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The Influence of Self-Efficacy, Work-Life Balance, and Job Satisfaction on Employee Performance

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Abstract

Employee performance plays a vital role in organizational effectiveness, yet it may decline due to low self-efficacy, poor work-life balance, and inadequate job satisfaction, therefore, this study aims to analyze the influence of self-efficacy, work-life balance, and job satisfaction on employee performance. This research employed a quantitative approach with a saturated sampling technique involving 83 employees, with data collected through questionnaires and analyzed using instrument testing, classical assumption tests, multiple linear regression analysis, t-tests, and the coefficient of determination (R^2). The findings reveal that self-efficacy, work-life balance, and job satisfaction have positive and significant effects on employee performance, where self-efficacy enhances confidence and task accomplishment, work-life balance supports productivity through emotional well-being, and job satisfaction emerges as the most dominant factor related to compensation, work relationships, and career development. The adjusted R^2 value of 0.855 indicates that 85.5% of the variation in employee performance is explained by the three variables, suggesting that improving these factors is essential for enhancing overall performance.

Keywords

Employee Performance, Job Satisfaction, Self-Efficacy, Work-Life Balance.

1. Introduction

The quality of an organization's Human Resources (HR) is a major factor in determining its success in the age of globalization and fiercer economic competition, in addition to technological sophistication and cash (Afandi, 2018). Human resources are the main assets that drive all organizational activities, not only acting as task executors but also as strategic thinkers capable of creating innovation, solving problems, and building a productive and collaborative work culture. Consequently, building a resilient business that can adjust to changes in the external environment requires excellent HR management. The Yogyakarta Department of Manpower and Transmigration, as a government agency responsible for strategic issues in manpower and transmigration, bears a high workload and service demands. To carry out these tasks, employees are required not only to be technically competent but also to possess integrity, psychological resilience, and the ability to maintain balance between personal and professional life. In this context, the role of human resources is crucial because it directly influences employee performance in supporting the organization's success in public service.

Employee performance is a crucial determinant of organizational productivity, operational efficiency, and goal attainment (Prayudi, 2020; Silaen et al., 2021). It represents the qualitative and quantitative outcomes of employees' work behavior in fulfilling assigned duties within a specific period (Keltu, 2024). To achieve organizational objectives, employee performance must be managed effectively and is influenced by various factors, including self-efficacy, work-life balance, and job satisfaction.

Self-efficacy is an individual's belief in their ability to execute tasks and overcome challenges (Waddington, 2023). High self-efficacy enhances motivation, confidence, and resilience, enabling employees to manage stress and perform effectively (Sebayang & Sembiring, 2017; Sembiring et al., 2021). Research shows that self-efficacy positively influences employee performance by increasing motivation, work engagement, and confidence, which contribute to job satisfaction and better outcomes (Prameswari et al., 2024). Organizations that foster self-efficacy often achieve more productive and innovative work environments. While most studies by Darmawan et al. (2022), Hadi (2023), and Aditya and Deviastri (2024) highlight its positive impact on performance and stress management, some findings suggest that stable or low self-efficacy may not significantly drive performance improvements.

Employee performance is also influenced by work-life balance, which enhances effectiveness and quality. Work-life balance refers to maintaining equilibrium between work and personal life through proportional allocation of time and energy, leading to satisfaction and fulfillment in both roles. Balanced employees generally experience better physical and mental health, supervisory support, trust, and well-being (Salim et al., 2025). Empirical studies by Talukder et al. (2018), Lie (2018), Muliawati and Frianto (2020) show that work-life balance positively affects productivity, work engagement, personal development, and employee performance. Supportive organizational policies further strengthen commitment, enthusiasm, and responsibility (Prasetyo & Wardoyo, 2023; Margolang, 2024). However, research by Susanto et al. (2024) indicates that work-life balance may not significantly impact performance, particularly for permanent employees who maintain optimal output despite work-life challenges.

Another factor influencing employee performance is job satisfaction, which reflects employees' feelings and evaluations of their job and the sense of fulfillment gained from performing work tasks (Motyka, 2018). Employees who experience higher job satisfaction tend to be more productive, demonstrate better performance, and show lower absenteeism, which is beneficial for organizational effectiveness. Empirical studies indicate that job satisfaction has a positive and significant effect on

employee performance, as satisfied employees are more likely to enjoy their work environment and activities (Augustine & Sunaryo, 2022; Febryan & Kamilia, 2025; Abid et al., 2025). However, contrasting findings suggest that job satisfaction does not always significantly influence employee performance, as employees may continue to perform professionally and complete tasks effectively regardless of their satisfaction level (Aditya & Deviastri, 2024).

