

Balancing Work and Confidence: How Work Life Balance and Self-Efficacy Influence Job Satisfaction at a Sweetener Manufacturing in Malang, Indonesia

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ABSTRACT: This study investigates the influence of work-life balance and self-efficacy on job satisfaction among employees in a sugar manufacturing company. Drawing on organizational behavior and human resource management theories, the research highlights the importance of balancing professional and personal responsibilities as well as employees' confidence in handling work demands. The study employed a purposive sampling technique with 80 participants and utilized a quantitative approach with Likert-scale questionnaires to measure work-life balance, self-efficacy, and job satisfaction. The results of regression analysis reveal that both work-life balance and self-efficacy have a positive and significant effect on job satisfaction, both simultaneously and partially. Among the dimensions, time balance in work-life balance and strength in self-efficacy were identified as the most influential factors. Furthermore, co-worker relationships emerged as the strongest determinant of job satisfaction, surpassing financial or promotional rewards. These findings underscore the strategic role of psychological and social resources in enhancing employee satisfaction and suggest that organizations should prioritize policies that support work-life balance and initiatives that strengthen employee self-efficacy.

KEYWORDS: work-life balance, self-efficacy, job satisfaction, human resource management, sugar industry

I. INTRODUCTION

Human resources represent one of the most critical assets that determine the overall sustainability and success of organizations. Within any company, the ability to manage and develop human resources effectively is indispensable, as it ensures that the quality and abilities of employees are continuously nurtured to meet organizational demands (Eldon et al., 2022). The role of human resources extends far beyond operational efficiency; it is a decisive factor in achieving long-term organizational objectives and securing competitive advantage. High-quality human resources are capable of contributing maximally to corporate growth, while also fostering innovation that enables the company to adapt to dynamic business environments. To achieve this, organizations require systematic and strategic human resource planning, which not only supports daily operations but also prepares the workforce to respond to future challenges. When human resource planning is executed effectively, employees' potential can be cultivated through new ideas and innovative practices. Furthermore, proper management ensures that employees feel comfortable and motivated in their roles, thereby increasing their overall job satisfaction.

Job satisfaction itself is a fundamental concept in organizational behavior and human resource management, as it reflects an employee's overall emotional response and evaluative judgment toward their work (Wenno, 2018). It encompasses multiple dimensions, ranging from the nature of the tasks performed, relationships with colleagues and supervisors, compensation, and career opportunities, to the overall work environment. High job satisfaction offers numerous benefits for organizations, including reduced absenteeism, faster task completion, higher productivity, and lower employee turnover. Employees who feel satisfied with their work generally demonstrate stronger motivation and commitment to achieving organizational goals. Conversely, when job satisfaction is low, employees may display disengagement, lack of motivation, and reluctance to perform tasks efficiently, which may lead to increased turnover and diminished organizational performance. Importantly, achieving job satisfaction often depends on an employee's ability to manage or balance personal interests alongside career demands. Failure to maintain this balance can disrupt an employee's professional responsibilities, resulting in negative consequences for both the individual and the organization.

A crucial psychological factor that influences job satisfaction is self-efficacy, defined as an individual's belief in their ability to successfully perform tasks and overcome challenges in the workplace (Amri et al., 2024). Employees with strong self-efficacy are characterized by confidence in their own capabilities, resilience in the face of difficulties, and persistence in pursuing goals. This sense of competence allows them to feel more comfortable and motivated in their work, ultimately fostering higher levels of job

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satisfaction (Sunarta, 2019). On the other hand, employees with low self-efficacy may perceive job demands as overly difficult, which can lead to procrastination, underperformance, and dissatisfaction. Thus, self-efficacy is not only a determinant of individual performance but also a critical driver of employee attitudes and satisfaction.

Work-life balance is another essential dimension closely linked to employee well-being and job satisfaction. It refers to the ability of employees to harmonize personal responsibilities with professional obligations. In contemporary workplaces, particularly during the COVID-19 pandemic, the significance of work-life balance has become increasingly evident, as employees were required to manage personal and family responsibilities while simultaneously fulfilling work demands (Jamillah, 2022). Employees who successfully maintain this balance tend to perform their roles more efficiently and effectively while still having the opportunity to attend to personal needs. This equilibrium not only enhances job satisfaction but also contributes to employee engagement and organizational performance. Conversely, a lack of work-life balance may cause stress, burnout, and decreased job satisfaction, ultimately harming organizational outcomes.

