

The Psychological Effect of Life Satisfaction on Work Engagement: Mediating Variable of Self-Efficacy for Managing Work-Family Conflict

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Abstract

The contemporary work environment is changing so quickly and unpredictable as a result of global competition, making having people who are highly engaged in their work the ideal situation for a firm to succeed. Using self-efficacy for managing work-family conflict (SE-MWFC) as the mediating variable and demographic factors gender, age, and years of service as the moderating variables, the aim of this study was to investigate the relationship between life satisfaction and job engagement. 166 workers from Jakarta's private sector companies—47 men and 119 women—served as the study's subjects. Self-reports that gauge life satisfaction, workplace engagement, and SE-MWFC were used to gather the data. With AVE coefficients all above 0.50 and alpha Cronbach reliability coefficients all above 0.60. all research measuring devices show convergent and discriminant validity. Using the SMARTPLS tool, path analysis and structural equation modeling was used to verify research hypotheses. The findings indicated that (1) life satisfaction was significantly positively correlated with work engagement, (2) life satisfaction was significantly positively correlated with SE-MWFC, (3) SE-MWFC significantly acted as a mediating variable to the relationship between life satisfaction and work engagement, and (4) gender demographic variables were significantly proven to be moderating variables, while age and length of work were not proven to be moderating variables in relationships between life satisfaction and work engagement. The main implication of this study is how crucial the SE-MWFC is as a mediating variable in understanding the relationship between life satisfaction and employee work engagement. In an effort to strengthen the link between life pleasure and employee work engagement, firms can also take employee demographic aspects into consideration.

Keywords: Life satisfaction, Work engagement, Self-efficacy for managing work-family conflict, Employee demographic.

INTRODUCTION

Companies now days must contend with a number of difficulties and quick changes, including the COVID-19 epidemic, quick technical advancements, severe global rivalry, and shifts in customer behavior (McKinsey & Company, 2022). Because of all these difficulties, businesses need to have highly engaged personnel who can handle heavy workloads and unpredictable circumstances (Macey, et al. 2009). Only that only 21% of employees are deemed to be actively engaged in their work, according to a global Gallup survey from 2021, and 19% of employees are actively demotivated (Gallup, 2022). However, according to Harter (2021), only 20% of employees worldwide were engaged in 2021. Only two out of every ten employees report feeling positively about their employer and emotionally and mentally invested in their work. The study also demonstrates that nations with high employee engagement levels typically have higher productivity, happiest workers, and lower absenteeism rates. Employee engagement is crucial for businesses to improve performance and success.

The aforementioned viewpoint supports Bakker's (2017) findings that employee and organizational performance are strongly correlated with work attachment. Furthermore, research from the previous ten years has also shown conclusively that involvement is essential for organizational success. High levels of innovation and creativity, customer satisfaction, satisfying financial outcomes, a decrease in sick days, and enhanced organizational citizenship behaviour are all signs of success (Bakker & Demerouti, 2014). Consequently, it is clear that work engagement affects employee performance in a variety of ways. Reduced productivity, delays in finishing tasks, high turnover, poor product quality, and poor employee welfare are the effects of low engagement on businesses (Sorenson, 2013). According to Simbula and Guglielmi (2011), work attachment is the organizational members' participation in completing their tasks by expressing themselves fully physically, cognitively, emotionally, and

mentally. Work attachment is a positive and satisfying work-related state of mind characterized by enthusiasm, dedication, and appreciation (Bakker & Demeuroti, 2008).

Employee work engagement, according to Bakker & Sanz-Vergel (2013), may be demonstrated in how employees handle challenging job demands and manage their resources to meet these challenges. According to Bakker & Demerouti (2007), the theory of Work Demands and Resources explains the elements that affect both high and low levels of work engagement (JD-R). Job demands and job resources are the two key aspects that affect how motivated employees are at work. Work demands include responsibilities that are taxing and demand a lot of physical and mental effort. Whilst job resources refer to components of work that give workers tools and help to meet work demands. Employees will be more engaged at work if there is a healthy balance between job demands and job resources. Workers will feel overburdened and burnout if job demands are greater than job resources, which will lower work engagement.

