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## IMPROVING NURSE PERFORMANCE: DOES EMPLOYEE ENGAGEMENT MEDIATE?

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### ABSTRACT

The purpose of this study was to determine the effect of self efficacy and work life balance on the performance of Cilacap Regional General Hospital nurses with employee engagement as a mediating variable. This research uses quantitative methods. The sample came from a population of 125 inpatient nurses. The data analysis method used is SEM with the Smart PLS Version 4.0 tool. The results showed that self efficacy has a significant positive effect on nurse performance. Work life balance does not have a significant positive effect on nurse performance. Employee engagement does not mediate self efficacy on performance and employee engagement mediates the effect of work life balance on performance. The limitations experienced are that the population taken is limited to nurses in several units in the Cilacap Regional General Hospital and other variables can still affect the results of the study.

**KEYWORDS:-** Self efficacy, work life balance, employee performance, employee engagement.

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### 1. INTRODUCTION

Health is a state of health of a person both physically, mentally, and socially and not just free from disease to enable him to live productively (Kemenkes, n.d.). Awareness of the importance of health has encouraged people to establish a healthy lifestyle. Lack of understanding of the benefits of optimal health is a challenge in itself, hospitals as health service centers have a very strategic role (Harianja et al., 2022). One of them is the Cilacap Regional General Hospital which has a social function in the health sector and is a public service that continuously prioritizes hospital management, goals and functions. (*Profil RSUD Cilacap*, n.d.)

The most needed and qualified human resources in hospitals are nurses. Nurses have to work every day and help patients all the time, so nurses must have expertise in their fields to provide quality care (Kharismasyah et al., 2021). It is important for nurses to understand all complaints, fulfill requests, and treat patients according to protocols, as well as provide complete accountability to patients. Therefore, the factors that greatly influence nurses in maximizing their work are their performance (Yustikasari & Santoso, 2023). Performance is the ability possessed by individuals or groups in an organization to fulfill their roles, obligations, and responsibilities in carrying out daily activities in order to achieve organizational goals (Triana & Syahputra, 2024).

Table 1. Patient visit data of RSUD Cilacap August 2024

No	How to enter	BPJS		NON BPJS		Amount
		Male	Female	Male	Female	
1	Emergency care	863	982	230	173	2.248
2	Hospitalization	722	820	117	103	1.762
3	Outpatient	6.634	7.568	1.346	1.137	16.685
Total		8.219	9.370	1.693	1.413	20.695

Sumber : data.cilacapkab.go.id

Based on data on patient visits at Cilacap Regional Hospital in August 2024, it can be seen that in August 2024 Cilacap Regional Hospital served 20.695 patients. The data shows that medical personnel, especially nurses, tend to have a high level of workload every day, high work demands on nurses can have an impact on the quality of service provided and also their performance (Febrianti et al., 2024).

Nurse performance is affected by a number of factors, including self efficacy, work life balance and employee engagement. To achieve optimal performance, one of them can be achieved through self efficacy (Indriyani et al., 2023). According to Indriyani et al., (2023) Self efficacy is a person's level of faith in their capacity to carry out certain tasks. Self efficacy determines how nurses can complete their tasks, if nurses have low self efficacy they tend to avoid tasks and are less able to provide good results in the tasks they do (Harianja et al., 2022).

Research by Kabakoran et al., (2023), Harianja et al., (2022), Santri et al., (2022), Pangestu & Ardiana, (2024), Wulandari & Mujannah, (2024), Bagis et al., (2023) , Nugraha & Kharismasyah, (2024) claims that self efficacy significantly improve employee performance Meanwhile, research by Fauziyyah & Rohyani, (2022), Wulandari et al., (2024) claims that employee performance is not significantly impacted by self-efficacy.

Additionally, a component that affect performance in research Mallafi & Silvianita, (2021) is work life balance. This is a circumstance when people can balance work demands with personal needs so as to achieve satisfaction in both professional and personal life (Rahmadani et al., 2023). Based on observations made with the head nurse, there is an inflexible work schedule, such as the night shift and high workload is a major factor such as work that has not been completed on one shift will become the responsibility of the next shift, resulting in increased workload. The need to provide

services to patients continuously can cause physical fatigue. As a result, nurses find it difficult to make time for family, friends, or other personal activities.