This research focuses on employees working in the manufacturing sector, particularly within the sugar industry, which is characterized by seasonal production cycles and labor-intensive operations. Despite its strategic importance to the economy, this sector faces persistent issues related to absenteeism and relatively low job satisfaction, often linked to challenges in maintaining work-life balance and low levels of self-efficacy. Addressing these problems requires employees to strengthen both their confidence in handling work demands and their ability to balance professional and personal responsibilities. Prior studies have consistently demonstrated that work-life balance positively influences job satisfaction (Pratama & Setiadi, 2021; Pitoyo & Handayani, 2022), while self-efficacy also exerts a significant positive effect on job satisfaction (Azhari et al., 2022; Candana & Sari, 2022). Furthermore, recent research has shown that both work-life balance and self-efficacy together have a simultaneous and positive impact on job satisfaction (Nisa & Agustin, 2024).

Building on this background, the present study seeks to extend existing literature by focusing on the manufacturing sector, particularly the sugar industry, which has been relatively underexplored compared to service industries. By investigating the effects of work-life balance and self-efficacy on job satisfaction, this study aims to generate empirical insights that are both theoretically relevant and practically applicable. The results are expected to not only enrich the understanding of psychological and organizational factors shaping job satisfaction but also provide managers with actionable strategies to enhance employee well-being, reduce absenteeism, and improve overall organizational effectiveness. Accordingly, this research addresses an important gap in the literature and contributes to strengthening the role of human resource management in industrial contexts.

A. Main Problem

Concerns the description of work life balance, self-efficacy, and job satisfaction among employees of a sugar factory. This question seeks to understand the current state of these three variables within the company. It will explore how employees perceive their ability to balance personal and professional life, their self-confidence in completing tasks, and their overall satisfaction with their work environment.

Investigates the impact of work life balance and self-efficacy on job satisfaction among sugar factory employees. This aims to analyze how both work life balance and self-efficacy influence the job satisfaction of employees in the organization. By exploring this relationship, the research will examine the combined effect of these two factors on employees' overall satisfaction with their work.

Specifically examines the influence of work life balance on job satisfaction at a sugar factory. This aspect of the study will focus on how well employees can manage their personal and professional lives and how this balance directly affects their level of job satisfaction. Understanding this relationship will help determine the significance of work-life balance as a contributing factor to employee satisfaction.

Explores the effect of self-efficacy on job satisfaction among sugar factory employees. It will assess how employees' belief in their abilities to complete tasks and overcome challenges impacts their job satisfaction. This research will evaluate whether higher levels of self-efficacy lead to higher job satisfaction, providing insights into the role of confidence in achieving workplace contentment.

B. Hypothesis

Based on the formulation of the problem and theoretical basis that has been explained above, the hypothesis proposed by the researcher is as follows:

1. Work life balance and self-efficacy have a significant impact on job satisfaction.
2. Work life balance has a significant impact on job satisfaction.
3. Self-efficacy has a significant impact on job satisfaction.

II. THEORITICAL REVIEW

A. *Work Life Balance*

According to Hudson (2005), work-life balance is an individual's condition in achieving a balance between work life and life outside of work. Work life balance reflects a person's ability to balance the tasks or duties assigned within the company with personal or family interests (Voydanoff, P, 2005). The balance between the outside world and work is related to the responsibilities that must be completed to create success for an employee. Work life balance also involves various programs, such as resources for the care of parents and children, health, and employee welfare. This balance allows a person to manage their time effectively to achieve harmony between work and personal life (Yucel & Fan, 2023). For an employee, personal interests and the work world are important factors to improve their quality as a workforce so that work potential can be maximized.

