

## Analysis Self Efficacy in Improving Work-Life Balance on Employee Performance Terms Sharia Management Perspective

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### Abstract

This study aims to investigate the relationship between Self-Efficacy and Work-Life Balance from the perspective of Islamic management, focusing on employees of the Public Works Department in Bandar Lampung. Employing a qualitative approach, the research involved four employees and utilized techniques such as data collection, reduction, presentation, and conclusion drawing, with data validity ensured through triangulation. The findings reveal that Self-Efficacy acts as a link between Work-Life Balance and employee performance, emphasizing the importance of Islamic management principles that advocate for a balance between personal life and work, as well as between worldly affairs and the hereafter. However, this study has limitations as it was conducted in a single organization with a small sample size, which means that claims regarding the generalizability of the results should be considered with caution. Therefore, the findings of this research are confined to the context of the organization studied. The study also offers practical recommendations for government offices to promote Self-Efficacy and Work-Life Balance, in line with Islamic values that emphasize balance and self-confidence. Overall, this research presents an original approach to understanding employee performance by integrating Self-Efficacy and Work-Life Balance within the framework of Islamic management, highlighting the importance of employees in balancing work responsibilities with personal and family needs.

### Keywords

Self Efficacy; Work Life Balance; Employee Performance

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## 1. INTRODUCTION

An effective government today is one of the main pillars in maintaining the stability and welfare of a country. The effectiveness of a government reflects the extent to which it can achieve the established goals with the available resources (Sulistiyo et al., 2023). One of the key aspects is the management of human resources, particularly the workforce, which is one of the most important resources to be managed. This is because high-quality products are not only produced through advanced technology but also by skilled human resources (Ramdhani & Rasto, 2021). Human resources are the most



important factor in an organization. To achieve high performance, human resources must be attended to, maintained, and developed (Nur Kholifah & Aidil Fadli, 2022). Every company must be able to maintain, nurture, and enhance the quality of its human resource performance (Purnamasari, 2020). Every company always desires to continue growing and developing. To sustain this growth and development, companies will undertake various actions to achieve their objectives (Hayati, 2021). Employee performance serves as a standard and is used to evaluate organizational performance. In the context of this specific framework, employee management, which is a crucial component of potential resources, becomes highly significant. Employees can gain a sense of support from both internal and external work environments, as well as psychological factors, which can enhance their performance if they strive to do their best in carrying out their tasks (Affandi & Sutianingsih, 2023). Work-life balance is defined as an individual's ability to meet their work and family commitments, as well as other responsibilities and activities (Rahmayati, 2021). Employees who have access to services such as flexible scheduling, a balance between work and family, and support from those around them experience fewer conflicts in their lives and encounter less stress in their personal and professional experiences. This, of course, can lead to better performance outcomes for the company (Affandi & Sutianingsih, 2023). Wibowo states that performance originates from the word "performance," which means the results of work or work achievements. However, it is also important to understand that performance is not merely the outcome of work or achievements; it also encompasses how the work process unfolds (Dicky Aditya Pratama, A.Zuliansyah, 2020).

Self-efficacy and work-life balance are two important concepts in the context of Islamic management, as both significantly impact individual performance and life satisfaction. In Islam, the concept of self-efficacy relates to an individual's belief in their ability to achieve their life goals, while work-life balance pertains to the equilibrium between personal and professional life. These two concepts are interconnected and influence an individual's performance in achieving life goals that align with Islamic values.

The Public Works Department of Bandar Lampung City is a technical implementing unit under the local government of Bandar Lampung and is directly accountable to the Mayor of Bandar Lampung. As one of the regional technical agencies, it is responsible for assisting the regional head in exercising authority in the field of public works and housing management to meet the infrastructure needs of Bandar Lampung City. According to data obtained from the Public Works Department, the total number of employees is 217, consisting of 70 civil servants and 147 honorary staff.