Research by Arfandi & Kasran, (2023), Mujahidin et al., (2023), Pebiyanti & Winarno, (2021), Mallafi & Silvianita, (2021), Arifin & Muharto, (2022) claims that the performance of employees is significantly improved by work-life balance. Meanwhile, research by Kembuan et al., (2021), Marsyanda & Rozaq, (2021) work life balance has no significant positive impact on employee performance.

Considering the explanation and research findings above, there are inconsistencies in findings from the study between the self-efficacy and work-life balance's effects on performance. Researchers try to provide solutions by adding employee engagement variables as mediating variables. Employee engagement or employee involvement is an appropriate variable to mediate between self efficacy and work life balance. Employee engagement is The degree to which an individual is actively involved and dedicated to work and company goals (Aldira et al., 2023). Engaged employees will feel ownership and responsibility for the success of the company, so they tend to be more productive, innovative and loyal. This will ultimately have a favorable influence on the business's overall performance (Katili et al., 2021). There have been many studies that demonstrate a strong correlation between performance and employee engagement, namely Aldira et al., (2023), Djalil et al., (2021), Manalu, (2023) and Wafi, (2023). Research from Pulungan & Rivai, (2021) says that Employee Engagement can mediate self-efficacy on performance. Meanwhile, research from Asjari, (2022) results in that employee engagement can mediate the impact of work-life balance on output.

By actively involving employees in the organization, not only does it increase their productivity, but it also makes them feel more valuable and important in achieving common goals (Asri, 2020). Employee emotional engagement, as expressed by Obuobisa-Darko, (2020), is characterized by a positive attitude, optimism, energy, focus, and high dedication. When employees feel engaged, they will be more eager to give their best contribution to the company. This enhances individual performance while also helping the business succeed as a whole.

This study develops the outcomes of the investigation from Rhizenda et al., (2023) which examines the relationship between self efficacy and work life balance on the performance of savings and loan cooperative employees. Researchers added employee engagement as a mediating variable. In addition, this research emphasize on nurses at the Cilacap Regional General Hospital so that there are differences in job characteristics and work environment.

Researchers took this study because there is a novelty where it is still rare for the relationship between self-efficacy and work-life balance to nurse performance to be mediated by employee engagement. Antecedent variables are considered to have a crucial role in improving nurse performance, while employee engagement is seen as a mediating variable that strengthens the relationship. With high self-efficacy and work-life balance, nurses are expected to be more engaged at work, which in turn can improve their overall performance.

Considering the previously mentioned background, the researcher formulates the problem between the influences of self efficacy, work life balance on performance with employee engagement as a mediating variable.

## **2. LITERATURE REVIEW**

### **2.1 Human Capital Theory**

Human Capital Theory according to Schultz, (1961) is the idea that human resources, such as skills, knowledge, and health can be considered as a form of capital that can be invested to increase the productivity and income of individuals and society as a whole. Human capital theory is very helpful in increasing work productivity in carrying out tasks, organizations, and various situations and conditions.

### **2.2 Employee Performance**

Performance is the outcome of labor obtained from the level of achievement of implementation according to the targets imposed by the company (Rohmadany & Astaginy, 2023). Performance indicators are work quantity, work quality, task execution and responsibility for work (Mangkunegara, 2019)

### **2.3 Self efficacy**

Self efficacy is a person's subjective evaluation of his belief in the ability to perform a task (Wismawati et al., 2024). This self-confidence does not only focus on technical ability, but also includes the belief that the individual is able to overcome challenges and achieve expected results in various life situations. According to Lunenberg, (2011) there are 4 indicators, namely experiences of success, experiences of other individuals, verbal persuasion, and physiological conditions.

### **2.4 Work Life Balance**

Work life balance is a person's ability to efficiently manage their time and energy, so that they can meet the demands of work, family and personal life without experiencing conflict, and increase motivation and productivity. (Mardiani & Widiyanto, 2021). Work-life balance is shown by three factors: time balance, engagement balance, and satisfaction balance (Hudson, 2005).