Saks (2006) conducted a literature review to better understand the factors influencing work engagement and came to the following conclusions: (1) Job resources, such as social support, training, and career development opportunities; (2) Job demands, such as workload, time constraints, and task uncertainty; and (3) Individual characteristics, such as personality, values, and work experience. Yet, according to Demerouti, et al. (2001), a job resource is something that is presumed to be positively associated to work engagement, such as social support from coworkers and superiors, performance feedback, skills, and learning opportunities. Job resources also include any organizational, social, or environmental features that help workers cope with the demands of physically and emotionally taxing jobs (psychological costs). In other words, it is possible to accomplish business objectives while encouraging employee learning, development, and personal growth. Personal resources are also characterized as favorable self-perceptions relating to one's mental toughness and to one's perceptions of one's capacity to successfully manage and affect their surroundings (Bakker, et al. 2011).

Life satisfaction may have a favorable impact on work engagement, according to research by Bakker & Demerouti (2008), Saks (2006), Tims, et al. (2013), Wang & Chen (2011), and Fahmi & Wahyuni (2020). Positive life experiences, such as life satisfaction, are one factor that affects work engagement. This is related to JD-work R's engagement theory, which claims that life satisfaction can be viewed as a personal resource that influences an individual's attitudes toward their work. Work engagement is formed through the interaction of work resources (job resources), job demands (job demands), and individual attitudes toward work (personal resources).

Pramana & Putra's (2022) research suggests a link between life pleasure and work engagement, numerous studies have not been able to demonstrate this connection. Ilies, (2016) found in their study that regardless of an individual's level of happiness or life satisfaction, a happy mood can aid boost work performance generally. To explain the process through which life satisfaction impacts work engagement, it is crucial to take into account the intervening variables between the relationship between life satisfaction and work engagement. Managers and organizations should be able to use the existence of intervening variables—both mediating and moderating variables—to better understand the link between these two variables. Because it speaks to the complexity of changes in the contemporary workplace, researchers picked the variable mediating self-efficacy for managing work-family conflict employees as an intermediary variable between the variables of life satisfaction and work engagement. Conflicts between work and family that impair employees' attachment to their jobs and sense of life happiness are common. Because it can lead to stress, exhaustion, and an imbalance between work and personal life, this conflict may have an adverse effect on life satisfaction (Yucel, 2017). Due to its potential to lower employee motivation and sense of attachment to their work, this conflict may also undermine work attachment (Opie & Henn, 2012). Age, gender, and length of service of employees working at work are also the demographic variables that need to be taken into account in this study because they are easily obtainable variables that will be very important information in understanding the relationship between life satisfaction and work engagement more thoroughly.

LITERATURE REVIEW

Work Engagement

Macey and Schneider (2008), Kahn (1990), and Schaufeli et al. (2002) argued that engagement can be viewed as a condition, a behavioral propensity, and a personality trait. Engagement as a state is associated with a high level

of involvement in work and organization as well as a strong affective energy. An identification sense, a sense of pride, as well as sensations of zeal and awareness make up the affective component. Passion, engrossment, and a sense of self-presence at work, which is referred to as self-presence at work, are traits of high organizational involvement.

As a behavioral tendency, engagement is understood as adaptable behavior with the aim of attaining organizational objectives. The status quo can be maintained and protected or change and/or promotion of change can be one of these objectives. This definition helps to explain the significance of engagement for firms by concentrating on employee engagement manifestations. Work engagement is seen as a trait that indicates a more stable personality quality, good conduct when performing work-related tasks, activity, and vigor, as well as adaptability. Employers can choose workers who have a strong propensity to be entirely absorbed in their work by making work engagement a stable individual characteristic (Macey & Schneider, 2008).

Work involvement is viewed by Maslach, et al. (2001) as the beneficial counterpart to burnout. Employees who are burnt out experience problems at work and see it as demanding and stressful. On the other hand, engaged workers view their work as a demanding activity and feel energized and effectively connected to it. Others distinguish between work engagement and burnout as an independent notion. According to this perspective, work engagement is a pleasant and contented mental state that is associated with work and is marked by passion, dedication, and ardor. Burnout is considered to cause a transient, distinct mental condition known as "emptiness." Positive mental health and a sense of fulfillment are seen to be stronger and more enduring emotional-cognitive states than work engagement.

Job engagement significantly affects both individual and business performance (Schaufeli & Bakker, 2004). It is believed that work engagement gives energy and attention that enable employees to perform to the best of their abilities at work, and that focus both helps to increase the quality of work and encourages employees to concentrate on tasks and career goals. This is possible because work engagement is an enthusiastic, committed, and absorptive mental environment that is related to one's work (Bakker & Demuroti, 2008). Work engagement is the participation of organizational members in their work responsibilities so that each member can offer their full physical, cognitive, emotional, and mental selves to their jobs (Simbula and Guglielmi, 2011).

