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The Role of Burnout, Professional Self-Efficacy, and Life Satisfaction in Job Performance via Work Engagement

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ABSTRAK

Penelitian ini bertujuan untuk menguji pengaruh professional self-efficacy, satisfaction with life, dan burnout terhadap job performance dengan work engagement sebagai variabel mediasi pada pegawai Satuan Pelayanan Pemenuhan Gizi (SPPG) di Kabupaten Ciamis, Indonesia. Berlandaskan teori Job Demands-Resources (JD-R), penelitian ini menggunakan pendekatan kuantitatif dengan desain cross-sectional. Data dikumpulkan dari 134 pegawai SPPG melalui kuesioner terstruktur dan dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil penelitian menunjukkan bahwa professional self-efficacy dan satisfaction with life berpengaruh positif dan signifikan terhadap work engagement maupun job performance. Work engagement secara signifikan memediasi hubungan antara professional self-efficacy dengan job performance, serta antara satisfaction with life dengan job performance. Sebaliknya, burnout tidak berpengaruh signifikan terhadap work engagement maupun job performance, dan tidak menunjukkan efek mediasi yang signifikan. Temuan ini menegaskan peran penting sumber daya pribadi yang positif dalam meningkatkan kinerja pegawai pada organisasi pelayanan gizi publik. Secara teoretis, penelitian ini memperkuat kerangka JD-R melalui penekanan pada jalur motivasional yang didorong oleh personal resources. Secara praktis, hasil penelitian menyarankan agar manajemen SPPG berfokus pada pengembangan professional self-efficacy, kepuasan hidup, dan work engagement pegawai untuk meningkatkan kualitas layanan dan efektivitas program.

Kata kunci: professional self-efficacy, satisfaction with life, burnout, work engagement, job performance, teori Job Demands-Resources, SPPG

ABSTRACT

This study aims to examine the influence of professional self-efficacy, satisfaction with life, and burnout on job performance, with work engagement as a mediating variable among employees of Nutrition Fulfillment Service Units (SPPG) in Ciamis Regency, Indonesia. Drawing on the Job Demands-Resources (JD-R) theory, the research employed a quantitative approach with a cross-sectional design. Data were collected from 134 SPPG employees using a structured questionnaire and analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that professional self-efficacy and satisfaction with life have positive and significant effects on both work engagement and job performance. Work engagement significantly mediates the relationships between professional self-efficacy and job performance, as well as between satisfaction with life and job performance. In contrast, burnout does not significantly influence work engagement or job performance, nor does it show a significant mediating effect. These findings underscore the critical role of positive personal resources in enhancing employee performance in public nutrition service organizations. Theoretically, the study strengthens the JD-R framework by highlighting the motivational pathway driven by personal resources. Practically, the results suggest that SPPG management should focus on developing employees' professional self-efficacy, life satisfaction, and work engagement to improve service quality and program effectiveness.

Keywords: professional self-efficacy, satisfaction with life, burnout, work engagement, job performance, Job Demands-Resources theory, SPPG

INTRODUCTION

The health and nutrition sector constitutes a critical component of public services in Indonesia, aimed at enhancing community quality of life through the fulfillment of nutritional needs, disease prevention, and overall health improvement. Addressing persistent national priorities such as stunting and malnutrition remains a central focus of these efforts (Kemenkes RI, 2024; Sukmawati et al, 2024). In Ciamis Regency, the Free Nutritious Meal Program (Program Makan Bergizi Gratis/MBG) has demonstrated notable progress, with 161 Nutrition Fulfillment Service Units (Satuan Pelayanan Pemenuhan Gizi/SPPG) fully operational by mid-April 2026 (Riza, 2026). As public organizations, SPPGs play a strategic role in ensuring the nutritional needs of the community are met. However, their implementation continues to encounter challenges related to service quality improvement and organizational accountability. These challenges mirror broader international trends, in which public nutrition programs face increasing pressure to enhance effectiveness under conditions of resource constraints and rising community demands (World Bank, 2023).

