is also often referred to as work engagement. The word Employee means employee, while engagement means attachment. The organizational engagement aspect is defined as a positive attitude that employees have towards the organization and its values. In other words, organizational engagement occurs when employees identify with the values and goals of the organization and believe that the organization is a great place to work and continue working (Andriani et al., 2023).

Self Efficacy

Self-efficacy is a person's judgment about whether he or she can successfully learn knowledge or skills. Self-efficacy is a determinant of readiness to learn. Trainees who have high self-efficacy make various efforts to learn in the training program and are more likely to persist in learning even though the environment is not conducive to it (Fulaedzah et al., 2022). According to Alwisol (2012), efficacy is the perception of how well the self can function in certain situations. Self-efficacy relates to the belief that the self can perform the expected action.

Quality Of Work Life

Quality of Work Life (QWL) refers to the pleasant or unpleasant state of a person's work environment. The ultimate goal is the development of an excellent work environment for employees and production. The main focus of QWL itself is that the work environment and all work within it should be compatible with people and technology (Hernández-Perlines et al., 2019).

Relationship between Self Efficacy and Employee Engagement

Self-efficacy refers to an individual's belief or confidence in dealing with something and whether or not the individual can solve the problem or task given effectively. The more self-efficacy a person has, the more confident he is in his ability to complete the task well. The more self-efficacy someone has, the less confident they are in their ability to complete the task well.

Previous research has proven that self-efficacy has a positive and significant effect on employee engagement (Mala et al., 2024). From this statement, the high value of self-efficacy will also increase the employee engagement factor; this will provide conformity with previous research to current research. Based on the explanation above, there is a hypothesis of the relationship between these variables, namely:

H1: self-efficacy has a positive and significant effect on employee engagement.

The Relationship of Quality of Work Life to Employee Engagement

Quality of work life is a way of thinking about people, work, and organizations that focuses on the impact of work on workers and organizational effectiveness. It also provides participatory ideas for solving organizational problems and making decisions. For employees to be more engaged in their work, there must be support from leaders and strong relationships with leaders, especially in terms of communication. This indirectly reflects that the environment is healthy as well, and motivation in one's abilities will increase one's performance at work.

Previous research has explained that quality of work life has a positive and significant effect on employee engagement Fulaedzah et al., (2022), but another study by Sitohang & Budiono, (2021) explained that quality of work life has a negative and insignificant effect on employee engagement. From the two previous research results, the relationship or influence of the two variables is not absolute. Therefore, further research is needed that discusses the same variables to find out the actual results. Based on the explanation above, there is a hypothesis of the relationship between these variables, namely:

H2: quality of work life has a positive and significant effect on employee engagement.

Relationship between Self Efficacy and Employee Performance

Self-efficacy is a person's belief in their capacity to achieve success in their work tasks and job responsibilities (Kilapong, 2013). In other words, Self-efficacy is the high and low confidence that exists in every employee to solve problems in every job. With higher Self-efficacy, employee performance will improve.

Previous research explained that self-efficacy has a positive and significant effect on employee performance (Sitohang & Budiono, 2021) but in other studies explained that self-efficacy has no significant effect on employee performance (Azhari et al., 2022) From the results of previous studies, the relationship or influence of the two variables is not absolute. Therefore, further research is needed that discusses the same variables to find out the actual results. Based on the explanation above, there is a hypothesis of the relationship between these variables, namely:

H3: self-efficacy has a positive and significant effect on employee performance.

Relationship between Quality of Work Life and Employee Performance

Quality of work life is a management concept or philosophy that has been recognized since the seventies as a means of improving the quality of human resources. Companies need to make employees feel comfortable with their work and work environment so that they can achieve the best performance. The quality of work life is a very valuable factor in realizing maximum performance, so the company is responsible for maintaining the quality of work life and fostering the workforce to be willing to contribute optimally to achieve company goals (Pruijt, 2014).

Previous research explains that quality of work life has a positive and significant effect on employee performance (Sitohang & Budiono, 2021) but in other studies, it is explained that quality of work life has no significant effect on employee performance (Azhari et al., 2022). From the results of previous studies, the

relationship or influence of the two variables is not absolute. Therefore, further research is needed that discusses the same variables to find out the actual results. Based on the explanation above, there is a hypothesis of the relationship between these variables, namely:

H4: quality of work life has a positive and significant effect on employee performance.