A phenomenon that has emerged in the Public Works Department of Bandar Lampung City is the instability of performance caused by an imbalance between office work and personal or household matters of the employees, which has the potential to affect employee performance. This aligns with

research findings that indicate (Ilham, 2022) indicating that employees who report a better level of balance tend to have higher levels of satisfaction. Several factors can contribute to improving work-life balance among employees, one of which is self-efficacy. According to research, self-efficacy plays a crucial role in enabling employees to manage their responsibilities effectively, leading to enhanced performance and overall well-being. By fostering self-efficacy, organizations can help employees feel more confident in their abilities to balance work and personal life, ultimately resulting in improved job satisfaction and productivity (Ahmad Shobirin et al., 2023) indicates that individuals with higher levels of self-efficacy experience more positive work and life outcomes in terms of work-family balance. Those with high self-efficacy have better control over their thoughts and actions, which helps them navigate challenging environments more effectively. This study begins by outlining several relevant previous studies to support the research context. One such study conducted by Francesco Hong and Rony Susanto, titled “The Impact of Work-Life Balance on Employee Performance,” concludes that work-life balance has a positive and significant effect on employee performance. This means that the better the work-life balance implemented by employees, the more likely they are to achieve higher performance levels (Francesco Hong, 2023). Furthermore, a study conducted by Riska Nurul Azizah and Achmad Sani Supriyanto, titled “The Influence of Work-Life Balance on Employee Performance Through Job Satisfaction at Perumda Tugu Tirta Kota Malang,” discusses the direct impact of work-life balance on employee performance. This study aims to address the research problem and hypothesis, which state that work-life balance affects employee performance. The results indicate that work-life balance has a positive direct effect on the performance of employees at PDAM Kota Malang (Azizah, 2023).

To provide a clearer understanding of the work-life balance issues faced by employees at the Public Works Department of Bandar Lampung City, the following table presents key quantitative data in percentage form. This data highlights employee stress levels, job satisfaction, performance metrics, average work hours, and the impact of work commitments on family life. The findings indicate significant challenges that may be affecting overall employee performance and well-being.

Tabel 1

Employee Stress Levels, Job Satisfaction, Performance Metrics, Average Work Hours

No	Data Category	Percentage Findings
1	Employees Stress Level	65%
2	Job Satisfaction Levels	
3	Performance Metrics	30%
4	Average Work Hours	50%
5	Impact on Family Life	70%

Source: Data processed in 2025

The Theory of Planned Behavior (TPB) is based on the assumption that behavioral intention is influenced not only by attitudes toward the behavior and subjective norms but also by perceived behavioral control. This means that an individual's intention to engage in a specific behavior is shaped by their positive or negative evaluations of that behavior, the social pressures they perceive regarding that behavior, and their belief in their ability to perform the behavior effectively (Wicaksono, 2022). This theory focuses on human behavior, aiming to enhance employee performance. The Theory of Planned Behavior (TPB) is an extension of the Theory of Reasoned Action (TRA), which is used in consumer behavior. TPB is capable of predicting human behavior based on the assumption that individuals think rationally and systematically when utilizing the information available to them. It posits that a person will consider the implications of their actions before deciding whether to engage in a particular behavior or not (Purwanto, 2022).

By applying the Theory of Planned Behavior, it can be used to predict individual behavior when the individual does not have full control over their will. This theory provides a framework for studying attitudes toward behavior. According to this theory, the most important determinant of a person's behavior is their intention to behave. An individual's intention to exhibit a certain behavior is a combination of their attitude toward that behavior and subjective norms. An individual's attitude toward the behavior includes beliefs about the behavior, evaluations of the outcomes of the behavior, subjective norms, normative beliefs, and the motivation to comply (Mahyarni, 2020). In the Theory of Planned Behavior, an individual can act based on their intention or will only if they have control over their behavior (Madnasir, 2022).

Previous research has focused more on the variables used and has not thoroughly discussed the main topic, which is work-life balance and employee performance, often only examining the conventional side. There are several gaps that are evident, such as theoretical gaps and methodological gaps. However, there has not been an in-depth study related to work-life balance and employee performance, especially from the perspective of Islamic management.

Another significant gap in the existing literature is that this research will fill this void by examining how better work-life balance, mediated by self-efficacy, can directly impact the improvement of employee performance. This will provide important contributions to understanding how a more balanced work approach can enhance output and work quality collaboratively within the Islamic economy. Most studies in this field that discuss work-life balance often only examine its effects on job satisfaction or stress levels, with few exploring the direct relationship between work-life balance and employee performance. Many studies tend to overlook how a good balance between work and personal life directly impacts employee productivity and performance quality. This research addresses the gap by integrating the Theory of Planned Behavior with the principles of Islamic economics to provide a

religious understanding. The concept of management from an Islamic perspective emphasizes that every individual (not just organizations) should consider what has been done in the past to plan for the future. As explained in QS. al-Hasyr (59:18) which reads:

يَا أَيُّهَا الَّذِينَ آمَنُوا اتَّقُوا اللَّهَ وَلْتَنْظُرْ نَفْسٌ مَّا قَدَّمَتْ لِغَدٍ وَاتَّقُوا اللَّهَ ۚ إِنَّ اللَّهَ خَبِيرٌ بِمَا تَعْمَلُونَ

*Meaning: 'O you who have believed, fear Allah and let each one consider what he has done for tomorrow (hereafter). Fear Allah. Verily, Allah is Exhaustive of what you do..'*

This explains the importance of planning, where future actions must be aligned with the current situation and conditions, as well as predictions for the future and events that have occurred in the past (D. P. Pratiwi, 2020).

The Islamic perspective emphasizes principles of balance, justice, and responsibility in work life (Yasmeen, 2023). These values can be applied to create a balanced and satisfying work environment. In Islam, work is not only a means of earning a livelihood but also an act of worship and a contribution to society (Dwi Hartono et al., 2024). The interaction between self-efficacy, work-life balance, and ethical dimensions in Islamic economics significantly influences employee performance. Islamic work ethics promote a balanced approach to work and life, enhancing self-efficacy and ultimately leading to improved employee outcomes (Herlambang, 2021). The Quran emphasizes that true happiness is found in the afterlife, where eternal joy awaits the righteous. It teaches that while worldly happiness is fleeting, the ultimate goal is to attain everlasting bliss in Jannah through faith and good deeds:

وَابْتَغِ فِيمَا آتَاكَ اللَّهُ الدَّارَ الْآخِرَةَ وَلَا تَنْسَ نَصِيبَكَ مِنَ الدُّنْيَا وَأَحْسِنْ كَمَا أَحْسَنَ اللَّهُ إِلَيْكَ وَلَا تَبْغِ الْفَسَادَ فِي الْأَرْضِ ۚ إِنَّ اللَّهَ لَا يُحِبُّ الْمُفْسِدِينَ

*Meaning: 'And seek in what Allah has bestowed upon you (the reward) of the Hereafter, but do not forget your share in the world. And do good to others as Allah has done good to you, and do not cause corruption in the earth, for Allah does not like those who cause corruption' (Q.S Al-Qashash Verse 77).*

Through this verse, Allah intends to convey the importance of harmony or balance between spiritual work and economic activities to meet worldly needs. Humans are allowed to strive for their happiness in this world as best as they can, but they must not forget the ultimate purpose of human existence, which is to attain happiness in the hereafter by worshiping Him (Saifulloh, 2021).

The novelty of this research lies in the theory used, namely the Theory of Planned Behavior, which helps the researcher explore the role of work-life balance on employee performance and how the time management system operates. Previous studies have examined employee performance in relation to work-life balance using different theories and in a conventional context. This research introduces a more suitable theory and a new perspective within Islamic economics to discuss employee performance, including the examination of self-efficacy and work-life balance.

Additionally, this study provides a deeper understanding of how employee performance is influenced by two other variables: self-efficacy and work-life balance. This research offers insights into the role of work-life balance in employee performance by aligning human resource management practices with religious principles in Islamic economics. The focus on employee performance, combined with the exploration of self-efficacy and work-life balance in an Islamic context, provides valuable insights and practical solutions for aligning work-life balance with employee performance in accordance with Islamic values, filling critical gaps in the existing literature.

This study aims to analyze the relationship between self-efficacy, work-life balance, and employee performance at the Public Works Department of Bandar Lampung City. It is expected that the findings of this research will not only provide a deeper understanding of the factors influencing employee performance but also offer practical recommendations that can be implemented within the framework of Sharia management. Thus, this research can contribute to the development of more effective strategies for creating a healthy and productive work environment for employees. Through this study, it is hoped to explore the deeper relationship between self-efficacy, work-life balance, and employee performance at the Public Works Department of Bandar Lampung City. The findings of this research will not only benefit employees in improving their work quality but also provide guidance for management in formulating policies that consider employee welfare. It is hoped that these policies will positively impact the creation of a more productive, ethical, and just work environment, while also aligning with the Sharia values upheld.