This research was conducted at the Yogyakarta Department of Manpower and Transmigration, a government institution with a strategic role in managing manpower and transmigration affairs. Based on preliminary observations and interviews, employee performance has not yet reached an optimal level. This condition is indicated by low employee self-confidence in completing tasks and responsibilities, excessive workloads, and work demands extending beyond official working hours, which blur the boundaries between personal and professional life. Furthermore, limited facilities and inadequate workspace conditions contribute to low job satisfaction, which ultimately affects employee productivity. Based on the problem description and the varied findings from previous studies, there remains a research gap that warrants further investigation. Thus, the purpose of this study is to investigate how employee performance is impacted by self-efficacy, work-life balance, and job satisfaction.

2. Literature Review and Hypothesis Development

2.1. Self-Efficacy on Employee Performance

Employee performance is a fundamental aspect of organizational success and is commonly evaluated through various behavioral and outcome-based indicators. In this context, performance measurement systems serve important functions, including monitoring, focusing managerial attention, providing legitimization, and supporting strategic decision-making (Aziz et al., 2024). One key psychological factor that contributes to employee performance is self-efficacy, which refers to an individual's belief in their ability to perform tasks or achieve specific goals in particular situations (Williams et al., 2016; Bandura, 2023). Employees with high self-efficacy tend to be more confident in facing work challenges, demonstrate stronger motivation to achieve targets, and show greater resilience in difficult conditions. These characteristics enable them to perform more effectively, thereby enhancing both the quality and quantity of their work outcomes (Ardi et al., 2017).

Research findings by Widodo and Tandiyono (2024) show that self-efficacy has a positive and significant effect on employee performance. The study's self-efficacy indicators include confidence in one's ability to complete tasks successfully, high motivation to attain the best outcomes, maximal effort in completing activities, the capacity to overcome barriers at work, and confidence in completing tasks in a variety of scenarios. Other studies by Prameswari et al. (2024) also confirm that employees with high self-efficacy demonstrate strong adaptability to changes in the work environment. These findings are further supported by Hadi (2023), showing that the higher an individual's belief in their capabilities, the more optimal the performance they demonstrate.

H1: Self-efficacy has a significant effect on employee performance.

2.2. Work-Life Balance on Employee Performance

Work-life balance is the optimal equilibrium between work responsibilities and personal life, enabling individuals to fulfill both professional and personal commitments without compromising their well-being in either aspect (Sirgy & Lee, 2018; Kelliher et al., 2019; Chaudhuri et al., 2020). When individuals are able to balance work responsibilities with personal or family needs, they tend to have higher

work motivation, better concentration, and increased job satisfaction (Prasetyo & Wardoyo, 2023). Conversely, an imbalance between work life and personal life can lead to stress, fatigue, and even burnout, which negatively impacts employee performance (Sutanto et al., 2024).

Research findings by Mushtaq et al. (2025) indicate that work–life balance has a positive and significant effect on employee performance. Time balance, engagement balance, and satisfaction balance are the aspects of work–life balance (Poulose & Dhal, 2020). Similar findings are demonstrated by studies confirming that work–life balance has a constructive impact on employee performance, wherein a good balance makes employees feel that the rewards they receive are proportional to the efforts they put in (Irawanto et al., 2021; Margolang, 2024; Alghamsah et al., 2025). These results are reinforced by research conducted by et al. (2025), which shows that employees with good work–life balance exhibit higher work performance.

H2: Work–life balance has a significant effect on employee performance.

2.3. Job Satisfaction on Employee Performance

Job satisfaction represents an employee’s emotional evaluation of their work experience, closely associated with attitudes toward the job, working conditions, and the quality of interaction between supervisors and subordinates (Bhastary, 2020; Bahri et al., 2022). It is an effective response to the workplace that, although intangible, can be observed through behaviors such as organizational loyalty, optimal performance, and compliance with company regulations (Nuranda & Kasmari, 2023). High job satisfaction fosters stronger motivation, commitment, and productivity, which in turn enhances employee performance (Augustine & Sunaryo, 2022). In contrast, low job satisfaction may result in psychological strain, increased absenteeism, and a decline in both work quality and efficiency, ultimately reducing organizational effectiveness (Aditya & Deviastri, 2024).

Research findings indicate that job satisfaction has a positive and significant effect on employee performance (Iis & Yunus, 2016; Mulyanti, 2024). The study’s indicators of job satisfaction include pay and remuneration, the type of work, coworkers, the workplace, and prospects for advancement. Similar findings are presented in research showing a strong correlation between job satisfaction and individual performance levels within organizations (Sutanto et al., 2024). These results are also supported by other studies revealing that employees with higher job satisfaction tend to produce better quality output compared to those with lower satisfaction levels (Jamilah et al., 2024).