Relationship between Employee Engagement and Employee Performance

Employee engagement is a very important contributor to the success of a company. Engaged employees will have a desire to be bound, which generates passion for their work, be willing to sacrifice more energy and time for their work, and become more proactive in achieving their work goals. An engaged employee is said by Robinson, cited by (Fulaedzah et al., 2022), that he is aware of the company's business context and works with his colleagues to improve performance in his work for the benefit of his company. Companies should work to develop a two-way relationship between the company and its employees.

Previous research states that employee engagement has a positive and significant effect on employee performance (Cintani & Noviansyah, 2020). Based on the explanation above, there is a hypothesis of the relationship between these variables, namely:

H5: employee engagement has a positive and significant effect on employee performance.

METHODS

This research uses a quantitative approach. The data source used in this research is primary data. Primary data is research data obtained directly from sources (not through intermediary sources) and data explicitly collected to answer research questions in accordance with the wishes of the researcher (Sugiyono, 2017). Primary data in this study were obtained directly from the object of research.

In this study, the population is employees at the Regional Secretariat of Semarang City, with as many as 165 employees. Sampling was conducted using the *total sampling* method, namely the number of samples equal to the population. The primary data collection method used is distributing questionnaires to respondents. The analysis technique used in this research is a quantitative analysis of the research data using calculations using *the Statistical Package for Social Science (SPSS) software* version 22.

RESULTS AND DISCUSSION

Results

Validity Test

The validity test was carried out with the help of the computer program SPSS version 22 product moment technique. The test results can be summarized in the following table:

Table 2. Competency Validity Test

No.	Variables	KMO Value	Terms	Ket	Indicator	Loading Factor Value	Terms	Desc
1	Self Efficacy	0,714	>5,0	Sample	X1.01	0,790	> 0,159	Valid

	(X1)			sufficiency value met	X1.02	0,682	> 0,159	Valid
					X1.03	0,681	> 0,159	Valid
					X1.04	0,513	> 0,159	Valid
					X1.05	0,514	> 0,159	Valid
					X1.06	0,668	> 0,159	Valid
2	Quality of Work Life (X2)	0,768	>5,0	Sample sufficiency value met	X2.01	0,592	> 0,159	Valid
					X2.02	0,596	> 0,159	Valid
					X2.03	0,543	> 0,159	Valid
					X2.04	0,777	> 0,159	Valid
					X2.05	0,846	> 0,159	Valid
					X2.06	0,809	> 0,159	Valid
					X2.07	0,470	> 0,159	Valid
					X2.08	0,710	> 0,159	Valid
3	Employee Engagement (Y1)	0,790	>5,0	Sample sufficiency value met	Y1.01	0,748	> 0,159	Valid
					Y1.02	0,803	> 0,159	Valid
					Y1.03	0,661	> 0,159	Valid
					Y1.04	0,805	> 0,159	Valid
					Y1.05	0,723	> 0,159	Valid
					Y1.06	0,715	> 0,159	Valid
					Y1.07	0,747	> 0,159	Valid
					Y1.08	0,547	> 0,159	Valid
					Y1.09	0,667	> 0,159	Valid
4	Employee Performance (Y2)	0,809	>5,0	Sample sufficiency value met	Y2.01	0,600	> 0,159	Valid
					Y2.02	0,589	> 0,159	Valid
					Y2.03	0,679	> 0,159	Valid
					Y2.04	0,601	> 0,159	Valid
					Y2.05	0,772	> 0,159	Valid
					Y2.06	0,612	> 0,159	Valid
					Y2.07	0,688	> 0,159	Valid
					Y2.08	0,715	> 0,159	Valid
					Y2.09	0,341	> 0,159	Valid
					Y2.10	0,744	> 0,159	Valid

Source: Primary data processed 2024

The table above shows the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA) of the four variables as required, which is > 0.50.

- 1) The self-efficacy variable shows that the KMO value exceeds 0.50. This is evidenced by the loading factor value on each indicator of the self-efficacy variable, which gets a value of > 0.159 so that each indicator can be carried out in the next testing step.
- 2) The quality of work life variable shows that the KMO value exceeds 0.50. This is evidenced by the loading factor value on each indicator of the quality of work-life variable, which gets a value of > 0.159 so that each indicator can be tested next.
- 3) The employee engagement variable shows that the KMO value exceeds 0.50. This is evidenced by the loading factor value on each indicator of the employee engagement variable, which gets a value > 0.159 so that each indicator can be

carried out in the next testing step.

