

Breaking the Burnout Cycle: The Strategic Role of Employee Engagement in Enhancing Self-Leadership, Work-Life Balance and Performance

KHUDIAZ ARLY ROSSIANA¹, RINA RAHMAWATI²
^{1,2} STIE Malangkececwara

Abstract- This study aims to examine the influence of self-leadership and work-life balance on employee performance, with employee engagement as a moderating variable in the Procurement of Goods and Services Division of Malang Regency, Indonesia. The research employs SEM-PLS for data analysis, using a saturated sample technique that includes all 41 employees. The findings reveal that self-leadership has a significant positive impact on employee performance, indicating that the higher an employee's self-leadership capability, the better their performance. Similarly, work-life balance significantly enhances employee performance, suggesting that well-managed work-life balance contributes to improved productivity. However, employee engagement as a moderating variable does not exert a meaningful effect. While it slightly strengthens the relationship between self-leadership and performance, the impact is not statistically significant. In contrast, employee engagement significantly moderates the relationship between work-life balance and performance, reinforcing the importance of a balanced personal and professional life. These findings suggest that enhancing employee performance is more effectively achieved through direct improvements in self-leadership and work-life balance rather than relying on employee engagement. Therefore, organizational policies should prioritize strategies that optimize work-life balance to help employees maintain a healthy equilibrium between work and personal life.

Indexed Terms- Self-Leadership, Work-Life Balance, Employee Engagement, Employee Performance

I. INTRODUCTION

The performance of the State Civil Apparatus (ASN) plays a crucial role in public sector management, directly impacting the quality of government services and overall administrative effectiveness. With increasing public demands for higher service quality, ASNs are required to enhance their performance to meet these expectations. Research by Sari et al. (2022) highlights that ASN performance is significantly influenced by effective management and training support, which contribute to job satisfaction and productivity.

Self-leadership is becoming increasingly relevant for ASN, particularly in Malang Regency, which prioritizes excellent public service delivery. Wahyuni and Suprayogi (2021) found that self-leadership positively influences employee performance, as individuals with strong self-leadership skills tend to be more motivated and productive. Additionally, research by Prasetyo et al. (2022) indicates that self-leadership fosters individual initiative, which subsequently enhances performance.

Work-life balance (WLB) is another critical factor affecting ASN performance. Hendrawan et al. (2023) affirm that maintaining a healthy balance between work and personal life improves employees' mental and physical well-being. Their study shows that ASNs who can effectively manage their professional and personal responsibilities tend to experience higher job satisfaction, which positively impacts their performance.

Employee engagement is a key moderating factor that influences the relationship between self-leadership,

work-life balance, and performance. Research by Kurniawan and Santoso (2022) reveals that engaged employees are more likely to deliver high-quality services and respond effectively to public needs.

Similarly, Handayani et al. (2023) highlight that employee engagement not only enhances individual performance but also contributes to a positive work environment, supporting the achievement of organizational goals. The Indonesian government has introduced eight priority programs, known as Asta Cita, to support national development and achieve Indonesia Emas 2045. The State Civil Apparatus (ASN) plays a vital role in realizing these objectives, particularly in the Procurement of Goods and Services Division of Malang Regency. Procurement governance is essential in promoting economic equity, strengthening human resources, combating corruption, and increasing employment through the utilization of domestic products.

During the Government Procurement Policy Institute (LKPP) Gathering on November 4, 2024, LKPP Principal Secretary emphasized that government procurement is critical for enhancing fiscal efficiency. In pursuit of Asta Cita, LKPP has encouraged all Goods/Services Procurement Work Units (UKPBJ) within ministries, institutions, and local governments (K/L/PD) to achieve a maturity level of Level 3 (Proactive), positioning them as centers of excellence in procurement.

The Procurement of Goods and Services Division of Malang Regency has successfully reached Maturity Level 3 (Proactive), demonstrating its commitment to customer-oriented procurement practices through collaboration and strategic planning. This aligns with the Malang Regency Government Performance Report (2023), which reports an increase in community satisfaction with government services, exceeding its target of 85.56%, with an actual realization of 85.71%. Additionally, the ASN Professional Index also surpassed expectations, achieving 74.91% against the initial target of 66.21%.