### **2.5 Employee Engagement**

Employee engagement is the level of employee involvement shown through high enthusiasm in achieving organizational goals, optimal performance and a deep understanding of job responsibilities (Simanjuntak & Sitio, 2021). According to Arista & Kurnia, (2020) employee engagement is a positive feeling that makes them want to give their best in their work. They are focused, excited and really care about what they do. According to Schaufeli et al., (2006) there are 3 indicators namely vigor, dedication, and absorption.

### **2.6 The Effect of Self Efficacy on Nurse Performance**

Individual success is a form of high self-efficacy because they are able to complete tasks with their abilities so that they can produce optimal performance (Santri et al., 2023). Studies by Kabakoran et al., (2023), Harianja et al., (2022), Bagis et al., (2023), Bitrián et al., (2024), Nugraha & Kharismasyah, (2024) say that performance is significantly improved when self-efficacy is present.

**H1** : Self efficacy has a significant positive effect on nurse performance

### 2.7 The Effect of Work Life Balance on Nurse Performance

Nurses have high performance if the work-life balance in the place where they work can be fulfilled properly (Febrianti et al., 2024). According to Mardiani & Widiyanto, (2021) work life balance is a way for nurses to be able to have a healthy way of life so that it has an influence on improving nurse performance. There have been many studies according to Fitri et al., (2022), Mallafi & Silvianita, (2021), Kaya & Karatepe, (2020), Arifin & Muharto, (2022) say that employee performance is significantly improved by work-life balance.

**H2** : Work life balance has a significant positive effect on nurse performance

### 2.8 The Effect of Self Efficacy on Nurse Performance Mediated by Employee Engagement

Based on research Astuti, (2024) indicates that high self efficacy makes employees more involved in work, thereby improving performance. With strong beliefs and involvement, employees are able to make decisions and take responsibility for the tasks they do (Pulungan & Rivai, 2021)

**H3** : Employee engagement mediates the effect of self efficacy on nurse performance

### 2.9 The Effect of Work Life Balance on Nurse Performance Mediated by Employee Engagement

Work-life balance when put into practice in a business is anticipated to be able to raise the degree of employee performance so that it might inspire people to work hard and fulfill their responsibilities to the organization (Mardiani & Widiyanto, 2021). According to Asjari, (2022) said that employee engagement can mediate the balance between work and life on employee performance. Employee engagement has a significant role in strengthening the relationship between work-life balance and productivity, as engaged employees tend to be more focused and dedicated in carrying out their duties (Mala et al., 2024)

**H4** : Employee engagement mediates the effect of work-life balance on nurse performance

Based on the explanation above, a framework can be described as follow :

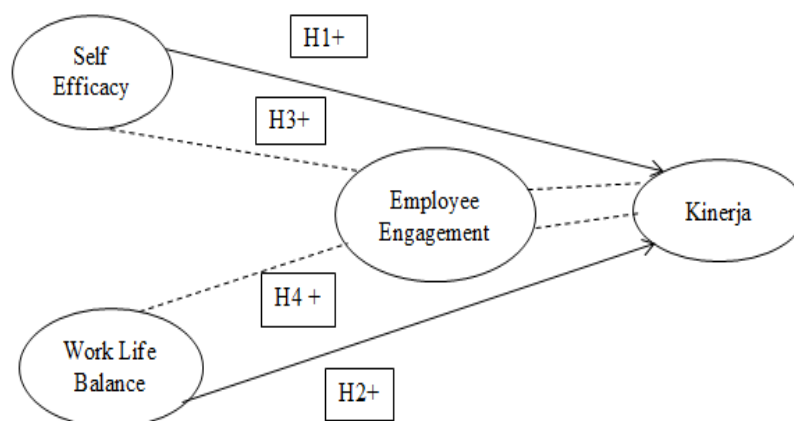


Figure 1. Framework

### Hypothesis

H1 : Self efficacy has a significant positive effect on nurse performance

H2 : Work life balance has a significant positive effect on nurse performance

H3 : Employee engagement mediates the effect of self efficacy on nurse performance