H3: Job satisfaction has a significant effect on employee performance.

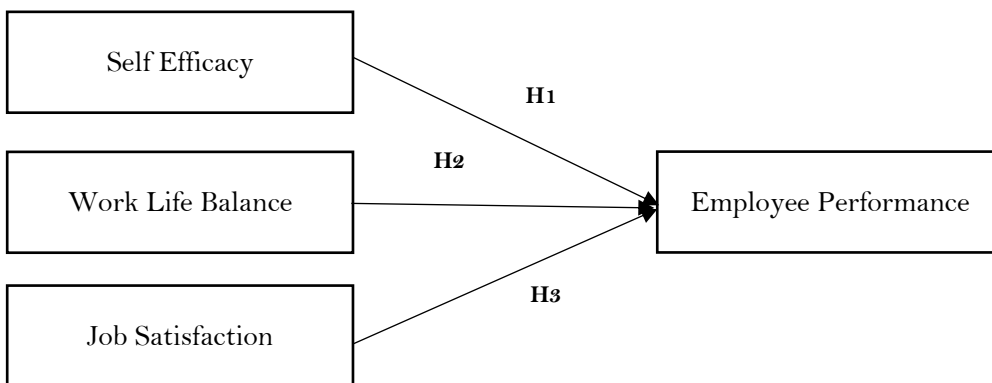


Figure 1. Research Framework

The research framework, which looks at how job satisfaction, work-life balance, and self-efficacy affect employee performance, is shown in Figure 1. While work-life balance is anticipated to improve performance by promoting employees' effectiveness and well-being (H2), self-efficacy is thought to have a direct impact on employee performance (H1). Furthermore, through increased motivation and productivity, job satisfaction is thought to have a positive impact on worker performance (H3).

3. Methods

The researcher can statistically investigate the association between variables thanks to the quantitative approach employed in this work (Ghozali, 2018; Siregar, 2018; Sugiyono, 2019; Mukhid, 2021). The population comprises 82 workers. The technique used is saturated sampling, which includes all members of the population in the sample. The following is a description of the study's variables' indicators. A standardized questionnaire that was given directly to each responder was used to gather data. A five-point Likert scale, from strongly disagree (1) to strongly agree (5), was used to measure the questionnaire.

The indicators of self-efficacy, referring to Widodo and Tandiyono (2024), consist of confidence in completing tasks well, high motivation to achieve maximum results, maximum effort in carrying out tasks, the ability to face work obstacles, and confidence in completing tasks in various situations. According to Musthaq et al. (2025), there are three key dimensions of work-life balance indicators: time balance, engagement balance, and satisfaction balance. Furthermore, the indicators of job satisfaction, as adapted from Iis and Yunus (2016) and Saputra (2022) include compensation, financial compensation, the nature of the job, relationships with coworkers, work environment, and opportunities for promotion or career development. Lastly, the indicators of employee performance, referring to Musthaq et al. (2025), encompass quality of work results, quantity of work completed, responsibility for assigned tasks, ability to collaborate, work initiative, punctuality, time management, and independence in completing work tasks.

Data analysis in this study employed multiple linear regression. Prior to hypothesis testing, data quality was examined through validity and reliability tests. Validity was assessed using Pearson correlation to ensure that each item accurately measured the intended variables, while reliability was tested using Cronbach's Alpha to evaluate internal consistency. Classical assumption tests were then conducted, including the normality test to confirm data distribution, the multicollinearity test to detect correlations among independent variables, and the heteroscedasticity test to ensure constant variance of residuals. Hypothesis testing was performed using the t-test to examine the partial effects of independent variables, and the coefficient of determination (R^2) was used to assess the explanatory power of the regression model. All statistical analyses were carried out using SPSS software.

4. Results

The results of the data analysis carried out to test the suggested hypotheses and assess the validity and reliability of the research instruments are presented in this part. To make sure that every measurement tool utilized in this study was suitable and able to assess the research variables reliably, instrument testing was done before hypothesis testing. The purpose of the validity test was to evaluate the relationship between each statement item and the related variable. Table 1 displays the validity test results for each variable.

According to Table 1, every item from every study variable has significant values ≤ 0.05 and r-count values higher than the r-table value of 0.2159. As a result, every question on the survey is deemed legitimate.