Several factors influencing work-life balance can be divided into three main categories: individual, organizational, and environmental factors. Individual factors include personality (such as conscientiousness, openness to experience, agreeableness, neuroticism, and extraversion), well-being, which is influenced by thoughts and feelings, and emotional intelligence, which refers to the ability to control emotions. Organizational factors involve ways to organize work to recruit, develop, retain, and motivate employees. Proper work arrangements help employees perform tasks easily, as well as organizational support, both formally through policies such as flexible schedules and employee-family benefits, and informally by providing motivation, recognition, and career support to employees. Environmental factors include child benefit arrangements, family support, and interactions with the surrounding social environment, such as neighbours or close friends.

Work life balance has several benefits, both for the company and employees. For the company, work life balance can increase work productivity and reduce absenteeism. Additionally, it can enhance employee commitment and loyalty, which in turn reduces turnover rates. For employees, the benefits of work-life balance include reducing work-related stress, increasing job satisfaction, improving physical and mental health, and ultimately increasing job security. Some indicators influencing work-life balance include time balance, which reflects the employee's ability to manage time between work and personal interests, involvement balance, which refers to the psychological commitment of the employee in carrying out their tasks, and satisfaction balance, which measures the employee's level of satisfaction in balancing work and daily life.

B. *Self-efficacy*

According to Bandura (2007), self-efficacy refers to an individual's belief in their ability to complete tasks in order to achieve specific goals. Self-efficacy is important for employees because it can enhance the quality and effectiveness of their work. Individuals with high self-efficacy will strive to their fullest potential and overcome challenges, while those with low self-efficacy tend to give up easily due to a lack of self-confidence. The theory of self-efficacy is an evaluation of a person's abilities and knowledge in completing tasks to achieve company goals (Abele & Spurk, 2023).

Self-efficacy is influenced by several factors, as noted by Schwarzer & Hallum (2008), including experience, social modeling, social persuasion, and physical and emotional conditions. Positive experiences boost self-confidence, while social modeling, or observing others' success, can enhance self-efficacy. Social persuasion, such as support from the environment, also plays a crucial role in boosting self-belief. Additionally, good physical and emotional health contributes to strengthening self-efficacy, as poor physical and mental conditions can reduce confidence and an individual's ability to handle tasks effectively.

Self-efficacy can be measured using several indicators, according to Ribeiro et al., (2016), such as task difficulty level, strength and maturity. The task difficulty level reflects how challenging the tasks are that employees face, affecting their productivity. Strength reflects an individual's belief in their ability to persevere in the face of challenges. Maturity refers to how well a person can handle various work conditions, whether familiar or new. All of these indicators demonstrate how self-efficacy influences an employee's performance.

C. *Job Satisfaction*

Job satisfaction is an emotional attitude an individual has toward their work, where they enjoy and love their job. It reflects a state of emotional contentment or dissatisfaction related to one's work (Bakotic, 2016). Employees with high job satisfaction feel content with their accomplishments and experience psychological stability, which helps them avoid stress. Job satisfaction arises from achieving work goals, having a supportive work environment, and feeling that the rewards are worth the effort (Ge et al., 2021). Satisfied employees are less likely to be absent or quit their jobs, and their performance tends to improve.

Job satisfaction is influenced by various factors, as mentioned by Reyne et al., (2020). Psychological factors include an employee's interests, comfort, attitude toward work, and skills. Social factors refer to interactions with colleagues and supervisors in the workplace. Physical factors involve the work environment, such as job type, working hours, break times, room conditions, lighting, and employee health. Financial factors relate to compensation, benefits, social security, and other workplace facilities, all of which impact employees' job satisfaction.

Mehrad & Muhamad (2021) states that job satisfaction can be measured through several indicators: the nature of the job, relationships with supervisors, coworker relationships, salary, and promotion. Understanding the job description and ensuring it

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aligns with employees' abilities reduces stress and enhances job satisfaction. Good relationships with supervisors motivate employees and create a positive work environment. Supportive relationships with co-workers also contribute to a comfortable work atmosphere. Salary and rewards must be fair, in line with company policies, to maintain job satisfaction. Additionally, promotion opportunities enhance job satisfaction by offering employees recognition and the chance to develop their skills and take on more responsibilities.