H4 : Employee engagement mediates the effect of work-life balance on nurse performance

## 3. RESEARCH METHOD

This study falls under the category of quantitative research. The population was 125 nurses in the inpatient room at the Cilacap Regional General Hospital. The sampling method combined saturated sampling with non-probability sampling approach or census. Data were obtained directly through a survey in the form of a questionnaire, using the Likert scale method with a rating range of 1 - 5 to measure respondents' answers (Sugiyono, 2019). To assess data quality, reliability, discriminant validity, as well as AVE and Cronbach's Alpha values, researchers used a Structural Equation Modeling (SEM) approach using SmartPLS (Partial Least Square) type structure made with outer model analysis techniques. The inner model test was executed after the outer model the test was finished in order to evaluate the relevance of the structural parameter coefficients, t test, and R-Square level. Researchers also conduct indirect or mediating effect tests and hypothesis testing.

## 4. RESULT AND DISCUSSION

### 4.1 Result

Based on the questionnaire data obtained, an overview of the traits of those surveyed according to gender, age, marital status, length of work and latest education.

Table 2. Respondent Identity Profiles

Category	Frequency	Percentage
<b>Gender</b>		
Male	33	26,4
Female	92	73,6
<b>Age</b>		
20 – 25 years	19	15,2%
26 – 30 years	29	23,2%
31 – 35 years	27	21,6%
36 – 40 years	13	10,4%
> 41 years	37	29,6%
<b>Marital status</b>		
Married	89	71,2%
Not Married	36	28,8%
<b>Length of work</b>		
< 1 years	17	13,6%
1 -3 years	32	25,6%
4 – 5 years	15	12%
6 - 7 years	18	14,4%
8 - 10 years	2	1,6%
> 10 years	41	32,8%

**Education**

S1	72	57,6%
Diploma	45	36%
Other	8	6,4%

**Source :** Data processed by researchers, 2024

Respondents were dominated by women with a percentage of 73.6%. Most of the respondents were over 41 years old, 29.6%, 71.2% were married and had work experience > 10 years, 32.8% with the latest education S1, 57.6%.

**4.1.1 Outer Model**

PLS SEM analysis was carried out using the Smart-PLS tool to test the outer model first. Outer model analysis consists of convergent validity, discriminant, and reliability tests.

**A) Convergent validity test**

To verify the legitimacy, the loading factor or outer loading value is utilized.. The validity of an indication is determined by the outer loading value > 0.60 (Ghozali, 2021) . The relationship between the indicator and its construct is known as the factor loading value; the stronger the correlation, the greater the validity level (Sitompul, 2024).