Table 1. Validity Test

Variable	Item	r-count	r table	Significance	Information
Self-Efficacy (X ₁)	X1.1	0.873	0.2159	0.000	Valid
	X1.2	0.931	0.2159	0.000	Valid
	X1.3	0.926	0.2159	0.000	Valid
	X1.4	0.928	0.2159	0.000	Valid
	X1.5	0.917	0.2159	0.000	Valid
Work Life Balance (X ₂)	X2.1	0.900	0.2159	0.000	Valid
	X2.2	0.914	0.2159	0.000	Valid
	X2.3	0.879	0.2159	0.000	Valid
	X2.4	0.890	0.2159	0.000	Valid
	X2.5	0.933	0.2159	0.000	Valid
	X2.6	0.907	0.2159	0.000	Valid
Job satisfaction (X ₃)	X3.1	0.890	0.2159	0.000	Valid
	X3.2	0.914	0.2159	0.000	Valid
	X3.3	0.908	0.2159	0.000	Valid
	X3.4	0.913	0.2159	0.000	Valid
	X3.5	0.919	0.2159	0.000	Valid
	X3.6	0.912	0.2159	0.000	Valid
Employee Performance (Y)	Y.1	0.626	0.2159	0.000	Valid
	Y.2	0.581	0.2159	0.000	Valid
	Y.3	0.617	0.2159	0.000	Valid
	Y.4	0.645	0.2159	0.000	Valid
	Y.5	0.667	0.2159	0.000	Valid
	Y.6	0.752	0.2159	0.000	Valid
	Y.7	0.680	0.2159	0.000	Valid
	Y.8	0.648	0.2159	0.000	Valid

The reliability test results for each research variable using Cronbach’s Alpha are shown in Table 2. The results demonstrate the reliability of the measuring tools utilized in this study, as all variables have Cronbach’s Alpha values over the minimum criterion of 0.60. In particular, employee performance has reasonable reliability, whereas self-efficacy, work-life balance, and job happiness show very high reliability coefficients. These findings guarantee that the data is appropriate for additional statistical analysis by confirming that the questionnaire items are internally consistent and capable of generating stable and reliable measurements.

Table 2. Reliability Test

Variable	Cronbach’s Alpha	Critical Value	Information
Self Efficacy	0.951	0.60	Reliable
Work Life Balance	0.955	0.60	Reliable
Job Satisfaction	0.957	0.60	Reliable
Employee Performance	0.807	0.60	Reliable

Table 3, which displays the results of the normality test using the One-Sample Kolmogorov-Smirnov Test technique, suggests that the data in this study are normally distributed. The obtained Asymp.sig (2-tailed) value was 0.064, which is higher than 0.05.

Table 3. Normality Test Result

Test	Unstandardized Residual
N	83
Asymp. Sig. (2-tailed)	0.064 ^c

Table 4 shows that all independent variables have VIF values less than 10 and tolerance values greater than 0.10. Consequently, it can be said that the regression model in use does not exhibit multicollinearity.

Table 4. Multicollinearity and Heteroscedasticity Test

Variable	Multicollinearity Test		Heteroscedasticity Test	
	Tolerance	VIF	t	Sig.
(Constant)				
Self-Efficacy	0.987	1.013	1.509	0.135
Work Life Balance	0.997	1.003	0.144	0.886
Employee Performance	0.989	1.011	0.678	0.500

All variables have significance (Sig.) values larger than 0.05, according to Table 5' s results of the heteroscedasticity test using the Glejser technique. This suggests that this study does not have a heteroscedasticity issue, according to the Glejser test's judgment criteria.

Table 5. Hypothesis Testing

Variable	T-Statistic	Sig.	Information
Self-Efficacy	5.660	0.000	H ₁ accepted
Work Life Balance	11.843	0.000	H ₂ accepted
Employee Performance	16.618	0.000	H ₃ accepted

The outcomes of the hypothesis test can be described as follows using Table 5. First, at a significance level of $0.000 < 0.05$, the impact of self-efficacy on employee performance has a t-value of 5.660, higher than the t-table value of 1.663. As a result, H₀ is rejected and H₁ is accepted, suggesting that employees' performance at the Yogyakarta Department of Manpower and Transmigration is positively and significantly impacted by self-efficacy.

Second, a t-value of $11.843 > 1.663$ and a significance level of $0.000 < 0.05$ are obtained for the impact of work-life balance on employee performance. As a result, H₀ is rejected and H₂ is accepted, indicating that work-life balance also significantly and favorably affects employee performance. Third, with a significance level of $0.000 < 0.05$ and a t-value of $16.618 > 1.663$ for work satisfaction, H₀ is rejected and H₃ is accepted. This finding suggests that employees' performance at the Yogyakarta Department of Manpower and Transmigration is positively and significantly impacted by job satisfaction.