Employees who are highly engaged at work are more likely to feel appreciation, joyful, and enthusiastic while working (Bakker & Demerouti, 2008). In addition, highly engaged employees will be more dedicated and focused, which will increase their productivity. It was also mentioned that employees with a high degree of work engagement will be more active and have a more upbeat attitude than employees with a low level of work engagement (Bakker, et al. 2011).

LIFE SATISFACTION

A cognitive element of subjective well-being is life satisfaction (Diener, 2009). The subjective conviction or sense that one's life is going well is referred to as subjective well-being (Lucas, 2009). Positive and negative affect (as the emotional component of subjective well-being) as well as life satisfaction were recognized by Andrews and Withey (Diener et al., 1999) as the subjective well-being component (as a cognitive component). The emotional component is the way that a person directly assesses the things that happen in his or her life, including both the good and bad feelings that they encounter. While the cognitive component refers to the cognitive assessment of a person's life overall and over significant aspects of their life (Diener, et al. 1999). Additionally, according to Diener et al. (2008), life satisfaction is a cognitive evaluation of how well and satisfactorily people have performed in their lives as a whole and in significant domains that they consider important, such as interpersonal relationships, health, work, income, spirituality, and recreational activities (domain satisfaction).

A person's subjective assessment of their quality of life is called life satisfaction (Pavot & Diener, 2008). According to Lambert, et al. (2009), a person's overall quality of life is evaluated when they are satisfied with their lives. Life satisfaction is a component of subjective well-being (SWB) (Pavot & Diener, 2008). Success at work, good health, a longer life expectancy, and better family and work environments are all factors that are related to a person's level of life satisfaction (Diener & Chan, 2011). According to Luhmann, et al. (2012), life satisfaction can be a predictor of significant life events.

The study revealed that job engagement might benefit from life contentment. Individuals with high levels of life satisfaction frequently engage in and put more energy into their employment. This might be the result of elements like an overall positive attitude and sense of well-being, which boosts drive and engagement at work. For instance, a person who is content with their overall quality of life may have greater self-assurance, a greater desire to do well, and greater investment in their profession. In contrast, persons who are unhappy with their lives may experience more stress, which might lower their level of engagement and vigor at work. This context might be viewed as the emotive disposition that underlies a person's life happiness (Saks, 2006; Bakker & Demerouti, 2008). Positive feelings in the family or professional domains can be enhanced by life satisfaction, which might boost one's confidence in handling conflict between the two domains Grzywacz & Marks, 2000.

SELF-EFFICACY FOR MANAGING WORK-FAMILY CONFLICT (SE-MWFC)

According to Bandura (1997), self-efficacy is defined as a person's confidence in his or her capacity to carry out the actions required to achieve the desired goal. An evaluation of one's own talents, including whether they are good or bad, right, or wrong, and able to perform tasks as needed, is known as self-efficacy. This idea is based on a person's opinion of their own skills and past experience in similar circumstances. Self-efficacy is influenced by prior experiences, social variables, and environmental factors, according to Bandura (1997). He demonstrated how motivation, feelings, and conduct can all be impacted by one's sense of self-efficacy. So, how much effort people put into their jobs and how long it takes to complete them will depend on this factor in self-efficacy. Those who have high self-efficacy can utilize their best efforts to overcome challenges, but those who have low self-efficacy are more likely to minimize their efforts or avoid facing challenges.

Work-family conflict (WFC) is a type of role conflict that happens when demands from work and family conflict and lower individual satisfaction in both domains. Work-family conflict and family-work conflict are two possible directions in which WFC might occur (Greenhaus & Beutell, 1985). A person's belief in their capacity to handle conflict from work to family and from family to work is known as self-efficacy for managing work-family conflict (SE-MWFC) (Cinamon and rics, 2010). A potentially helpful unifying lens for examining both the advantages of multi-role involvement and work-family conflict is provided by social cognitive theory (Hennessy & Lent, 2008). Understanding people's perceptions of and coping mechanisms for conflicts between various life roles requires a knowledge of the social cognitive concept of self-efficacy. Self-efficacy refers to one's personal perceptions of their capacity to carry out a specific habit or action. It is believed that self-efficacy beliefs influence emotional states, cognitive processes, behavioral decisions, and the regulation of other people's behavior (Bandura, 1997, in Hennessy & Lent, 2008). This construct can be extended to the work-family setting since people who have strong beliefs in their capacity to handle interpolate conflict report less work-family conflict, less role-related stress, and higher levels of happiness in both their professional and personal lives.