- 4) The employee performance variable shows that the KMO value exceeds 0.50. This is evidenced by the loading factor value on each indicator of the employee performance variable, which gets a value of > 0.159 so that each indicator can be carried out in the following testing step.

Reliability Test

Reliability test is a test conducted to determine whether the variable can be trusted to be carried out in the next test. The following are the results of reliability testing assisted by the SPSS version 22 program:

Table 3. Reliability Test Results

No.	Variables	Cronbach Alpha	Standardization Value	Desc
1	Self Efficacy	0,702	0,600	Reliable
2	Quality of Work Life	0,816	0,600	Reliable
3	Employee Engagement	0,874	0,600	Reliable
4	Employee Performance	0,802	0,600	Reliable

Source: Processed priner data 2024

Table 3 shows that each variable has an Alpha Cronbach value greater than the standardized value or the specified limit of 0.600. Thus, the reliability test results for all variables are reliable.

Model Test

The Model Test of the equation in this study was carried out through the Coefficient of Determination test and the f test. The results of the test are explained as follows:

Table 4. Test Results of the Coefficient of Determination (Adjusted R²)

Model Equation	Adjusted R ²
Equation I $Y = \alpha_1 + \beta_1 X_1 + \beta_2 X_2 + e_1$ Self Efficacy and Quality of Work Life on Employee Engagement	0,148
Equation II $Y = \alpha_2 + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$ Self Efficacy, Quality of Work Life and Employee Engagement on Employee Performance	0,403

Source: Primary data processed, 2024

Based on the results of the coefficient of determination test (Adjusted R²) presented in the table above, the following results can be seen:

- 1) In equation I, the result of the Coefficient of Determination (Adjusted R²) is 0.148. This means that self-efficacy and quality of work life are able to contribute to explaining employee engagement by 14.8%, while other variables outside this study describe the remaining 85.2%.
- 2) In equation II, the result of the Coefficient of Determination (Adjusted R²) is 0.403. This means that self-efficacy, quality of work life, and employee engagement are able to contribute to explaining employee performance by 40.3%, while other variables outside this study describe the remaining 59.7%.

Table 5. F Test Results

Model Equation	F test (.Sig)
Equation I $Y = \alpha_1 + \beta_1 X_1 + \beta_2 X_2 + e_1$ Self Efficacy and Quality of Work Life on Employee Engagement	0,000
Equation II $Y = \alpha_2 + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$ Self Efficacy, Quality of Work Life and Employee Engagement on Employee Performance	0,000

Source: Primary data processed, 2024

Based on the F test results presented in the table above, the following results can be seen:

- 1) In equation I, the a sig value of 0.000 < 0.05 is generated; this means that the variables of self-efficacy and quality of work life simultaneously affect employee engagement.
- 2) In equation II, the sig value of 0.000 < 0.05 is generated; this means that the variables of self-efficacy, quality of work life, and employee engagement simultaneously affect employee performance.

Hypothesis Test (t Test)

Hypothesis testing in this study was carried out through the t test and moderation test. The results of each test are explained as follows.

Table 6. T test results

Model Equation	Test t		Description
	Beta	Sig	
Equation I $Y = \alpha_1 + \beta_1 X_1 + \beta_2 X_2 + e_1$			
1) Self Efficacy on Employee Engagement	0,551	0,000	Hypothesis 1 accepted
2) Quality of Work Life on Employee Engagement	0,123	0,079	Hypothesis 2 rejected
Equation II $Y = \alpha_2 + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$			
3) Self Efficacy on Employee Performance	0,051	0,694	Hypothesis 3 rejected
4) Quality of Work Life on Employee Performance	-0,087	0,250	Hypothesis 4 rejected
5) Employee Engagement on Employee Performance	0,823	0,000	Hypothesis 5 accepted

Source: Primary data processed, 2024

Based on the table 6, it can be concluded that the results of the equation in this study, among others:

- 1) In testing the regression of self-efficacy on employee engagement, it was found that Sig. 0.000 < 0.05 and a positive Beta Coefficient of 0.551. This figure means that self-efficacy has a positive and significant effect on employee engagement; the better the self-efficacy of the organization, the more employee engagement will also increase. Based on these results, **Hypothesis 1 is accepted.**
- 2) In testing the regression of quality of work life on employee engagement, it was found that Sig. 0.079 > 0.05 and a positive Beta Coefficient of 0.123. This figure implies that quality of work life does not affect employee engagement; the better the quality of work life the organization has, the more employee engagement will not increase. Based on these results, **Hypothesis 2 is rejected.**
- 3) In testing the regression of self-efficacy on employee performance, the results of Sig. 0.694 > 0.05 and a positive Beta Coefficient of 0.051. This figure means that self-efficacy has no effect on employee performance; the better the organization's self-efficacy, the less employee performance will increase. Based on these results, **Hypothesis 3 is rejected.**
- 4) In testing the regression of quality of work life on employee performance, it was found that Sig. 0.250 > 0.05 and a negative Beta Coefficient of -0.087. This figure means that the quality of work life does not affect employee performance; the better the quality of work life the organization has, the better the employee performance will not increase. Based on these results, **Hypothesis 4 is rejected.**
- 5) In testing the regression of employee engagement on employee performance, the results of Sig. 0.000 < 0.05 and a positive Beta Coefficient of 0.823. This figure means that employee engagement has a positive and significant effect on employee performance; the better employee engagement the organization has, the more employee performance will increase. Based on these results, **Hypothesis 5 is accepted.**

Mediation Test

Mediation test is a test to determine whether or not a variable mediates the relationship with other independent variables on the dependent variable. Mediation of this research on the variables of self-efficacy, quality of work life, employee engagement and employee performance. Mediation hypothesis testing can be done with the Sobel test procedure.

The Effect of Self Efficacy on Employee Performance with Employee Engagement Mediation

Testing the effect of self efficacy through employee engagement on employee performance is testing the indirect effect using the sobel test.

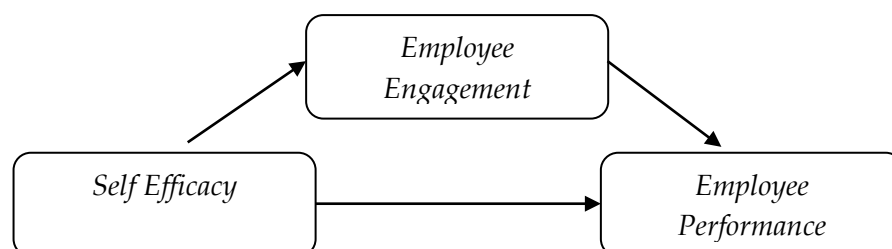


Figure 2. First Mediation Effect Chart

From the mediation test that has been carried out using the sobel test, the following results are obtained:

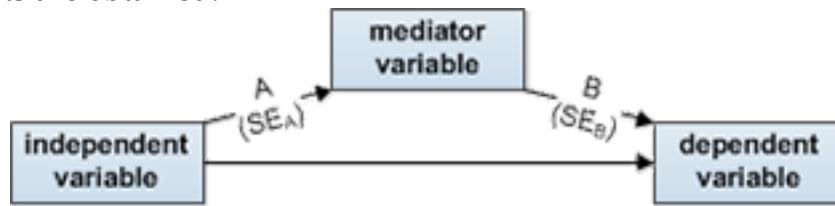


Figure 3. First Sobel Test Results

A: 0,551
 B: 0,823
 SE_A: 0,110
 SE_B: 0,088

Calculate!

Sobel test statistic: 4.41562067
One-tailed probability: 0.00001007
Two-tailed probability: 0.00001102

Looking at the data results above, it can be seen that in the mediation test I the resulting Sobel test statistic is 4.415 > from the t-table (1.991). This means that employee engagement is effective as a mediation on the effect of self efficacy on employee performance, so it can be ascertained that the existence of employee engagement is able to strengthen the relationship between self efficacy and employee performance.

The Effect of Quality of Work Life on Employee Performance with Employee Engagement Mediation

Testing the effect of quality of work life through employee engagement on employee performance is testing the indirect effect using the sobel test.