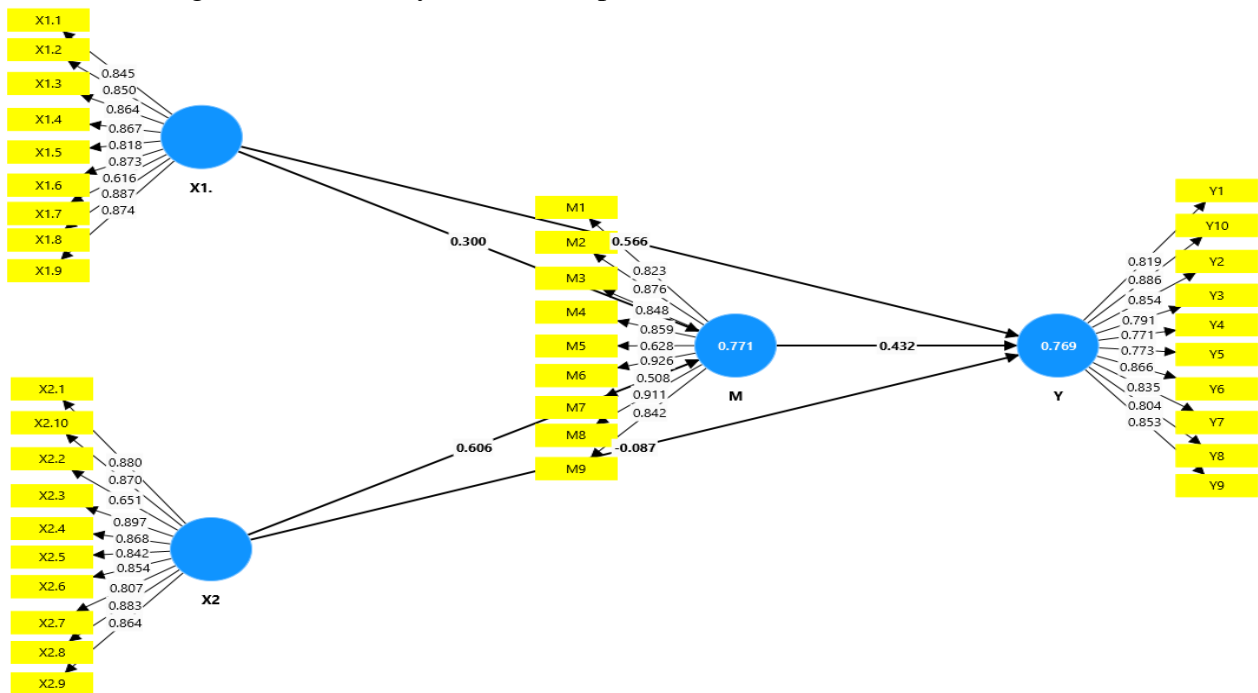


Figure 2. First stage outer loading test

Considering the loading factor in Figure 2, It displays that several variable statements have a loading factor value < 0.60. These statements are then not included in the model because they are considered insufficient to represent the measured variables.

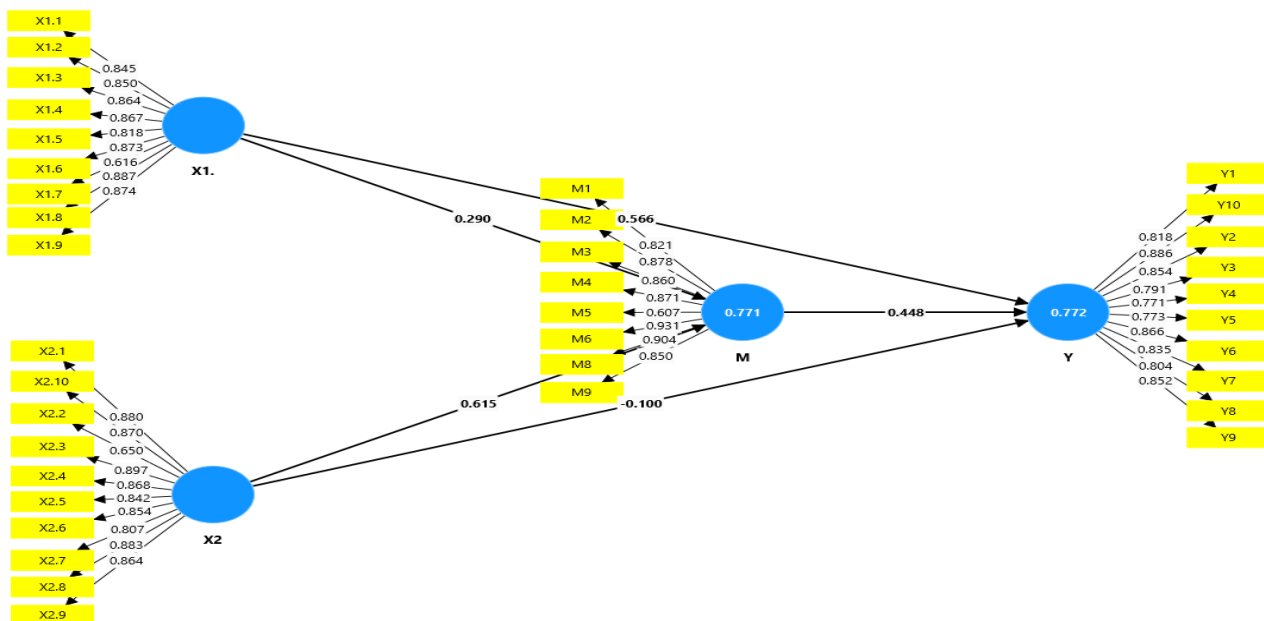


Figure 3. Second stage outer loading test

In Figure 3 is the loading factor value after the statement that has a loading factor value  $< 0.60$  is removed or deleted. After the statement is removed, each and every variable has a value  $> 0.60$  so that can be said to be valid. (Ghozali, 2021)

**B) Discriminant validity test**

The discriminant validity test's objective is to ascertain whether the indicators of a variable have a higher value than the indicators of other variables (Salim et al., 2021). Discriminant validity measurement was attempted using the fornell lacker method.