The variable notion describes how self-confidence can handle conflict from the workplace to the home as well as from the workplace to the workplace. So, there are two ways to look at work-family conflict: (a) work roles can conflict with family roles (work-to-family conflicts), and (b) family roles can conflict with work roles (family-to-work conflicts). To be able to explain how a person's beliefs or talents to be able to handle conflict from work to family and conflict from work to work, Cinamon (2003) developed the concept of SE-MWFC. In a follow-up study, Cinamon (2006) discovered a significant relationship between the two variables (managing work-to-family conflict and work-to-family conflict) and noted that variables like social support, work experience, and a supportive work environment can help lower the rate of work-family conflict. Work-family conflict can also have a detrimental effect on the wellbeing of the individual and the family, including high stress levels and low life satisfaction.

The SE-MWFC can be regarded as a person's confidence in his or her capacity to resolve conflicts (Artiawati & Astutik, (2017). A person's level of confidence in handling their work-family conflict increases with how successfully they have managed role conflict in the work and family domains. A person's ability to successfully manage work-family conflict will help them transform negative relationships in the work-family arena. According to Amstad, et al. (2011) from their meta-analysis research, people who feel more confident in handling conflict between work and family tend to have more internal resources (such as self-confidence and personal efficacy) that can help them engage more deeply in work. Therefore, self-efficacy for handling work-family conflict has a favorable link with work engagement.

DEMOGRAPHIC VARIABLES: GENDER, AGE, AND YEARS OF SERVICE

Women who marry and have children in addition to working often experience work-family conflict. Women continue to be the focus of work-family conflict, even though males might also experience it since it relates to their primary responsibilities as mothers and husbands. According to Cinamon and Rich (2005), working mothers and women encounter work-family conflict more frequently, and this emphasizes the significance of family work conflict. Yet, it was found that women demonstrated a higher level of job engagement than men in their work as novice teachers (Bakker & Bal, 2010).

Age is positively correlated with job engagement, meaning that the older a person is, the higher their degree of work engagement is (Halbesleben and Buckley, 2004). Wang, et al. (2015) also studied that how employee engagement in China is impacted by demographic characteristics, particularly age. According to the findings, age has a favorable impact on work engagement, therefore the older the person, the better their level of engagement at work. In addition, Coe & Salanova (2018) include years of service as a factor that may impact work engagement. Years of service or length of employment were found as characteristics that can affect work engagement in nurses. The findings indicated that nurses' work engagement decreased as their shift length increased. This is a result of elements that might cause emotions of burnout and burnout, such as monotonous work, a lack of challenges, and stagnant professional advancement.

RESEARCH HYPOTHESES

The result of literature review leads to a proposal of the following hypotheses;

1. Life satisfaction positively and directly influences work engagement
2. Life satisfaction positively and directly influences SE-MWFC
3. SE-MWFC positively and directly influences work engagement
4. SE-MWFC mediates the effect of Life satisfaction toward work engagement
5. Age, gender, years of service moderates the effect of Life satisfaction toward work engagement

METHODOLOGY

The Study Design and Participants

The study focused on a number of private businesses in Jakarta, Indonesia. The study employed an online surveying technique. There were 166 people who were willing to participate in the study, all of them met the criteria for research participants: they were still employed in private enterprises, between the ages of 20 and 55, and had at least three months of continuous employment. Table 1 below lists the gender, age, and number of years of service of the research participants.

Table 1: Description of Research Subject Data

Description	Categorization	Total amount	Percentage
Gender	Male	47	28,31%
	female	119	71,69%
	Total amount	166	100%
Age	Under 20 years of age	2	1,2%
	20 - 30 years	58	34,9%
	30 - 40 years	76	45,8%
	40 - 50 years	28	16,9%
	Above 50 years of age	2	1,2%
Years of service	Under 5 years	50	30,12%
	5 - 10 years	93	56,02%
	10 - 15 years	12	7,23%
	15 - 20 years	8	4,82%
	Above 20 years	3	1,81%

DATA COLLECTION METHOD AND PARTICIPANT PROCEDURES

Scales and questionnaires written in Indonesian are used for data collection. Subjects need about 20 minutes to complete three research scales that identify three variables and their values. To measure work engagement factors, an adaptation of Schaufeli & Bakker's Utrecht Work Engagement Scale (UWES) with 20 statement items was employed, which indicated 3 elements, namely vigor, devotion, and absorption. This UWES scale employs the Likert model by providing 7 (seven) answer choices, namely "Never", "Almost Never (Many times a year or less)", "Rarely (Once a month or less)", "Often (Several times a month)", "Often (Once a week)", "Very Frequently (Several times a week)"; and "Nearly Always (Every Day)". The Satisfaction with Life Scale (SWLS), developed by Diener, et al. (1985), comprises five items and six possible responses. It was used to gauge the variable life satisfaction.