Problems in public service program implementation frequently stem from suboptimal adherence to operational standards, inadequate supervision, and limited compliance with regulations. Resource constraints and elevated service demands further affect program quality and frontline officer performance. High performance targets often lead to physical and mental fatigue among employees, resulting in elevated work stress, burnout, reduced motivation, and diminished work engagement. These conditions, in turn, can directly and indirectly impair job performance by reducing concentration, work effectiveness, and the quality of task completion, thereby hindering the achievement of organizational targets (Rasool et al., 2024).

Job performance serves as a primary indicator of individual and organizational success in meeting predetermined goals. It refers to the extent to which employees achieve work outcomes in terms of quality, quantity, timeliness, and effectiveness (Campbell et al., 1990). In the context of public organizations such as SPPGs, job performance not only reflects target attainment but also the quality of services delivered to the public. Employees are required to perform optimally despite resource limitations and work pressures. Among the factors influencing performance, professional self-efficacy has been identified as a significant contributor (Darmawan et al., 2022).

Professional self-efficacy is defined as an individual's belief in their capability to execute specific tasks successfully (Heng & Chu, 2023). Individuals with high self-efficacy tend to exhibit greater confidence, resilience in the face of work pressure, and stronger intrinsic motivation (Kamila & Hasanati, 2025). Prior studies have reported a positive association between self-efficacy, work engagement, and job performance (Buulolo et al., 2025). However, other research has found the influence of professional self-efficacy on job performance to be insignificant (Lailla et al., 2022).

Satisfaction with life represents an individual's cognitive evaluation of the overall quality of their life and is closely linked to psychological well-being (Heng & Chu, 2023; Topino et al., 2022). Higher levels of life satisfaction are associated with positive emotions that enhance motivation and work engagement (Wang et al., 2025). Several studies have demonstrated a positive effect of life satisfaction on work engagement and job performance (Çayak, 2022). Conversely, Widjaya & Achmadi (2024) reported no significant influence of satisfaction with life on job performance.

Burnout, a psychological condition arising from prolonged work pressure, is characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Heng & Chu, 2023; Topino et al., 2022). High levels of burnout are linked to decreased energy, motivation, and work engagement, ultimately impairing performance (Wang et al., 2025). While some studies have confirmed a negative impact of burnout on job performance (Çayak, 2022), others have found no significant effect (Widjaya & Achmadi, 2024).

These inconsistent findings highlight the need for a more comprehensive examination of the relationships among professional self-efficacy, satisfaction with life, burnout, and job performance. Work engagement—defined as a positive psychological state involving cognitive, emotional, and behavioral involvement in work (Heng & Chu, 2023)—may serve as a critical mediating mechanism. Prior research has established work engagement as a predictor of employee

performance, well-being, and organizational outcomes (Liu et al., 2024; Yao et al., 2022). Engaged employees tend to display greater loyalty and commitment (Morales-García et al., 2024), whereas low engagement is associated with reduced performance and elevated burnout risk (Rasool et al., 2024).

The novelty of this study lies in the replication and extension of the research model proposed by Bernales et al. (2022) within the distinct context of public organizations, specifically SPPGs in Indonesia. Unlike previous applications in industrial or educational settings, this study examines the model in a public service environment characterized by high community accountability and resource constraints. It strengthens the analysis of direct relationships between professional self-efficacy, satisfaction with life, and burnout on work engagement—relationships that have often been insufficiently elaborated—and addresses the limited empirical attention given to this model in Indonesian public organizations (Suciningtyas et al., 2024). Furthermore, by integrating psychological variables and subjective well-being with work engagement as a mediator, and by grounding the relationships more explicitly in Job Demands-Resources theory, this study advances both theoretical understanding and practical insights for improving employee performance in public nutrition service units.

Accordingly, the purpose of this study is to examine the influence of professional self-efficacy, satisfaction with life, and burnout on work engagement, and to investigate the mediating role of work engagement in the relationships between these variables and the job performance of SPPG employees. The findings are expected to contribute to the development of theory and to offer practical recommendations for enhancing human resource management in public service organizations.