The theory used to understand job satisfaction in relation to work life balance and self-efficacy is Maslow's Motivation Theory. Both work life balance and self-efficacy come from within the individual. When employees can motivate themselves to balance work and personal life and believe in their ability to complete tasks effectively, their job satisfaction is likely to increase. Therefore, work life balance and self-efficacy are essential factors in improving employee job satisfaction.

III. METHOD

A. *Participants*

The population in this study involves a total of 400 employees. The sampling method used is purposive sampling. Based on the Slovin formula with an alpha error probability of 0.05 and a power of 0.95, the sample size is determined to be 80 individuals. The sample consists of 88% men and 12% women, with a minimum age above the productive age and an average work experience of more than 10 years.

B. *Instruments*

1. *Work Life Balance*

The measurement instrument used is based on the theory of Hafni Sahir (2021) and reflects the ability of employees to balance personal time with work time. Each item is rated using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The scale includes four main indicators: time balance, involvement balance, satisfaction balance, and overall equilibrium in managing personal and professional roles. The results of the items, tested using a scale test, showed an alpha of 0.627 with 22 valid items.

2. *Self-efficacy*

The measurement instrument used is based on the theory of Hafni Sahir (2021) and reflects employees' belief in their ability to complete specific work task demands. Each item is rated using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The scale consists of three key indicators: task difficulty level, strength stability, and maturity in handling work responsibilities. The results of the items, tested using a scale test, showed an alpha of 0.671 with 22 valid items.

3. *Job Satisfaction*

The measurement instrument used is based on the theory of Hafni Sahir (2021) and reflects employees' feelings of happiness or satisfaction with the results of the work they have completed. Each item is rated using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The scale consists of five main indicators: the work itself, relationship with supervisors, coworkers, salary or wages, and promotion opportunities. The results of the items, tested using a scale test, showed an alpha of 0.475 with 22 valid items.

IV. RESULTS AND DISCUSSION

A. *Results*

1. Work life balance and self-efficacy have a significant impact on job satisfaction.

Table 1 First Hypothesis

F	p	Result
18,929	0,000	Positive correlation is a significant

Source: Output SPSS, 2024

The first hypothesis test using the F test showed that the F count value was 18.929, and the significance value was 0.000. Therefore, the independent variables, namely work life balance and self-efficacy, simultaneously have a significant effect on job satisfaction. The statistical analysis results support the first hypothesis proposed in this study. These results provide evidence that work life balance and self-efficacy play an important role in influencing employees' job satisfaction levels.

2. Work life balance has a significant impact on job satisfaction.

Table 2 Second Hypothesis

Estimate	p	Result
4,014	0,000	Positive correlation is a significant

Source: Output SPSS, 2024

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The second hypothesis test using the t-test showed an estimate value of 4.014, and a significance value of 0.000. Therefore, the work life balance variable has a significant effect on job satisfaction. It can be concluded that the statistical analysis results support the second hypothesis proposed in this study.

3. Self-efficacy has a significant impact on job satisfaction.

Tabel 3 Third Hypothesis

Estimate	p	Result
3,368	0,001	Positive correlation is a significant

Source: Output SPSS, 2024

The third hypothesis test using the t-test showed an estimate value of 3.368, and a significance value of 0.001. Therefore, the self-efficacy variable has a significant effect on job satisfaction. It can be concluded that the third hypothesis is accepted, meaning that the self-efficacy variable has a significant partial effect on employee job satisfaction.

B. Discussion of Research Results

The findings of this study provide a comprehensive understanding of how work-life balance and self-efficacy influence job satisfaction among employees in a sugar manufacturing company. The descriptive results reveal mean scores of 3.93 for work-life balance, 4.13 for self-efficacy, and 4.11 for job satisfaction, indicating that employees generally perceive themselves as capable of managing personal and professional demands, confident in their ability to complete tasks, and moderately satisfied with their work environment.

Work-life balance emerged as a central factor shaping employees' experiences at work. Among the three indicators—time balance, involvement balance, and satisfaction balance—time balance was identified as the most dominant. Employees reported that maintaining enthusiasm and working optimally despite personal challenges significantly strengthened their sense of balance. This suggests that the ability to effectively manage time between professional obligations and personal life does not merely reduce stress but also enhances engagement and loyalty. A well-managed work-life balance appears to cultivate a supportive and stable environment where employees can remain productive without sacrificing personal well-being.