Two components of are used to show SE-MWFC: (1) Work-family conflict self-efficacy, which is a confidence in managing conflict from work to family; and (2) Family-work conflict self-efficacy, which is a confidence in managing conflict from family to work. Participants were asked to rate their level of confidence in handling particular scenarios using a Likert scale with a maximum of 10 points. The responses ranged from 1 (completely unsure) to 10. (Very sure). High scores on each subscale reflect a belief in one's own ability to manage work-family conflict, while low values suggest a belief in one's own inadequacy to do so (Hennessy & Lent, 2008).

All research scales employed in this study have been evaluated using SEM-PLS analysis on both the outer and inner models. Convergent validity, discriminant validity, composite reliability, and Average Variance Extracted (AVE) are all considered in the outer model (Ghozali & Latan, 2012). A dependable construct has a CR value of > 0.7 and an AVE of > 0.5, while a valid indicator has a loading factor of > 0.5 and a p value of 0.05. This reliability and validity test is followed by hypothesis testing.

In this study, SmartPLS.30 was used to carry out the measurement with validity and reliability. There are 8 and 11 items, respectively, from the SE-MWFC and work engagement scales that must be deleted because they are not able to meet the standard requirements for outer loading of 0.7 and, in some cases, are not able to reach the level of 0.5 that is reasonably expected to be achieved, as well as the minimum value for Average Variance Extracted (AVE), which must be above the level of 0.50. Following this, every construction project met standards with a factor loading range between 0.564 and 0.892 (see Table 2). The value AVE is therefore between 0.578 and 0.637 as mentioned in the Table 3 below.

Table 3 also lists the instrument's reliability coefficient, with a Cronbach Alpha value that must be higher than the minimum requirement of 0.7 and a Composite Reliability value that must be at least above 0.8. Table 3 displays the findings from the analysis of the research data. The values for Life Satisfaction, SE-MWFC, Work Engagement, and Cronbach Alpha are respectively 0.813, 0.948, and 0.898, while the values for Composite Reliability are 0.871, 0.955, and 0.918. Table 4's Fornell-Larcker value for the discriminant validity criterion shows that each variable has a higher coefficient than the correlation between the variables. As a result, every measurement satisfies the cross-loading condition and the validity of the Fornell- Larcker discriminant. The analysis's findings revealed that the Collinearity Statistics had a VIF value below 5, with a range of 1.000 to 1,729.

Construct	age	FWC	LS	SE-MWFC	gender	WE	WFC	mod age	mod year	mod gender	year
LS * age								0.997			
LS * gender										0.98	
LS * year									0.849		
LS1			0.768								
LS2			0.781								
LS3			0.86								
LS4			0.799								

LS5			0.56 4							
age	1									
fw1		0.72 7								
fw1				0.783						
fw2		0.82								
fw2				0.829						
fw3		0.81 4								
fw3				0.81						
fw4		0.87								
fw4				0.837						
fw5		0.84 9								
fw5				0.801						
fw6		0.83 9								
fw6				0.761						
fw7		0.81 1								
fw7				0.728						
year										1
gender					1					
wa1						0.69 7				
wa2						0.76 4				
wd1						0.78 9				
wd2						0.74 1				
wd3						0.74 4				
wd4						0.70 7				
wf2							0.83 8			
wf2				0.79						
wf3							0.89 2			
wf3				0.81						
wf4							0.84 8			
wf4				0.826						
wf5							0.85 4			
wf5				0.808						
wf6							0.82 2			

wf6				0.792						
wv1						0.701				
wv2						0.802				
wv3						0.821				

Table 3: Coefficient Reliability & Average Variance Extracted (AVE)

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Life Satisfaction	0.813	0.834	0.871	0.578
SE_MWFC	0.948	0.949	0.955	0.637
Work Engagement	0.898	0.901	0.918	0.585