Literature Review

Job Demands-Resources Theory

The Job Demands-Resources (JD-R) theory provides a comprehensive framework for understanding how the work environment influences employee well-being and performance (Demerouti & Bakker, 2023; Tummers & Bakker, 2021). According to this theory, every work context can be characterized by two broad categories of job characteristics: job demands and job resources. Job demands refer to those aspects of work that require sustained physical and/or psychological effort (e.g., work pressure, cognitive demands) and are associated with physiological and/or psychological costs (Demerouti & Bakker, 2023). In contrast, job resources are aspects of work that help achieve work goals, reduce job demands, and stimulate personal growth and development.

The JD-R theory posits that job demands and resources influence job performance through employee well-being, particularly via two distinct pathways: the health-impairment (or health-depletion) pathway and the motivational pathway (Demerouti & Bakker, 2023). In the health-impairment pathway, high job demands increase the risk of burnout, which may lead to negative outcomes such as health problems or turnover intention (Ling, 2025). In the motivational pathway, the availability of adequate job resources fosters work engagement, which in turn enhances performance. The theory also acknowledges that employees can proactively influence their job demands and resources through job crafting behaviors.

The JD-R model builds upon earlier established frameworks of workplace stress, including the Job Demands-Control-Support model and the Effort-Reward Imbalance model (Cunningham & Black, 2021). When job demands are perceived as high and resources are insufficient, they become strong predictors of burnout, reduced organizational commitment, and increased employee turnover (Cunningham & Black, 2021).

Work Engagement

Work engagement is defined as a positive, fulfilling, work-related state of mind characterized by three core dimensions: vigor (high levels of energy and mental resilience while working), dedication (a sense of significance, enthusiasm, inspiration, pride, and challenge), and absorption (being fully concentrated and engrossed in one's work) (Schaufeli et al., 2006). Engaged employees are not only physically present at work but are also emotionally and

cognitively involved in their tasks (Demerouti & Bakker, 2023). As a result, employees with high levels of work engagement tend to exhibit greater enthusiasm, stronger commitment, and superior performance compared to their less engaged counterparts (Yao et al., 2022).

Professional Self-Efficacy

Professional self-efficacy refers to an individual's belief in their capability to organize and execute the courses of action required to successfully complete work-related tasks, face challenges, and achieve predetermined goals (Bandura, 1977). This belief significantly shapes how individuals think, make decisions, and behave in work situations. Individuals with high professional self-efficacy tend to be more confident, persist longer when encountering difficulties, and invest greater effort in task completion (Wang et al., 2025). Conversely, those with low self-efficacy are more likely to experience doubt and demonstrate lower effectiveness at work (Bandura, 1977). Within the JD-R framework, professional self-efficacy is conceptualized as a personal resource that facilitates the motivational process and supports higher levels of work engagement and performance.

Satisfaction with Life

Satisfaction with life is an individual's cognitive evaluation of the overall quality of their life, based on a comparison between personal expectations and current circumstances (Diener, 1984). It represents a key component of subjective well-being. Individuals who report high life satisfaction generally experience more positive emotions, greater psychological stability, and enhanced ability to cope with workplace stress (Topino et al., 2022). These positive psychological states encourage greater involvement in work activities and contribute to improved overall performance (Topino et al., 2022). In the context of JD-R theory, satisfaction with life functions as a personal resource that fuels the motivational pathway leading to higher work engagement.

Burnout.

Burnout is a psychological syndrome resulting from prolonged exposure to chronic interpersonal stressors at work (Maslach & Jackson, 1981). It comprises three primary dimensions: emotional exhaustion (feelings of being emotionally overextended and depleted of emotional resources), depersonalization (a negative, cynical, or detached response toward work or recipients of one's service), and reduced personal accomplishment (a decline in feelings of competence and successful achievement at work). Burnout leads to diminished energy, motivation, and enthusiasm, thereby reducing work engagement and impairing performance (Vargas-Benítez et al., 2023). Within the JD-R model, burnout is the primary outcome of the health-impairment pathway and represents a significant barrier to both employee well-being and productivity (Maslach & Jackson, 1981).

Job Performance

Job performance refers to the outcomes achieved by an individual in fulfilling their assigned duties and responsibilities in accordance with organizational standards (Campbell et al., 1990). It reflects the effectiveness and efficiency with which tasks are completed and the contribution made toward organizational goals. Beyond technical skills, job performance is substantially influenced by psychological factors such as motivation, self-efficacy, and work engagement (Widjaya & Achmadi, 2024). Consequently, higher levels of employee engagement and self-confidence are generally associated with superior performance outcomes.