Despite these achievements, challenges remain. The Procurement Governance Index (ITKP) evaluates procurement governance at the operational level using three key indicators: (1) utilization of

procurement systems, (2) qualification and competence of procurement personnel, and (3) UKPBJ maturity level. Although Malang Regency obtained a favorable ITKP score in 2024, its procurement personnel competency indicator scored only 14.18 out of 30. This shortfall is attributed to the limited availability of functional positions, which have not yet met LKPP's recommended standards.

This situation presents an intriguing research opportunity. Despite staffing limitations, the Procurement of Goods and Services Division of Malang Regency has successfully met organizational targets. Additionally, data from the e-SiapKerja application reveals that employee performance consistently exceeds 100%, even though attendance rates do not reach full capacity. This suggests that employees continue working beyond office hours, raising concerns about their work-life balance. However, this phenomenon may be driven by a strong sense of responsibility and emotional commitment to the organization—known as employee engagement.

Given these insights, this study aims to analyze the impact of self-leadership and work-life balance on employee performance, with employee engagement as a moderating variable. By understanding these relationships, this research seeks to provide strategic recommendations for optimizing ASN performance while ensuring sustainable and balanced work practices.

II. STUDIES AND LITERATURES

Self-leadership, according to Knotts et al. (2022), is a crucial strategy in Human Resource Development, where individuals utilize self-influence and motivation to drive their behavior. This definition highlights that self-leadership is not merely about leading oneself but also encompasses responsibility and self-awareness, which impact performance improvement and contribute to achieving organizational goals. Effective self-leadership is essential yet challenging, as a leader must first be able to lead themselves before guiding others. It involves taking personal responsibility, which significantly influences decision-making.

Neuhaus (2020) defines self-leadership as the practice of understanding one's values and strengths, setting goals, and guiding oneself toward desired experiences. This perspective underscores the holistic nature of self-leadership, which involves developing various skills and competencies to attain personal and professional goals. Similarly, Zhang et al. (2021) describe self-leadership as a "process of influencing oneself," emphasizing an individual's ability to lead themselves in achieving personal and organizational objectives. Harari et al. (2021) further elaborate that self-leadership involves self-influence strategies, enabling individuals to manage their behavior and motivation independently.

Work-life balance is an increasingly significant concept, particularly in the context of civil servants. According to Kreiner & Hollensbe (2020), individuals who effectively manage the balance between work and personal life tend to experience higher job satisfaction and productivity. Kurnia & Widigdo (2021) define work-life balance as the equilibrium between professional and personal responsibilities, ensuring fair management of time, energy, and attention between work-related tasks and personal or family needs. Azim et al. (2020) argue that work-life balance is built on the perception that work and personal life complement each other, contributing to overall well-being rather than being conflicting aspects of life.

Stewart et al. (2022) define work-life balance as an individual's ability to prioritize between career demands and personal life responsibilities. This definition suggests that a healthy balance enhances well-being and job satisfaction, requiring equal attention and commitment to both aspects. A study by Wulansari (2023) in the *Psychopreneur Journal* categorizes factors affecting work-life balance into three groups: (1) individual factors, including personality traits, attitudes toward work-life balance, and emotional intelligence; (2) organizational factors, such as workload, scheduling flexibility, leadership, work stress, policies, reward systems, and interpersonal relationships; and (3) life factors, including household responsibilities, child care, family and spousal support, and economic conditions.

Employee engagement, according to Siahaan (2020), represents an employee's emotional attachment, commitment, and trust in an organization's values. It reflects the extent to which employees feel connected, motivated, and engaged in their work and the organization's goals. Sonhadi et al. (2020) further define employee engagement as an emotional connection between employees and their workplace, emphasizing that engaged employees do not merely complete tasks but also exhibit a strong emotional bond with their organization, job, and colleagues.

Cintani & Noviansyah (2020) describe employee engagement as a voluntary, non-coercive effort by employees, serving as a benchmark for agency activities, including promotion, decision-making, and resource investment. Nurjanah (2021) asserts that employee engagement directly influences performance levels, as employees with a strong sense of involvement contribute significantly to achieving organizational objectives.

Performance, as defined by Robbins (2023), refers to the results achieved by individuals or groups in executing their duties and responsibilities. It is assessed not only based on outcomes but also efficiency and effectiveness in work processes. Robbins emphasizes that understanding performance holistically requires analyzing how individual function within an organizational context and how their interactions affect overall results.