Table 3. Discriminant validity (Fornell lacker's criterium )

Variable	Employee Engagement	Self Efficacy	Work Life Balance	Life Nurse Performance
Employee Engagement	0.845			
Self Efficacy	0.821	0.836		
Work Life Balance	0.866	0.862	0.844	
Nurse performance	0.826	0.848	0.776	0.826

Source : Data processed by researchers, 2024

**C) Reliability and AVE Test**

Reliability testing is a method used in research to assess the level of variation in the data used through examining Cronbach's alpha, composite reliability and AVE scores (Sumiarti, 2023) . A variable is considered reliable and valid if the Cronbach's alpha value is  $> 0.70$ , composite reliability  $> 0.60$  and AVE  $> 0.50$  (Ghozali, 2021).



Table 4. Reliability and AVE test

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE	Result
Employee Engagement	0.941	0.951	0.952	0.715	Valid and reliabel
Self Efficacy	0.945	0.951	0.954	0.699	Valid and reliabel
Work Life Balance	0.954	0.960	0.961	0.713	Valid and reliabel
Nurse Performance	0.948	0.953	0.955	0.682	Valid and reliabel

**Source :** Data processed by researchers, 2024

Considering table 5 which is processed using smartPLS, it demonstrates that every variable has a Cronbach's alpha value > 0.70, composite reliability > 0.60 and AVE value > 0.50, so all variables are considered reliable (Ghozali, 2021).

#### 4.1.2 Inner Model

Inner Model is a model used to predict the relationship between latent variables as seen by the R-square value (Sumiarti, 2023).

##### A) R Square

R-square is useful for explaining an influence of the dependent variable whether it has a substantive influence, besides seeing how much the ratio of the dependent variable can be explained by the independent variable (Firjatullah et al., 2023). R-square which has a value of 0.67 (strong), 0.33 (moderate), and 0.19 (weak) (Dikdoyo et al., 2022).

Table 5. R-Square

Variable	R-square	R-square adjusted
Employee Engagement	0.771	0.767
Nurse Performance	0.772	0.766

**Source :** Data processed by researchers, 2024

The adjusted R-Square value of the employee engagement variable is 0.767, indicating that the self efficacy and work life balance variables can provide an explanation. the employee engagement variable by 76.7%. So it can be concluded that the model is considered strong. Meanwhile, 23.3% is influenced by other variables not examined in this study. While the adjusted R-square value of the employee performance variable is 0.766, this indicates that the variables of self efficacy, work life balance and employee engagement can provide an explanation the employee performance variable by 76.6%. So it can be concluded that the model is considered strong, and 23.4% is influenced by other variables not examined.

**B) Hypothesis testing**

The purpose of hypothesis testing is to test the effect of the independent variable on the dependent variable (Dikdoyo et al., 2022). Hypothesis testing using significance P value  $<0.05$  and t statistic  $> 1.96$  (Ghozali, 2021)

Table 6. Direct and indirect effect

Variable	Original sample (O)	T statistics	P values	Result
Self Efficacy -> Nurse Performance	0.566	3.260	0.001	H1 : Positive significant
Work Life Balance -> Nurse Performance	-0.100	0.425	0.671	H2 : Not significant
Self Efficacy-> Employee Engagement -> Nurse Performance	0.130	1.669	0.095	H3 : Not significant
Work Life Balance -> Employee Engagement -> Nurse Performance	0.275	2.009	0.045	H4 : Positive significant

**Source :** Data processed by researchers, 2024

Considering the outcomes of obtaining the original sample value of 0.566 with a statistical t value of  $3.260 > 1.96$  and a P value of  $0.001 < 0.05$ , it shows that self efficacy has a significant positive effect on nurse performance.