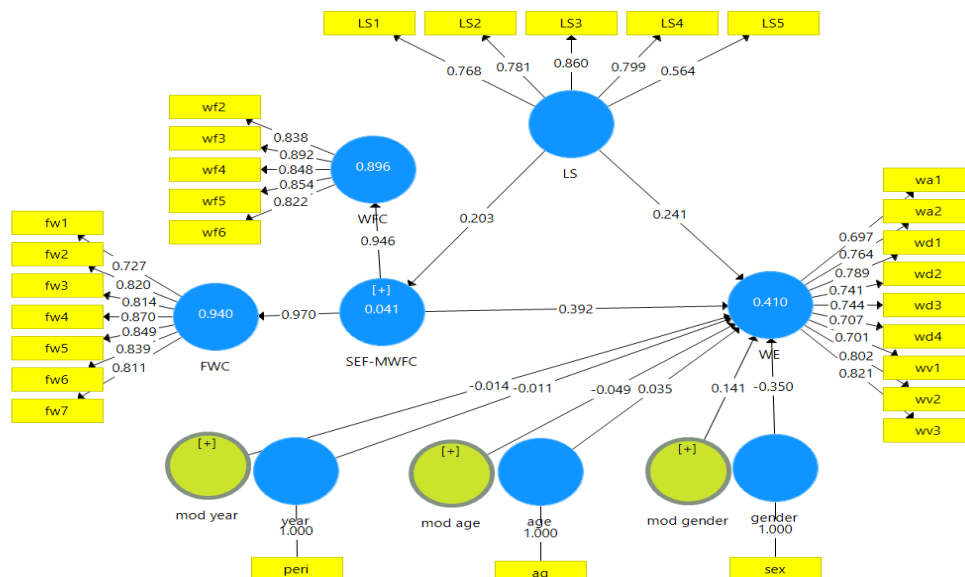
Table 4: Discrimen Validity: Fornell-Larcker Criterion

Construct	Life Satisfaction	SEF_MWFC	Work Engagement
Life Satisfaction	0.760		
SE_MWFC	0.203	0.798	
Work Engagement	0.346	0.423	0.765

RESULTS

Figure 1 displays the outcomes of the structural equation modeling. As can be seen, (H1) hypothesis 1, which states that there is a significant and positive relationship between life satisfaction and work engagement, is supported by a coefficient value of 0.241 (p<0.01); (H2) hypothesis 2, which states that life satisfaction positively and directly influences SE-WWFC, is supported by a coefficient value of 0.0203 (p<0.05); and (H3) hypothesis 3, which states that there is a positive relationship between SE-MWFC and work engagement, is supported by a coefficient value of 0.392 (p<0.01).

Figure 1. Structural Equation Model of Life Satisfaction on Work Engagement with Self-Efficacy for Managing Work-Family Conflict (SE-MWFC) as a mediating variable, and Employee Demographics as a moderating variable



The Specific Indirect Effect of Life Satisfaction to Work Engagement in Table 4 supports (H4) hypothesis 4, which states that the SE-MWFC functions as a mediating variable. When viewed as a ratio, the H3 coefficient's magnitude ($r = 0.392$) is greater than the H2 coefficient's magnitude ($r = 0.241$). Table 3 displays the coefficient and significance of each path among the investigated variables. This research demonstrates that the connections between job engagement and life happiness, as well as between work engagement and SE-MWFC, are significant and positive, even though the association can be described as weak because the coefficient is below 40.

As shown in Table 5, the coefficient of influence of gender demographic characteristics has a significant negative impact on work engagement, with a p-value of -0.350. It might be argued that gender factors significantly influence the strong yet tentative link between employee work engagement and life satisfaction. The results of this study's analysis of the variables of age and years of service do not support the hypothesis that these variables are related to work engagement. It is also stated that age and years of service cannot act as a moderator in the relationship between life satisfaction and work engagement.

Table 5. Path Coefficient of Research Variables

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))
LS -> SEF-MWFC	0.203	0.212	0.086	2.352
LS -> WE	0.241	0.253	0.080	3.023
SE-MWFC-> FWC	0.970	0.970	0.010	101.189
SE-MWFC-> WE	0.392	0.380	0.083	4.745
SE-MWFC-> WFC	0.946	0.947	0.016	58.801
age -> WE	0.035	0.039	0.067	0.527
gender -> WE	-0.350	-0.353	0.066	5.288
mod age -> WE	-0.049	-0.049	0.069	0.705
mod gender -> WE	0.141	0.149	0.071	1.983
mod year -> WE	-0.014	-0.001	0.092	0.156
year -> WE	-0.011	-0.016	0.080	0.132

Figure 1 depicts the moderating and moderating effects of the factors, while tables 5 and 6 provide more data. Based on the table 6, the link between life happiness and work engagement is considerably impacted by the mediating variable SE-MWFC.