Aguinis & Burgi-Tian (2021) describe performance as a multidimensional construct encompassing both individual and organizational levels. They highlight the importance of performance management in aligning employee goals with broader organizational objectives and fostering a culture of continuous improvement. Performance is not merely about achievements but also about the methods used to attain them. Factors such as motivation, managerial support, and work environment significantly contribute to an individual's performance level (Taufik, 2024).

Marshall, Aguinis, & Beltran (2024) propose a meta-theoretical framework for understanding performance across multiple contexts, considering various constructs and levels of analysis, including individual

and corporate performance. Their approach provides a comprehensive perspective on performance by incorporating its complexity and nuances. Ilman (2020) defines performance as both qualitative and quantitative outputs achieved by employees in fulfilling their responsibilities. This definition highlights that quality and quantity must be balanced to ensure employees meet organizational expectations effectively. Achieving optimal performance requires maintaining this balance, both at the individual and organizational levels, in setting goals and conducting evaluations.

This study aims to investigate the influence of self-leadership and work-life balance on employee performance, with employee engagement as a moderating variable. By understanding this relationship, the research is expected to contribute to the development of human resource management, particularly in the context of public service. Additionally, the findings are anticipated to provide a strong empirical foundation for policy formulation and best practices in enhancing the performance of civil servants (ASN) in Malang Regency.

The specific objectives of this study are as follows:

1. To examine the influence of self-leadership on the performance of employees in the Goods and Services Procurement Division of Malang Regency.
2. To analyze the effect of work-life balance on the performance of employees in the Goods and Services Procurement Division of Malang Regency.
3. To determine whether employee engagement moderates the relationship between self-leadership and employee performance in the Goods and Services Procurement Division of Malang Regency.
4. To assess whether employee engagement moderates the effect of work-life balance on employee performance in the Goods and Services Procurement Division of Malang Regency.

III. RESEARCH METHODOLOGY

Research Design

This study uses quantitative methods with a survey approach, which is considered most suitable for

measuring the relationship between independent and dependent variables. This method was chosen because the researcher wanted to test the theories that already exist and are relevant to the object of research.

Population and sample

The population in this study is all employees of the procurement of goods and services of Malang regency amounted to 41 people. The sampling technique used in this study uses a saturated sampling technique which is a sampling technique when all members of the population are used as a sample of 41 people.

IV. RESULT

The outer model is a model that specifies the relationship between latent variables and indicators or it can be said that *the outer model* defines how each indicator relates to its latent variables. Here below is *the output* in the form of outer loading value from the results of data processing with PLS.

Convergent Validity Value

The validity test assesses the indicators of latent variables to ensure that they are comprehensible to respondents, minimizing the risk of misinterpretation and confirming that the indicators effectively measure the intended constructs in this study.

Outer Loading

Y1. 1		0.943
Y1. 2		0.899
Y1. 3		0.904
Y1. 4		0.970
Y1. 5		0.882
Y1. 6		0.917
Y1. 7		0.941
Y1. 8		0.937
X1. 1	0.915	
X1. 2	0.928	
X1. 3	0.932	
X1. 4	0.937	
X1. 5	0.967	
X1. 6	0.948	
X1. 7	0.970	
X1. 8	0.953	

X1. 9	0.915	
X1. 10	0.873	
X2. 1		0.886
X2. 2		0.740
X2. 3		0.905
X2. 4		0.880
X2. 5		0.899
X2. 6		0.857
X2. 7		0.909
X2. 8		0.883
Z1. 1	0.916	
Z1. 2	0.941	
Z1. 3	0.957	
Z1. 4	0.933	
Z1. 5	0.912	
Z1. 6	0.966	
Z1. 7	0.885	
Z1. 8	0.741	
Z1. 9	0.897	
Z1. 10	0.886	
Z1.11	0.902	
Z1. 12	0.913	
Z1. 13	0.905	
Z1. 14	0.923	
Z1. 15	0.955	
Z1. 16	0.924	

Construct reliability, as measured by Cronbach's alpha, is considered acceptable when the value exceeds 0.60. Based on the table above, the Cronbach's alpha values for all variables are above this threshold, indicating good construct reliability.