The background of this research begins by outlining several relevant previous studies to support the research context. Research by (Glori, 2024) indicates that the variable of work-life balance has an impact on employee performance. Therefore, employees need to balance their personal lives with their work to avoid negatively affecting their performance. This study emphasizes the importance of work-life balance in determining employee performance and how it can influence an employee's output. Meanwhile, research by (Affandi & Sutianingsih, 2023) reveals the importance of the relationship between self-efficacy and work-life balance, as this study suggests that without self-efficacy, work-life balance does not significantly impact employee performance. Therefore, in addition to focusing on work-life balance, it is also essential to maximize self-efficacy. Furthermore, research by (jihana Pratiwi, 2024) which states that work-life balance has a direct impact on employee performance. The subsequent research was conducted by (Wayan Sri Pradnyani, 2022) which states that work-life balance has a positive and significant effect on performance. This means that the better the work-life balance experienced by employees, the higher their performance will be.

## **2. METHODS**

This study employs a qualitative research approach. According to Sugiyono, qualitative research methods are based on post-positivist philosophy and are used to study natural conditions of objects (as opposed to experiments), where the researcher acts as the key instrument. Data collection techniques are conducted through triangulation (a combination of methods), data analysis is inductive/qualitative in nature, and the results of qualitative research emphasize meaning rather than generalization (Sugiyono, n.d.). The main objective of descriptive qualitative writing is to provide a clear and detailed depiction of the collected data, thereby facilitating interpretation and decision-making based on the available data (Sugiyono, 2022b). This research is of a descriptive qualitative type because the researcher aims to analyze the phenomena that occur and present them in the form of meaningful data related to employee performance in the context of self-efficacy and work-life balance.

Qualitative methods are more suitable for exploring the phenomena of self-efficacy and work-life balance because this approach allows researchers to understand the experiences, perceptions, and meanings that individuals attribute to both concepts. In the context of self-efficacy, qualitative methods can reveal how individuals build their self-belief through life experiences, social interactions, and different cultural contexts. Meanwhile, for work-life balance, a qualitative approach can explore how individuals manage the demands of work and personal life, as well as the challenges they face in achieving that balance (Sugiyono, 2022a).

Qualitative methods also provide flexibility in data collection, such as in-depth interviews, focus group discussions, and observations, which enable researchers to gain deeper insights and nuances from individual experiences. Additionally, this approach can capture the complexity and dynamics that may not be measurable with numbers or statistics, which are often the focus of quantitative methods. Therefore, qualitative methods are better equipped to explore and understand the phenomena of self-efficacy and work-life balance in a holistic and contextual manner (Sugiyono, 2022a).

### **Methodological Approach to Research**

This research employs a qualitative method with data collection techniques in the form of interviews. An interview is an activity that involves two or more individuals meeting with the purpose of exchanging information or ideas through a question-and-answer technique (Sugiyono, 2022b).

### **Population and Sample of the Research**

The population in this study consists of employees at the Public Works Department of Bandar Lampung City. The total number of employees in the Public Works Department is 217 individuals. A sample is a portion of the population that possesses certain characteristics. The use of a sample aims to facilitate the researcher in collecting data more efficiently and at a lower cost compared to observing the entire population (Sugiyono, 2022a). For the sampling technique, the researcher employs snowball

sampling through in-depth interviews. The researcher can determine respondents based on the issues to be investigated regarding employee performance in the Public Works Department.

The selection of the four employees for this study was based on specific criteria to ensure a diverse and representative sample. First, participants were chosen from various job positions within the organization to capture a range of perspectives on self-efficacy and work-life balance. Additionally, the sample included both male and female employees to address potential gender differences in experiences and perceptions. Lastly, participants were selected based on their work experience and involvement in Islamic management policies, ensuring that they could provide valuable insights into how these factors influence their self-efficacy and work-life balance.

### **Data Analysis Technique**

Qualitative studies employ various methods to analyze data, such as interpreting interview outcomes, reducing and analyzing data, interpreting findings, and employing triangulation (Kamaruddin et al., 2024) Conclusions can be derived from the examination of data. Researchers employ various data analysis methods when conducting their studies:

#### **1. Data Reduction**

The process of data reduction cannot be considered separate from the analysis. Data reduction involves the careful selection, diminution, conceptualization, and alterations of raw data obtained from notes (Maryaningsih et al., 2022). Data reduction efforts occur constantly, particularly during qualitatively oriented studies or data gathering (Bindseil et al., 2019). In the process of data collection, there are various techniques employed to analyze and condense the information. These techniques involve summarization, code, topic identification, group creation, data division, and memo writing (Fung & Siu-Cheong, 2017).