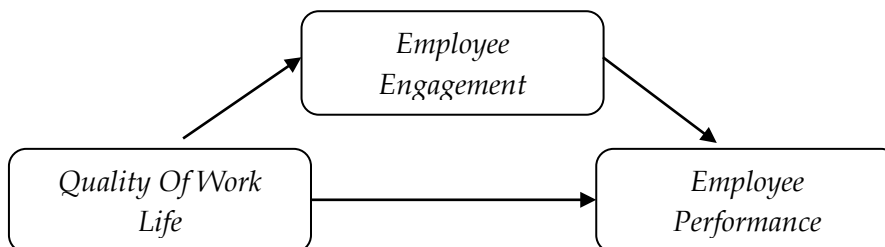


Figure 4. Second Mediation Effect Chart

From the mediation test that has been carried out using the sobel test, the following results are obtained:

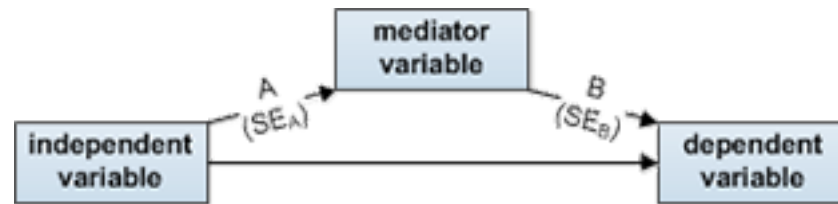
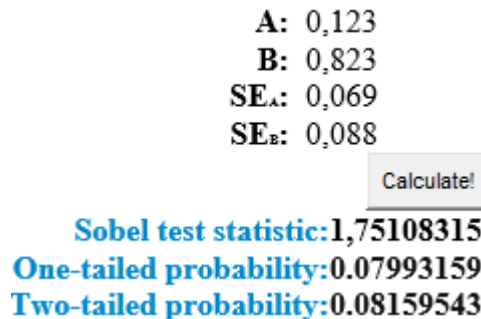


Figure 5. Second Sobel Test Results



Looking at the data results above, it can be seen that in the mediation test II the resulting Sobel test statistic of 1.751 is less than the t-table (1.991). This means that employee engagement is not effective as a mediator in the effect of quality of work life on employee performance, so it can be ascertained that the presence of employee engagement will weaken the relationship between quality of work life and employee performance.

Discussion

The Effect of Self Efficacy on Employee Engagement

The results showed that regression testing of self-efficacy on employee engagement was found in Sig. 0.000 < 0.05 and a positive Beta Coefficient of 0.551. This figure means that self-efficacy has a positive and significant effect on employee engagement; the better the self-efficacy of the organization, the more employee engagement will also increase.

The results of this study are in line with previous research which has proven that self efficacy has a positive and significant effect on employee engagement (Mala et al., 2024) From this statement, it can be seen that the high value of self efficacy will also increase the employee engagement factor, this will provide conformity with previous research to current research. Self efficacy refers to an individual's belief or confidence in dealing with something and whether or not the individual can solve the problem or task given effectively. The more a person has low self-efficacy, the more that individual has low confidence in their ability to complete tasks well.

Effect of Quality of Work Life on Employee Engagement

The results showed that regression testing of quality of work life on employee engagement found Sig. 0.079 > 0.05 and a positive Beta Coefficient of 0.123. This figure means that quality of work life does not affect employee engagement. The better the quality of work life the organization has, the more employee engagement will not increase.

The results of this study are not in line with previous research, which has proven that quality of work life has a significant effect on employee engagement (Fulaedzah et al., 2022) from previous research indicating that in general, quality of work life is able to influence employee engagement. Quality of work life is a way of

thinking about people, work, and organizations that focuses on the impact of work on workers and organizational effectiveness, in addition to providing participatory ideas in solving organizational problems and making decisions. In order for employees to be more engaged in their work, there must be support from leaders and strong relationships with leaders, especially in terms of communication.

However, the results of this study are different. Quality of work life does not significantly affect employee engagement. Although a comfortable work environment, adequate facilities, and a balance between work and personal life contribute to employee well-being, these aspects do not necessarily directly increase employee engagement. Employee engagement is more influenced by intrinsic factors such as work motivation, role satisfaction, and relationships with coworkers and superiors.

The Effect of Self Efficacy on Employee Performance

The results showed that regression testing of self-efficacy on employee performance was found in Sig. $0.694 > 0.05$ and a Positive Beta Coefficient of 0.051. This figure means that self-efficacy does not affect employee performance; the better the self-efficacy of the organization, the employee performance will not increase. These results indicate that self-efficacy is not able to significantly influence or improve employee performance because it is not required to improve employee performance through self-efficacy.