Table 6. Coefficient Determination Test

Model Summary	Value
R	0.927
R Square	0.860
Adjusted R Square	0.855
Std. Error of the Estimate	1.85513

According to Table 6 and the results of the coefficient of determination (R²) test in Table 4.11, the Adjusted R Square value is 0.855, meaning that the variables self-efficacy, work-life balance, and job satisfaction have an impact on 85.5% of the employee performance at the Yogyakarta Department of Manpower and Transmigration. Meanwhile, factors not included in the research model have an impact on the remaining 14.5%.

5. Discussion

The hypothesis test results demonstrate that H1 is accepted, demonstrating that employee performance at the Yogyakarta Department of Manpower and Transmigration is positively and significantly impacted by self-efficacy. This means that employees with higher self-efficacy tend to achieve better performance because they are more confident, persistent, and capable of completing tasks even under pressure. The descriptive analysis also supports this finding, showing that self-efficacy is rated high, with task-completion ability being the strongest contributing indicator. These results align with previous studies by Hadi (2023), Widodo and Tandiyono (2024), and Prameswari et al. (2024), which confirm that self-efficacy is a key determinant of employee performance.

Furthermore, H2 is accepted, indicating that work–life balance has a positive and significant effect on employee performance. Employees who successfully balance work and personal life tend to have lower stress levels, better psychological well-being, and higher motivation, which ultimately improves their performance. Descriptive results also show a high level of work–life balance, with adherence to working hours identified as the strongest indicator. These findings are consistent with research by Margolang (2024), Musthaq et al. (2025), and Nadhilah et al. (2025), emphasizing that work–life balance plays an important role in enhancing employee performance.

Lastly, H3 is accepted, confirming that job satisfaction positively and significantly influences employee performance. Employees with higher job satisfaction demonstrate stronger motivation, loyalty, and consistent quality of work. Descriptive analysis indicates that job satisfaction falls under the “fairly satisfied” category, suggesting that while financial rewards are appreciated, improvements in the work environment are still needed to further enhance satisfaction and overall performance. These findings support previous studies by Iis and Yunus (2016), Jamilah et al. (2024), and Sutanto et al. (2024) which also affirm that job satisfaction significantly impacts employee performance.

Based on these findings, this study provides several important implications in the research context. The results strengthen empirical evidence that self-efficacy, work–life balance, and job satisfaction are key determinants of employee performance, particularly within public sector organizations. This study also contributes to the human resource management literature by confirming that psychological and work-related factors play a significant role in shaping employee performance in government institutions.

The findings imply that the Yogyakarta Department of Manpower and Transmigration should prioritize human resource policies that enhance employee self-efficacy through training, capacity-building programs, and task empowerment. In addition, organizational efforts to maintain a healthy work–life balance, such as clear working-hour regulations, workload management, and supervisory support, are essential to sustaining employee motivation and performance. Furthermore, improving job satisfaction through better work facilities, a supportive work environment, and fair reward systems can further optimize employee performance. The study suggests that integrated human resource management strategies focusing on psychological well-being and work conditions are crucial for improving performance outcomes in public sector organizations.

6. Conclusion

This study looked at how employee performance at the Yogyakarta Department of Manpower and Transmigration was impacted by self-efficacy, work–life balance, and job satisfaction. The results demonstrate that each of the three factors, both separately and collectively, significantly and favorably affects worker performance.

This demonstrates that workers' self-assurance, work-life balance, and degree of job satisfaction all contribute significantly to improving performance. The results highlight that employee performance is shaped not only by technical competencies but also by psychological and well-being factors. From a theoretical perspective, this study strengthens existing performance-related theories by emphasizing the importance of self-efficacy, work-life balance, and job satisfaction. Practically, the findings suggest that organizations should develop employee self-efficacy through training, support work-life balance policies, and improve job satisfaction by fostering a positive and supportive work environment.

Despite its contributions, this study has several limitations. First, the research was conducted in a single public institution, which may limit the generalizability of the findings to other sectors or organizations. Second, the use of a cross-sectional design restricts the ability to capture changes in employee performance over time. Third, the study relied on self-reported data, which may be subject to response bias. Future research is encouraged to include additional variables such as leadership, work motivation, organizational culture, or organizational commitment. Expanding the research setting to different sectors and applying longitudinal or mixed-method approaches would provide a more comprehensive understanding of factors influencing employee performance.

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