The level of significance in the second hypothesis of the work life balance variable on nurse performance with t statistics  $0.452 < 1.96$  and p value  $0.671 > 0.05$ . The work life balance variable doesn't possess a significant positive effect on nurse performance.

In the third hypothesis, namely the effect of self efficacy mediated by employee engagement on nurse performance with a p value of  $0.095 > 0.05$  and a statistical t value of  $1.669 < 1.96$  indicating that employee engagement cannot mediate the effect of self efficacy on performance.

The results of obtaining the original sample value of 0.275 and t statistics  $2.009 > 1.96$  in hypothesis 4 that employee engagement is able to mediate the impact of work life balance on nurse performance.

**4.2 Discussion**

In light of the findings and hypothesis testing results, it indicates the existence of a significant positive influence between the self efficacy variable on nurse performance. The existence of self-confidence in nurses is capable of offering optimal results on performance and can complete individual responsibilities in completing tasks (Pulungan & Rivai, 2021). Nurses who are confident

in their abilities will be more eager and find it simpler to complete their task, which will improve their (Angriani & Suhartini, 2024). In accordance with *social cognitive theory* that greater levels of self-efficacy the more assured you are of your capacity to succeed, thus, when in a challenging circumstance those with high self-efficacy will put in more effort to overcome the obstacle. (Robbins, 2015). This finding is in line with the results of research by Kabakoran et al., (2023), Harianja et al., (2022) that self efficacy has a positive and significant effect on employee performance.

The second test result is that there is an insignificant impact of work-life balance on productivity. This means that good or bad work life balance that has been implemented has no influence on nurse performance (Oktavia Marsyanda & Rozaq, 2021). This happens to nurses at the Cilacap Regional General Hospital, nurses' rest time can be disrupted and require returning to the hospital to complete work demands given by superiors. This result is in line with the research of Kembuan et al., (2021), Marsyanda & Rozaq, (2021) stated that work life balance does not have a significant effect on employee performance.

The outcomes of the tests the indirect effect of self efficacy variables mediated by employee engagement on nurse performance show that employee engagement variables are not able to mediate the effect of self efficacy on nurse performance. Although nurses are very involved with their work and have high self-efficacy, it has no influence on performance (Mala et al., 2024). This finding is in line with previous research by Fauziyyah & Rohyani, (2022) which explains that self efficacy has no effect on performance and research Karimah & Astuty, (2023) which states that employee engagement is unable to mediate self efficacy on performance.

The results of testing the indirect effect of work life balance variables mediated by employee engagement on employee performance show that employee engagement is able to mediate work life balance variables on performance. High work-life balance in nurses has an impact on high emotional involvement and is related to work outcomes, nurses who are fully involved with the organization have more positive energy and are eager to put themselves into their work (Asjari, 2022). This finding is supported by previous research by Asjari, (2022) saying that employee engagement can mediate work life balance on performance.

## 5. CONCLUSIONS AND SUGGESTIONS

### 5.1 Conclusion

It is evident from the study's findings that there is a substantial and favorable affect between self efficacy variables on nurse performance. Nurses with high self efficacy tend to be proactive in finding solutions, more courageous in taking initiatives and able to overcome challenges at work. In addition, work-life balance has no effect on performance, which although work-life balance is important for the welfare of nurses, other factors such as high workloads and large responsibilities often make it difficult for nurses to achieve an ideal balance. In addition to the indirect effect, employee engagement is unable to mediate self efficacy on performance while employee engagement mediates work life balance on performance.

## 5.2 Suggestions

This study identifies limitations, especially employee engagement is not able to mediate self efficacy and Work-life balance has no impact on output. of nurses at Cilacap Hospital. Future research can be conducted on a wider scale covering a larger area and involving more employees from various levels and adding other variables that can affect employee performance such as organizational citizenship behavior, perceived organizational support, and organizational justice. And can develop with different research subjects other than nurses in hospitals such as manufacturing or service companies.

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