Hypothesis Development

The Influence of Professional Self-Efficacy on Job Performance

Professional self-efficacy refers to an individual's belief in their ability to organize and execute the actions required to successfully complete work tasks and achieve desired outcomes (Bandura, 1977). Within the Job Demands-Resources (JD-R) theory, professional self-efficacy is categorized as a personal resource that enhances intrinsic motivation, psychological resilience, and the capacity to cope with job demands (Demerouti & Bakker, 2023). Employees with high levels

of self-efficacy tend to demonstrate greater confidence, persistence in overcoming obstacles, and sustained effort toward performance targets. Consequently, professional self-efficacy is expected to exert a direct positive influence on job performance. This theoretical expectation is supported by previous empirical findings (Darmawan et al., 2022; Lestari, 2022; Widjaya & Achmadi, 2024). Therefore, the following hypothesis is proposed:

H1: Professional self-efficacy has a positive and significant effect on job performance.

The Influence of Satisfaction with Life on Job Performance

Satisfaction with life is defined as an individual's cognitive evaluation of the overall quality of their life based on self-determined standards (Diener, 1984). From the perspective of JD-R theory, life satisfaction represents a personal resource that generates positive psychological energy, enabling individuals to manage work demands more effectively (Demerouti & Bakker, 2023). Employees who experience higher life satisfaction generally exhibit more stable emotions, lower stress levels, and greater ability to maintain focus and motivation at work. These conditions are expected to contribute positively to job performance. Prior studies have consistently demonstrated a positive relationship between life satisfaction and performance outcomes (Çayak, 2022; Susanto et al., 2022; Znidarsic & Maric, 2021). Thus, the following hypothesis is formulated:

H2: Satisfaction with life has a positive and significant effect on job performance.

The Effect of Burnout on Job Performance

Burnout is a psychological syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment resulting from prolonged and unmanaged work stress (Maslach & Jackson, 1981). According to JD-R theory, burnout emerges through the health-impairment pathway when high job demands are not adequately balanced by available resources (Demerouti & Bakker, 2023). This condition depletes physical and psychological energy, reduces motivation, and impairs an individual's capacity to perform effectively. As a result, burnout is theoretically expected to exert a negative influence on job performance. Empirical evidence supports this relationship, indicating that burnout and emotional exhaustion significantly reduce work productivity (Lei et al., 2025; Sucapuca et al., 2022; Tu et al., 2022). Therefore, the following hypothesis is proposed:

H3: Burnout has a negative and significant effect on job performance.

The Influence of Professional Self-Efficacy on Work Engagement

Professional self-efficacy reflects an individual's confidence in their competencies to achieve work-related goals (Bandura, 1977). Within the JD-R framework, self-efficacy functions as a personal resource that stimulates the motivational process, leading to higher levels of work engagement (Demerouti & Bakker, 2023). Employees with strong professional self-efficacy are more likely to experience vigor, dedication, and absorption in their work. Previous studies have consistently reported a positive and significant relationship between professional self-efficacy and work engagement (Buulolo et al., 2025; Morales-García et al., 2024; Wang et al., 2025). Accordingly, the following hypothesis is advanced:

H4: Professional self-efficacy has a positive and significant effect on work engagement.

The Influence of Satisfaction with Life on Work Engagement

Satisfaction with life constitutes an important psychological resource that influences employees' organizational experiences and work-related attitudes (Çayak, 2022). Individuals with higher levels of life satisfaction tend to experience more positive emotions and greater energy, which facilitate stronger engagement in work activities (Sahrah et al., 2023). From the JD-R perspective, life satisfaction supports the motivational pathway by enhancing employees' psychological availability and willingness to invest themselves fully in their roles. Empirical research has confirmed that satisfaction with life positively influences work engagement (Sahrah et al., 2023; Çayak, 2022). Therefore, the following hypothesis is proposed:

H5: Satisfaction with life has a positive and significant effect on work engagement.