Self-efficacy was also found to exert a strong positive influence on job satisfaction. The analysis of its indicators—task difficulty, strength, and maturity—showed that “strength” contributed the most, reflecting the extent to which employees feel capable of completing difficult assignments and overcoming workplace challenges. High self-efficacy is associated with persistence, resilience, and adaptability, enabling employees to sustain motivation even in demanding situations. Conversely, employees with lower self-efficacy may experience reduced confidence and disengagement, which ultimately undermine job satisfaction. These findings reinforce the view that personal belief in one's abilities is not merely a psychological attribute but a strategic resource that directly contributes to performance and satisfaction.

In terms of job satisfaction, the study confirmed that five dimensions—the work itself, relationships with supervisors, relationships with co-workers, salary, and promotion—jointly shape how employees evaluate their workplace experience. Among these, relationships with co-workers emerged as the strongest factor. This suggests that supportive and collaborative interpersonal dynamics within the workplace provide employees with a sense of belonging and social security that significantly enhances their overall satisfaction. Interestingly, relational aspects appeared to carry more weight than purely financial or career-oriented incentives, underlining the importance of workplace culture and collegiality in employee well-being.

Overall, the study highlights that both work-life balance and self-efficacy have a positive and significant effect on job satisfaction. Employees who are able to manage personal and professional roles effectively, while also maintaining confidence in their abilities, are more likely to experience higher levels of satisfaction. The combination of these two factors creates a synergistic effect: work-life balance ensures stability and well-being, while self-efficacy fuels motivation and competence. Together, they foster a workplace environment in which employees are motivated to deliver high performance, remain committed, and derive fulfilment from their roles.

These findings carry important implications. For organizations, ensuring policies and practices that promote work-life balance—such as flexible scheduling, workload management, and supportive leadership—can significantly enhance employee satisfaction. Simultaneously, developing employees' self-efficacy through training, mentoring, and opportunities for mastery can empower them to handle challenges with confidence. From a broader perspective, the interplay between balance and confidence demonstrates that employee satisfaction is not solely a function of external rewards, but also of psychological and social resources that enable individuals to thrive in their roles.

V. CONCLUSIONS

This study concludes that both work-life balance and self-efficacy exert a positive and significant influence on employee job satisfaction in a sugar manufacturing company. Work-life balance, particularly the dimension of time balance, plays a crucial role

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in sustaining employees' motivation and performance, even when they face personal challenges. Similarly, self-efficacy—shaped by factors such as strength and maturity—serves as a psychological driver that enhances employees' confidence in handling complex tasks, thereby contributing to higher levels of satisfaction. Job satisfaction itself was found to be strongly associated with social dimensions of work, with positive relationships among co-workers emerging as the most influential determinant, surpassing even financial or promotional rewards.

The findings suggest that job satisfaction is not merely a function of external incentives but also of employees' ability to balance personal and professional responsibilities and their confidence in executing tasks effectively. A strong work-life balance fosters stability and a conducive work environment, while self-efficacy cultivates resilience, persistence, and motivation. Employees who possess both qualities are more likely to perform effectively, maintain positive relationships, and experience fulfilment in their roles. Conversely, individuals with poor balance or low self-efficacy are at greater risk of disengagement and dissatisfaction. Thus, cultivating these two factors should be seen as a strategic organizational priority for enhancing employee well-being, productivity, and long-term commitment.

This research contributes to the literature by providing empirical evidence on the combined influence of work-life balance and self-efficacy on job satisfaction within the context of a traditional manufacturing industry. While previous studies have often examined these constructs separately, the present findings highlight the synergistic effect of both variables in shaping employees' workplace attitudes. By integrating the psychological dimension of self-efficacy with the structural dimension of work-life balance, this study expands the theoretical understanding of how individual and organizational factors jointly determine job satisfaction. It also underscores the importance of considering social relationships at work as a central component of satisfaction, a perspective that enriches existing models of organizational behavior.

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