Data reduction is a process that enhances, categorizes, guides, eliminates unnecessary data, and arranges data to generate and validate conclusions (Khalid, 2020). Following the completion of field research, the process of data reduction or transformation persists until the final report is fully accomplished. Due to its versatility, qualitative research can be streamlined and transformed through different methods, such as meticulous selection, concise summarization, classification within a broader framework, and similar approaches (Biggeri et al., 2018; Khalid, 2020).

#### **2. Triangulation**

Researchers utilize the triangulation approach to evaluate the credibility of the data (Mohd Ali et al., 2020) In its most fundamental form, triangulation is a technique for validating data that involves comparing the results of interviews with the object (Kadek Indri Wira Pratiwi et al., 2023) Triangulation can be achieved through different methods, such as conducting interviews, making observations, and referring to relevant documentation (Nasution, 2003 In Arfianti & Reswanda, 2020). Triangulation



serves the purpose of not only validating the precision of the information but also enhancing the data (Kshetri, 2021). Moreover, as per Nasution, triangulation can prove to be advantageous in assessing the validity. Therefore, the concept of triangulation exhibits an introspective nature (Kumhof & Noone, 2018).

(Moloeng, 2004 In Kadek Indri Wira Pratiwi et al., 2023) distinguishes four types of triangulations: sources, methodologies, investigators, and theories. Researchers only employed examination procedures by utilizing sources in this work out of the four types of triangulations (Wang & Hausken, 2022).

Meanwhile, Tedi Cahyono claimed that, in qualitative research, triangulation is a procedure that, in addition to other processes, must be passed by a researcher and that this process determines the validity elements of the material gathered to be compiled in a study (Mohd Ali et al., 2020). A technique for verifying data validity involves utilizing an alternative method to assess or contrast the data, rather than relying solely on the data itself. Checking through different sources is the most common triangulation technique (Chandna, 2022). The triangulation model is intended to eliminate the contradiction between qualitative and quantitative techniques, allowing for the true discovery of the right theory (Laili et al., 2023)

According to (Murti, 2006.) the overall goal of triangulation is to improve the theoretical, methodological, and interpretive strength of research (Iancu et al., 2021). Thus, triangulation is vital in bridging the gap between qualitative and quantitative research, and (Yin & Campbell, 2003.) states that triangulation data gathering incorporates observation, interviews, and documentation (Staicu, 2021).

Data presentation is the second most significant action in qualitative research (Kamaruddin & Hanefah, 2023). Data presentation is a collection of facts organized such that it is possible to draw conclusions and take action (Ulber Silalahi, 2009 In Rangga et al., 2022).

In the past, narrative material in tens, hundreds, or even thousands of pages was commonly employed for qualitative data presentation (Chiu et al., 2019). On the other hand, large amounts of narrative material exceed the load of human ability to assimilate information (Krishna et al., 2022). Humans have limitations when it comes to processing large amounts of information. Instead, they tend to condense intricate data into simpler and more selective forms that are easier to comprehend (Algabry et al., 2020)

Qualitative data can be presented in various matrices, graphs, networks, and charts. All of them aim to merge structured data in a logical and easily comprehensible manner. As a result, data presentation is a component of the analysis (Sani & Abubakar, 2020).

Data analysis techniques in research include data reduction, which involves filtering out unnecessary information to focus on key findings; data presentation, where results are organized and

displayed for clarity; and conclusion drawing, where researchers interpret the data to derive meaningful insights. Triangulation enhances the study's validity by integrating multiple data sources or methods, allowing for a more comprehensive understanding of the research question and reducing potential biases. Triangulation can be implemented in various ways, including data triangulation, which involves using different data sources to corroborate findings. This may include combining qualitative and quantitative data or gathering information from various participant groups. Methodological triangulation can also be applied, where different research methods, such as interviews and surveys, are utilized to explore the same phenomenon. Investigator triangulation involves multiple researchers analyzing the data independently to minimize individual biases. By employing these triangulation strategies, the research can achieve a more robust and reliable outcome, ultimately enhancing the credibility of the findings.