Table 6. Specific Indirect Effect of Life Satisfaction to Work Engagement

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
LS -> SE-MWFC-> FWC	0.197	0.206	0.084	2.349	0.019
LS -> SE-MWFC-> WE	0.080	0.080	0.037	2.151	0.032
LS -> SE-MWFC-> WFC	0.192	0.201	0.082	2.346	0.019

DISCUSSION

The three research measurement tools—work engagement, life satisfaction, and SE-MWFC—have demonstrated discriminatory and convergent validity as well as trustworthy Cronbach's alpha coefficient and composite reliability. As a result, the results of the analysis that adheres to sound psychometric criteria can be used to support the findings of the SMART-PLS study.

It is argued that employee work engagement is directly and significantly influenced by life satisfaction. This is consistent with earlier research, such as that by Bakker, et al. (2005) and Hakanen, et al. (2006), which found that employee work engagement is influenced by life satisfaction. According to Hakanen, et al (2006), it was found a link between teachers' life pleasure and work engagement. Teachers who report higher levels of personal happiness are more likely to be motivated at work and experience work engagement. Likewise discovered a favorable relationship between life happiness and work engagement, the study also discovered that job resources can attenuate the association between job demands and work-related burnout. The findings demonstrated that employee engagement and life happiness at work increased in direct proportion to the amount of work resources made available to workers. Employee life happiness can be a significant element in boosting employee engagement at work and lowering the risk of burnout. It's crucial to give workers the tools they need at work for them to be happy in both their personal and professional life and to be more productive.

Life happiness has also a direct and beneficial impact on self-efficacy for managing work-family conflict. The findings of this study are closely related to those of Amstad, et al. (2011) since both studies demonstrate the critical role that psychological variables like life satisfaction and self-efficacy play in resolving work-family conflicts. Conflict between work and family is linked to detrimental effects on employee well-being, including low life satisfaction (Amstad et al. (2011). Contrarily, this study demonstrates that life happiness is positively and directly associated to self-efficacy in resolving conflicts between work and family. Therefore, it is crucial to consider psychological aspects when developing interventions and policies to resolve conflicts between work and family, such as life satisfaction and self-efficacy.

Additionally, this study firmly backs the findings of Kafetsios & Sideridis' (2006) study, which showed a connection between life satisfaction (life satisfaction) and self-efficacy to handle work-family conflict (work-family conflict). People who felt more capable of handling these disputes tended to be happier overall. Kafetsios & Sideridis' (2006) study discovered that younger participants and unmarried or divorced participants tend to have higher levels of life satisfaction when they felt better able to manage conflicts between work and family.

Engagement at work is favorably and significantly influenced by one's self-efficacy in handling work-family conflict. The study by Frone, et al. (1996), which demonstrates a connection between work-family conflict and employee welfare, lends weight to the study's findings. Work-family conflict can have a negative impact on employee well-being, which highlights the significance of organizations and businesses providing for the needs of employees who have family responsibilities. According to Frone et al. (1996), work-family conflict is linked to increased stress, psychosomatic symptoms, and decreased well-being in general. The findings of this study demonstrate that employees' self-efficacy for handling work-family conflict can help them resolve these disputes and have a beneficial impact on their level of job engagement. The concept of self-efficacy for managing work-family conflict must be developed to provide useful results for employees and organizations in improving welfare, work engagement, and employee performance, even though it should still be noted that the research of Frone (1996) conducted long before this research was carried out. This is because the possibility of changes in the work environment is now becoming more complex.

Grzywacz and Marks' (2000) study concentrated on the connections between psychological and organizational factors and the spillover effects between work and family, highlighting the fact that the connection between work and family cannot be understood in isolation from the larger social and organizational context. Consequently, it is important to take these contextual elements into account when analyzing the connection between self-efficacy in resolving work-family conflict and work engagement. In this regard, the research of Grzywacz and Marks (2000) can serve as a good foundation for taking social and organizational factors into account when attempting to explain the relationship between self-efficacy in resolving work-family conflict and work engagement. Hence, additional study that considers potential influences on employee work engagement may be required.