The Influence of Burnout on Work Engagement

Burnout is a psychological syndrome resulting from prolonged exposure to chronic work stress and is characterized by emotional exhaustion, cynicism (or depersonalization), and reduced professional efficacy (Maslach & Jackson, 1981). Within the Job Demands-Resources (JD-R) theory, burnout represents the primary outcome of the health-impairment pathway, which occurs when job demands exceed available resources (Demerouti & Bakker, 2023). Elevated burnout depletes employees' physical and psychological energy, diminishes motivation, and reduces their capacity for full involvement in work. Consequently, burnout is theoretically expected to exert a negative influence on work engagement. Empirical studies have consistently reported a significant negative relationship between burnout and work engagement (Adanaqué-Bravo et al., 2023; Vargas-Benítez et al., 2023; Yang et al., 2022). Therefore, the following hypothesis is proposed: H6: Burnout has a negative and significant effect on work engagement.

The Influence of Work Engagement on Job Performance

Work engagement is a positive, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2006). According to JD-R theory, work engagement emerges through the motivational pathway when employees possess adequate job and personal resources, and it subsequently drives higher performance outcomes (Demerouti & Bakker, 2023). Engaged employees demonstrate greater energy, stronger emotional commitment, and deeper concentration, which collectively enhance the quality and quantity of their work results. Previous research has confirmed that work engagement positively and significantly influences job performance (Liu et al., 2024; Yao et al., 2022). Thus, the following hypothesis is formulated: H7: Work engagement has a positive and significant effect on job performance.

The Mediating Role of Work Engagement in the Relationship between Professional Self-Efficacy and Job Performance

Professional self-efficacy is conceptualized as a personal resource within the JD-R framework that facilitates the motivational process (Demerouti & Bakker, 2023). Employees with higher professional self-efficacy are more confident, proactive, and persistent, which increases their levels of vigor, dedication, and absorption at work (Heng & Chu, 2023). Elevated work engagement, in turn, enables employees to deliver higher-quality performance outcomes. Therefore, work engagement is expected to mediate the positive relationship between professional self-efficacy and job performance. This mediating mechanism is supported by prior findings (Sun et al., 2022). Accordingly, the following hypothesis is advanced: H8: Work engagement mediates the effect of professional self-efficacy on job performance.

The Mediating Role of Work Engagement in the Relationship between Satisfaction with Life and Job Performance

Satisfaction with life functions as a personal resource that supplies positive psychological energy and enhances employees' capacity to cope with work demands (Demerouti & Bakker, 2023; Ferreira et al., 2020). Higher life satisfaction fosters more stable positive emotions and greater willingness to invest oneself fully in work, thereby increasing work engagement. In turn, higher work engagement leads to improved job performance in both quality and quantity. Thus, work engagement is proposed to mediate the relationship between satisfaction with life and job performance. This proposition is consistent with previous empirical evidence (Widjaya & Achmadi, 2024). The following hypothesis is therefore formulated: H9: Work engagement mediates the effect of satisfaction with life on job performance.

The Mediating Role of Work Engagement in the Relationship between Burnout and Job Performance

Within the JD-R theory, burnout arises from the health-impairment pathway and undermines the motivational process (Demerouti & Bakker, 2023). When employees experience high levels of burnout, their energy, enthusiasm, and sense of involvement decline, resulting in lower work engagement. Reduced work engagement subsequently impairs job performance by

diminishing focus, commitment, and work output quality (Galanakis & Tsitouri, 2022). Conversely, lower burnout allows for higher engagement and better performance (Tu et al., 2022). Therefore, work engagement is expected to mediate the negative relationship between burnout and job performance. The following hypothesis is proposed:

H10: Work engagement mediates the effect of burnout on job performance.

METHOD

This study adopted a quantitative research approach with a cross-sectional design and replicated the research model developed by Bernales et al. (2022). The study examined the relationships among five latent variables: professional self-efficacy, satisfaction with life, burnout, work engagement, and job performance. The population consisted of all employees working at Nutrition Fulfillment Service Units (SPPG) in Ciamis Regency, totaling 200 individuals. These employees were distributed across four units: SPPG Sindangjaya (50 employees), SPPG Pasir Geulis (50 employees), SPPG Ratawangi (50 employees), and SPPG Ciherang (50 employees). The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a minimum required sample of 134 respondents.