### 3. FINDINGS AND DISCUSSION

**Table 1.**

**Informant Profile Data**

<b>Job title</b>	<b>Gender</b>	<b>Length of service</b>
Secretary of the Department	Male	14 Year
Public Works	Female	10 Year
Staff Employee	Female	2 Year
Staff Employee	Male	4 Year

Source: Staff of Bandar Lampung City Public Works Department

#### **Employee Self Efficacy at the Public Works Office of Bandar Lampung**

The results of interviews with several employees at the Public Works Department of Bandar Lampung City indicate a notably high level of self-efficacy among them. Many employees expressed confidence in their ability to complete assigned tasks and responsibilities, even when faced with challenging situations. This belief that every challenge is an opportunity for growth significantly contributes to their performance in fulfilling their duties. The high level of self-efficacy observed suggests that employees feel well-prepared and capable of navigating various workplace scenarios, which is crucial for maintaining productivity and morale. Moreover, the interviews revealed that employees at the Public Works Department tend to perform their jobs in alignment with their preferences, leading to the production of quality work. They exhibit a strong sense of accomplishment, believing that their tasks are completed satisfactorily (ÖZGÜL, 2023). This self-awareness regarding

their capabilities enhances their motivation and overall performance. Such findings resonate with Bandura's theory of self-efficacy, which posits that individuals who believe in their abilities are more likely to take on challenges and persist in the face of difficulties. When these findings are linked to the Theory of Planned Behavior (TPB), it becomes evident that self-efficacy plays a critical role in shaping employees' attitudes toward their work behaviors (Muafi, 2021). According to Ajzen's TPB, attitudes are influenced by beliefs about the outcomes of behaviors. In this context, the employees' confidence in their abilities leads to positive evaluations of their work-related behaviors, reinforcing their commitment to achieving organizational goals. This aligns with previous research, such as that conducted by (Amira et al., n.d.), which emphasizes the importance of self-efficacy in fostering positive attitudes and behaviors in the workplace. Furthermore, comparing these findings with prior studies reveals both similarities and differences. For instance, a study by (Nugrai Gusti & Erti Pravitasmara Dewi, 2024) found that self-efficacy is a significant predictor of job performance across various sectors, supporting the notion that confident employees are more likely to excel in their roles. However, unlike some studies that highlight the impact of external factors, such as organizational support and resources, this research emphasizes the intrinsic motivation and self-belief of employees as key drivers of their performance.

In-depth analysis of these findings suggests that the high self-efficacy observed in the Public Works Department can be attributed to several factors, including effective leadership, a supportive work environment, and opportunities for professional development. These elements create a culture where employees feel valued and empowered, further enhancing their self-efficacy. (Wicaksono, 2022).

### **Work Life Balance of Employees at the Public Works Office of Bandar Lampung City**

The findings from interviews with employees at the Public Works Department of Bandar Lampung City indicate that work-life balance is functioning effectively within the organization. Employees reported that the regulations established in the office are mutually agreed upon, enhancing performance and boosting their confidence. Leadership has successfully implemented rules that employees not only understand but also follow with enthusiasm, creating a positive work environment conducive to achieving a healthy work-life balance (Yarsi et al., 2025).

The regulations in place, alongside challenges related to discipline, significantly influence attendance and service quality at the office. This aligns with the framework proposed by Paulose and Sudarsan (Suseno, 2024), which identifies several factors that influence an individual's ability to achieve work-life balance. Traditional gender roles often dictate the division of tasks within the family, leading to potential role conflicts when individuals enter the workforce. This finding is consistent with previous research that

highlights how societal expectations can impact work-life balance, particularly for women who may face additional pressures to fulfill both professional and domestic responsibilities.

The implementation of flexible work schedules and policies is crucial for helping employees balance their professional and personal roles. Effective planning not only facilitates better time management but also contributes to a more favorable work-life balance. Studies have shown that organizations that prioritize flexible work arrangements tend to have higher employee satisfaction and retention rates. Support from supervisors and colleagues plays a significant role in an employee's ability to balance work and personal life. The greater the support received in the workplace, the higher the work-life balance reported by employees. This finding is corroborated by research indicating that a supportive work environment can mitigate stress and enhance overall well-being (Mahmudah et al., 2022).

Family support is essential, as an employee's life is deeply rooted in their family context. Positive reinforcement from family members can provide the necessary energy and motivation for employees to perform effectively at work. Previous studies have emphasized the importance of family dynamics in shaping work-life balance, suggesting that strong family support systems can lead to improved job performance. High levels of job stress can create discomfort and tension in the workplace, adversely affecting employees' lives both at work and outside of work. Research has consistently shown that job stress is a significant barrier to achieving work-life balance, highlighting the need for organizations to implement stress-reduction strategies (Wulandari et al., 2021.).