Goodness of fit Model Structure (Inner Model)

The R² value obtained in this research model is 0.971, indicating that 97.1% of the variance in the dependent variable can be explained by the independent variables. This suggests that the structural model has a very high predictive relevance, making it robust and suitable for predictive analysis.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Valu
Self-leadership -> Kinerja	0.042	0.057	0.164	0.259	0.796
Work-life balance -> Kinerja	0.598	0.604	0.220	2.718	0.007
Employee Engagement -> Self-leadership -> Kinerja	-0.121	-0.064	0.175	0.688	0.492
Employee Engagement -> Work-life balance -> Kinerja	-0.130	0.0077	0.177	0.731	0.465

The measurement of all indicators across variables shows outer loading values greater than 0.77, indicating that they meet the criteria for convergent validity. Therefore, these indicators are suitable for use in further research model testing.

Average variance extracted (AVE)

Based on the output results, the Average Variance Extracted (AVE) value for each construct exceeds 0.60, indicating that the estimated construct meets the criteria for discriminant validity.

Construst Reliability

	Cronbach's Alpha
Employee Engagement	0.987
Self-leadership	0.986
Work-life balance	0.962
Performance	0.979

V. FINDINGS

The Influence of Self-Leadership on ASN Performance

The first hypothesis testing aims to determine the direct effect of self-leadership on performance. This test is conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results of the inner model estimation indicate that the direct effect of self-leadership on performance has a path coefficient of 0.042 with a p-value of 0.796, which exceeds the 5% significance threshold. These findings suggest that while self-leadership has a positive effect on performance, the impact is not statistically significant. This implies that although self-leadership may contribute slightly to performance improvement, its effect is too small to produce meaningful changes in the results of this study.

The Effect of Work-Life Balance on ASN Performance

The second hypothesis testing aims to examine the direct effect of work-life balance on performance. This test was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results of the inner model estimation indicate that the direct effect of work-life balance on ASN performance has a path coefficient of 0.598 with a p-value of 0.007, which is smaller than the significance threshold of $\alpha = 5\%$. These findings suggest that work-life balance has a positive and significant impact on performance, meaning that when employees effectively manage their work-life balance, their performance tends to improve.

The Effect of Self-Leadership on ASN Performance Through the Moderating Role of Employee Engagement

The third hypothesis testing aims to examine the effect of self-leadership on performance through the moderating role of employee engagement. This test was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results of the inner model estimation indicate that the effect of self-leadership on performance, moderated by employee engagement, has a path coefficient of -0.121 with a p-value of 0.492, which exceeds the significance threshold of $\alpha = 5\%$. These findings suggest that the interaction between self-leadership and employee engagement does not have a significant effect on performance. In other words, even when ASN employees exhibit strong self-leadership and high engagement levels, their combined influence is not substantial enough to significantly enhance performance in this study. Therefore, employee engagement does not moderate the relationship between self-leadership and performance.

The Effect of Work-Life Balance on ASN Performance Through the Role of Employee Engagement

The fourth hypothesis testing aims to examine the effect of work-life balance on performance through the role of employee engagement. This test was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results of the inner model estimation indicate that the effect of work-life balance on ASN performance, moderated

by employee engagement, has a path coefficient of 0.130 with a p-value of 0.465, which exceeds the significance threshold of $\alpha = 5\%$. These findings suggest that while the relationship between work-life balance and performance is positive, the effect size is relatively small. Moreover, since the p-value is greater than 0.05, the effect is not statistically significant. This implies that although employee engagement may influence the relationship between work-life balance and performance, its moderating effect is not strong enough to yield significant results in this study.

VI. RECOMMENDATIONS

For the Procurement of Goods and Services Division in Malang Regency

a. *Enhancing Employee Self-Leadership*

The Procurement of Goods and Services Division in Malang Regency should implement specialized training programs aimed at developing self-leadership skills. These programs should focus on independent decision-making, self-management, and strategic thinking. Encouraging ASN employees to take a more proactive role in managing their tasks and assuming responsibility for their performance will contribute to improved efficiency and effectiveness.

b. *Optimizing Work-Life Balance*

To promote a better work-life balance, the organization should introduce flexible work policies, such as adjustable working hours and sufficient leave options. Reducing excessive workloads and fostering a supportive work environment will help employees maintain their well-being and enhance overall job satisfaction.

c. *Strengthening Employee Engagement*

Organizations should cultivate an inclusive workplace culture that recognizes and rewards employee contributions. Open and transparent communication should be encouraged to ensure employees feel valued. Additionally, implementing career development programs can enhance employees' sense of involvement and ownership of their work, ultimately leading to increased motivation and performance.

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