It is also argued that the effect of life satisfaction on work engagement is mediated by SE-MWFC. As a result, this study lends credence findings that better work-life balance is associated with higher job satisfaction and that higher levels of life happiness are associated with higher levels of work engagement. These results support the idea that improving life satisfaction and work-life balance are essential for raising productivity. The study's findings do not support Sari, et al. (2021) assertion that it is impossible to demonstrate the influence of SE-MWFC moderators on Multiple Role Conflict and Job Performance, but Siswanto & Budiardjo's (2018)

investigation into whether self-efficacy in resolving conflict between work and family mediates the relationship between life satisfaction and mortality finds that it does. Therefore, it is vital to emphasize that the relationship between working women's life satisfaction and work engagement is strongly influenced by their self-efficacy in handling conflicts between work and family. As a result, improving self-efficacy in handling conflict between work and family can boost employees' work engagement.

Life satisfaction's impact on job engagement is also moderated by factors such as gender, age, and years of service. It may be inferred from the results of the gender factors that this factor significantly affects work engagement. This indicates that there are distinctions in employee involvement between men and women. According to certain reports, women are more engaged than men. The results of this study corroborate earlier findings, namely those of Bakker, et al. (2005), who found that women demonstrated higher levels of work engagement than men in a Dutch study, and those of Garg and Rastogi (2006), who looked into work engagement among employees in the service sector in India and discovered that women exhibit higher levels of work engagement than men. However, these results are still of a general nature, making it difficult to generalize them. Since factors like the type of work, educational attainment, the number of children, work experience, and other factors must all be considered, more research is urgently required to confirm these results.

This study is acceptable in terms of how gender mediators affect the relationship between life satisfaction and job engagement. This indicates that the degree to which life pleasure and job engagement are correlated with one another varies across male and female individuals. It claims that women have a higher connection between personal satisfaction and job engagement than do males. These results support the hypothesis that gender can modify the association between work engagement and psychological well-being proposed by Schaufeli, et al. (2009).

According to the results, the hypothesis put forth cannot be supported by age variables and years of service, which are viewed as factors directly related to work engagement or acted as moderator variables on the association between life satisfaction and job engagement in this study. This means that the relationship between life satisfaction and work engagement is not different for employees who are young or old, have just started working or have worked for a long time. It also means that increasing age and years of service are not related to high or low employee work engagement. The results of this study do not corroborate Roberts' (2020) assertion that older workers are more engaged at work than younger workers, but they do support the findings of Bal, Li, et al. (2020).

The findings of Schaufeli, et al. (2002), who claim that the relationship between life satisfaction and work engagement has different strengths in different age groups, cannot be supported by the results of this study because the role of age in the relationship between life satisfaction and work engagement was not proven. According to the findings, there is a higher correlation between life satisfaction and job engagement in younger age groups than in older age groups. The research of Wu, et al. (2018), which claims that years of service does not have a significant effect on the job engagement of nurses in third-level hospitals in China, is not supported by the findings of this study about the effect of years of service on work engagement. According to Wu, et al. (2018) characteristics like job requirements and job resources have a bigger impact on work engagement than years of service.

Years of employment are also not able to moderate the association between life satisfaction and job engagement. This is consistent with Zhang & Wang's (2017) conclusion that among Chinese nurses, the number of years of employment has no effect on the connection between life satisfaction and job engagement. The results of the analysis revealed that nurses' life happiness was positively correlated with their level of work engagement, regardless of how long they had worked for the hospital. The study also discovered that the combined effect of all variables used to predict employee work engagement was 16.81% (coefficient of determination). This indicates that an additional 83.19% of the population could potentially have an impact on the study's findings. For instance, demographic factors like marital status, amount of education, and type of employment, as well as job demand and resource variables like stress, workload, job security, and hardiness, were not considered in this study. The results of this study are valuable information for companies as a guide in predicting or increasing employee work engagement amid changes in an increasingly competitive work environment, even though their contribution to the research is relatively small in terms of predicting the work engagement of employees who are working for the company.

RESEARCH LIMITATION AND RECOMMENDATION

According to the number of participants, this study still does not fully represent the number of research populations, thus it is anticipated that future research will also consider the types of work in addition to expanding the number of research subjects. For instance, workers in the public or commercial sectors of education, manufacturing, hospitality, or healthcare. Several aspects from the context of organizations, groups, and people themselves still need to be further explored when examined from the percentage of contribution supplied by this study in predicting work engagement.

CONFLICT OF INTEREST

“The author declares that there is no conflict of interest.”

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