The relationship between work-life balance and the Theory of Planned Behavior (TPB) is particularly relevant in this context. An individual's attitude toward work-life balance significantly influences their decisions and behaviors aimed at achieving that balance. Positive attitudes, coupled with supportive subjective norms, can enhance an individual's motivation to maintain equilibrium between work and personal life. Ajzen and Fishbein's Theory of Reasoned Action posits that behavior is determined by an individual's intention to engage in specific actions, which is influenced by their attitudes and perceived social pressures. This theoretical framework supports the notion that fostering a positive organizational culture can lead to improved work-life balance outcomes (Lubis, 2023.).

In comparing these findings with previous research, it is evident that the factors influencing work-life balance are consistent across various studies. For instance, a study by (Jamilah et al., 2024) found that organizational support and flexible work arrangements are critical determinants of work-life balance, reinforcing the importance of these elements in the Public Works Department's context.

The findings of this research underscore the significance of a supportive work environment, effective planning, and strong family dynamics in achieving work-life balance. To further enhance these outcomes, it is recommended that the management of the Public Works Department continue to promote flexible work policies, provide training on stress management, and foster a culture of support among employees.

By doing so, the organization can not only improve employee satisfaction and performance but also contribute to the overall well-being of its workforce (Mahyarni, 2020).

### **Self-Efficacy in Improving Work-Life Balance at the Public Works Office of Bandar Lampung City**

The findings from the responses gathered from informants indicate that self-efficacy among employees at the Public Works Department of Bandar Lampung City is functioning effectively. High self-efficacy within this department empowers employees to feel more confident in managing job demands, which in turn facilitates a better work-life balance. This balance is crucial for overall well-being and contributes to higher life satisfaction. Employees with elevated self-efficacy not only perceive themselves as capable of handling their responsibilities but also experience a healthier equilibrium between their professional and personal lives, allowing them to succeed in their careers without compromising their quality of life outside of work (Yasmeen, 2023).

Individuals with high self-efficacy believe they can influence their circumstances and take proactive steps to address challenges. In contrast, those with low self-efficacy often view themselves as incapable of managing difficulties, leading to a tendency to give up in the face of adversity. Research by (Jamilah et al., 2024) supports this notion, highlighting that individuals with low self-efficacy are more likely to surrender easily during tough situations, while those with high self-efficacy are motivated to persist and overcome obstacles. This distinction is critical in understanding how self-efficacy impacts work-life balance, as employees who believe in their capabilities are more likely to engage in behaviors that promote a healthy balance between work and personal life.

The high level of self-efficacy among employees at the Public Works Department not only fosters positive attitudes toward work-life balance but also strengthens subjective norms and perceived behavioral control. These elements are essential components of the Theory of Planned Behavior (TPB), which posits that an individual's intentions and behaviors are influenced by their attitudes, subjective norms, and perceived control over the behavior. As employees develop a stronger belief in their abilities, they are more likely to engage in actions that support their work-life balance, ultimately enhancing their overall well-being and life satisfaction (Lubis, 2023.).

In comparing these findings with previous research, it is evident that self-efficacy plays a pivotal role in promoting work-life balance across various contexts. For instance, studies have shown that employees with high self-efficacy are more likely to utilize coping strategies effectively, manage stress, and maintain a positive outlook on their work and personal lives. This aligns with the findings of (Mahmudah et al., 2022), who emphasized the importance of self-efficacy in influencing behavior and motivation.

The development of self-efficacy in the workplace can be an effective strategy for enhancing work-life balance at the Public Works Department. Organizations can implement training programs, mentorship opportunities, and supportive leadership practices to foster self-efficacy among employees. By creating an environment that encourages skill development and confidence-building, the department can enhance employees' ability to manage their responsibilities effectively (Suseno, 2024).

The Theory of Planned Behavior provides a valuable framework for understanding how self-efficacy influences behavior. According to TPB, individuals engage in rational and systematic thinking when making decisions about their actions. They consider the potential outcomes of their behaviors before deciding whether to pursue or avoid them. This rational approach underscores the importance of fostering self-efficacy, as employees who believe in their capabilities are more likely to engage in behaviors that promote a healthy work-life balance (Purwanto, 2022).