The results of this study are in line with previous research, which explains that self-efficacy has no significant effect on employee performance (Sitohang & Budiono, 2021). Self-efficacy is a person's belief in his or her capacity to achieve success in work tasks and job responsibilities. In other words, Self-efficacy is the high and low confidence that exists in every employee to solve problems in every job.

Some of the reasons Self-efficacy does not have a significant effect on employee performance can be caused by when a person's confidence in their ability to complete a task is high, adequate skills. Resources do not necessarily accompany it or support it to achieve optimal work results. In the work environment, employee performance is determined not only by self-efficacy but also by external factors such as work systems, task load, leadership, and organizational culture.

Effect of Quality of Work Life on Performance

The results showed that regression testing of quality of work life on employee performance found Sig. $0.250 > 0.05$ and a negative Beta Coefficient of -0.087. This figure means that the quality of work life does not affect employee performance; the better the quality of work life the organization has, the better the employee performance will not increase. The results of this study indicate that the existence of a good quality of work life means that it will not improve employee performance.

The results of this study are not in line with previous research, which explains that quality of work life has a significant effect on employee performance (Sitohang & Budiono, 2021). Quality of work life is a management concept or philosophy that has been known since the seventies to improve the quality of human resources. Companies need to make employees feel comfortable with work and the work environment so that they can achieve the best performance. Even so, quality of work life will not necessarily improve employee performance.

One of the reasons Quality of Work Life (QWL) does not have a significant effect on employee performance is that although QWL includes aspects such as a comfortable work environment, work-life balance, and organizational support, these factors do not constantly directly improve employee performance. In some cases, even if employees are satisfied with the work environment and facilities provided, they are still not motivated to increase productivity if there are no more substantial incentives, such as a clear career path or rewards for work results. In addition, a workload that is too light or a lack of job challenges can also lead to stagnation in performance despite high QWL.

Effect of Employee Engagement on Performance

The results showed that regression testing of employee engagement on employee performance found Sig. 0.000 < 0.05 and a positive Beta Coefficient of 0.823. This figure means that employee engagement has a positive and significant effect on employee performance; the better employee engagement the organization has, the more employee performance will increase. From the results of this study, the presence of employee engagement will help provide good performance results for the organization.

The results of this study are in line with previous research, which states that employee engagement has a positive and significant effect on employee performance (Karimah & Astuty, 2023). Employee engagement is a very important contributor to the success of a company. Engaged employees will have a desire to be bound, which generates passion for their work, be willing to sacrifice more energy and time for their work, and become more proactive in achieving their work goals. Companies must work to develop a two-way relationship between the company and its employees. The results of this study indicate that it can provide an increase in employee performance through improved employee engagement aspects.

The Effect of Self Efficacy on Employee Performance with Employee Engagement Mediation

The results showed that the mediation test I Sobel test statistic number generated was 4.415 > from the t-table (1.991). This means that employee engagement is effective as a mediation on the effect of self-efficacy on employee performance, so it can be ascertained that the presence of employee engagement can strengthen the relationship between self-efficacy and employee performance. These results indicate that the moderating variable, namely employee engagement, is able to meet the effectiveness in increasing the influence between self-efficacy on employee performance, so it can be assumed that the direct influence of self-efficacy on employee performance or indirect influence through employee engagement is still able to improve employee performance in the organization.

The Effect of Quality of Work Life on Employee Performance with Employee Engagement Mediation

The results showed that the mediation test II Sobel test statistic number generated was 1.751 < from the t-table (1.991). This means that employee engagement is not effective as a mediator in the influence of quality of work life on employee performance, so it can be ascertained that the presence of employee engagement will weaken the relationship between quality of work life and employee performance.

From the results of this study, it can be indicated that even using the mediating factor, namely employee engagement, is not able to support the improvement of the relationship between quality of work life and employee performance. In addition, using employee engagement as a mediating factor will weaken the relationship between quality of work life and employee performance. Even so, the relationship between quality of work life and employee performance directly in this study obtained insignificant results.

CONCLUSIONS

Based on the results and discussion, it is found that Self-efficacy and quality of work life have a significant effect on employee engagement. Quality of work life has no significant effect on employee engagement. Self-efficacy and quality of work life do not affect employee performance, while employee engagement has a significant effect on employee performance. Employee engagement can mediate the influence of self-efficacy on employee performance. In contrast, in the influence between the quality of work life and employee performance, employee engagement does not mediate the relationship.

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