### **Work life balance can encourage employee performance at the Public Works Office of Bandar Lampung City**

The results of the research from interviews with informants indicate that work-life balance at the Public Works Department of Bandar Lampung City is functioning effectively. This is evidenced by the provision of flexible working hours, adequate leave, and support for employee well-being. These factors enable employees to focus more on their tasks and feel motivated, as they can manage their time between work and personal life more effectively. Consequently, employee performance has improved, leading to a more productive work environment and enhanced quality of services at the Public Works Department (Yarsi et al., 2025).

The positive impact of work-life balance can be observed in the regulations established within the office, which have been mutually agreed upon to enhance performance and boost employee confidence. Leadership has successfully implemented rules that employees not only understand but also follow with enthusiasm. This aligns with previous research by (Nugrai Gusti & Erti Pravitasmara Dewi, 2024), which highlights that work-life balance has a positive and significant effect on employee performance. Similarly, (Amira et al., 2022.) found that work-life balance positively influences employee performance, reinforcing the notion that a supportive work environment is crucial for enhancing productivity.

These findings underscore the importance of work-life balance in improving employee performance and overall organizational effectiveness. Research by (Muafi, 2021) further supports this, indicating that work-life balance positively affects employee performance, particularly among Gen-Z employees in Denpasar. The benefits of implementing work-life balance strategies are well-documented, as noted by (ÖZGÜL, 2023). Companies can experience a range of advantages, including

reduced absenteeism and tardiness, increased productivity, enhanced employee commitment and loyalty, improved customer retention, and decreased employee turnover.

Moreover, according to (Muafi, 2021), a good work-life balance offers numerous benefits for employees, such as enhanced job satisfaction, productivity, and overall physical and mental health. These benefits are critical not only for individual employees but also for the organization as a whole, as they contribute to a more engaged and motivated workforce.

The relationship between work-life balance and employee performance can be further understood through the lens of the Theory of Planned Behavior (TPB). This theory posits that individuals make rational decisions based on their attitudes, subjective norms, and perceived behavioral control. In the context of work-life balance, employees who perceive a supportive work environment and have positive attitudes toward balancing their professional and personal lives are more likely to engage in behaviors that enhance their performance. This rational decision-making process emphasizes the importance of organizational support in fostering a culture that values work-life balance. (Hendra & Artha, 2023) A good work-life balance has many benefits for employees, such as enhancing job satisfaction, productivity, and physical and mental health.

#### **4. CONCLUSION**

The research findings from interviews with informants indicate that self-efficacy and work-life balance at the Public Works Department of Bandar Lampung City are functioning effectively. The mutually agreed-upon regulations enhance performance and boost employee confidence, while leadership has successfully implemented rules that employees understand and follow enthusiastically. High self-efficacy, coupled with a strong sense of responsibility and respect for time, enables employees to balance their work and personal lives effectively, supported by flexible leadership. However, the study has limitations, including its focus on a single institution, which may restrict the generalizability of the results. The qualitative method may introduce subjectivity, and external factors like government policies and economic conditions were not thoroughly examined. Further research using quantitative or mixed methods is recommended to explore additional variables affecting work-life balance and employee performance. This research supports the Theory of Planned Behavior, demonstrating that employees' attitudes toward self-efficacy and work-life balance significantly influence their performance. Practical recommendations, such as promoting flexible work policies, can enhance employee satisfaction and productivity. Overall, this study contributes to the literature by highlighting the relationship between self-efficacy, work-life balance, and employee performance, suggesting avenues for future research to deepen understanding in various contexts.

This study has several limitations that should be acknowledged. First, the research focuses exclusively on the Public Works Department of Bandar Lampung City, which may limit the generalizability of the findings to other organizations or sectors. Different institutions may have varying cultures, policies, and employee dynamics that could influence self-efficacy and work-life balance in unique ways. Second, the qualitative research method employed, primarily through interviews, may introduce subjectivity in data interpretation. The perspectives of the informants may not fully represent the views of all employees within the department, potentially leading to biased conclusions. Third, external factors such as government policies, economic conditions, and changes in regulations were not deeply examined in this study. These factors can significantly impact work-life balance and employee performance, and their omission may limit the comprehensiveness of the findings. Third, external factors such as government policies, economic conditions, and changes in regulations were not deeply examined in this study. These factors can significantly impact work-life balance and employee performance, and their omission may limit the comprehensiveness of the findings.

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