A purposive sampling technique was employed. The inclusion criteria were: (1) the respondent was a permanent or contract employee of an SPPG unit, and (2) the respondent had a clear understanding of their job duties and responsibilities within the SPPG. These criteria were established to ensure that participants possessed sufficient knowledge and experience relevant to the research variables, thereby enhancing the validity of the responses.

Data were collected through an online self-administered questionnaire distributed via Google Forms. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement scales for the constructs were adapted from established instruments used in previous studies, consistent with the replicated model of Bernales et al. (2022). Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS software. The analysis followed the standard two-stage approach: (1) evaluation of the measurement model (outer model) to assess indicator reliability, convergent validity, and discriminant validity; and (2) evaluation of the structural model (inner model) to test the hypothesized relationships, including direct effects and mediation effects through bootstrapping procedures.

RESULTS

Table 1
Respondent Demographics

Karakteristik	Deskripsi	Frekuensi	Presentase %
Jenis Kelamin	Laki-laki	43	32,1
	Perempuan	91	67,9
Usia	18-25 Tahun	18	13,4
	>25-30 Tahun	43	32,1
	>30-35 Tahun	31	23,1
	>35-40 Tahun	24	17,9
	>40-50 Tahun	11	8,2
	>50 Tahun	7	5,2
	SMA/SMK	67	50
Pendidikan	Diploma (D1/D2/D3)	23	17,2
	Sarjana (S1/D4)	39	29,1
	Pascasarjana (S2/S3)	5	3,7
	Sindangjaya	33	24,6
SPPG	Pasir Geulis	34	25,4
	Ratawangi	33	24,6
	Ciherang	34	25,4
	Kepala Satuan Pelayanan Gizi	3	2,2
Jabatan	Ahli Gizi	3	2,2
	Akuntan	3	2,2
	Tenaga Produksi	74	55,2
	Tenaga Distribusi	51	38,1

Source: Processed data

Based on the characteristics of respondents in Table 1, the majority of respondents were female (67.9%), with an age range of 25–30 years (32.1%), indicating that most were of productive age. In terms of education, respondents were predominantly high school/vocational school graduates (50%), while the distribution of respondents in each SPPG unit was relatively even. Based on position, most respondents work as production workers (55.2%) and distribution workers (38.1%), which shows dominance in operational positions. Overall, these characteristics illustrate that the study respondents were predominantly operational workers of productive age and with secondary education backgrounds.

Table 2
Outer Loading

Variabel	Code	Loading Factors	Average of Variance Extracted	Composite Reliability (CR)	Cronbach's ad
Profesional Self Efficacy	PSE 1	0,768	0,623	0,952	0,945
	PSE 2	0,786			
	PSE 3	0,752			
	PSE 4	0,802			
	PSE 5	0,837			
	PSE 6	0,767			
	PSE 7	0,744			
	PSE 8	0,789			
	PSE 9	0,850			
	PSE 10	0,782			
	PSE 11	0,780			
	PSE 12	0,803			
Satisfaction With Life	SWL 1	0,804	0,635	0,954	0,948
	SWL 2	0,803			
	SWL 3	0,773			
	SWL 4	0,770			
	SWL 5	0,815			
	SWL 6	0,806			
	SWL 7	0,788			
	SWL 8	0,758			
	SWL 9	0,807			
	SWL 10	0,827			
	SWL 11	0,774			
	SWL 12	0,836			
Burnout	BO 1	0,821	0,634	0,940	0,928
	BO 2	0,773			
	BO 3	0,808			
	BO 4	0,771			
	BO 5	0,787			
	BO 6	0,824			
	BO 7	0,772			
	BO 8	0,788			
	BO 9	0,819			
Work Engagement	WOE 1	0,795	0,642	0,942	0,930
	WOE 2	0,776			
	WOE 3	0,847			
	WOE 4	0,811			
	WOE 5	0,820			
	WOE 6	0,751			
	WOE 7	0,808			
	WOE 8	0,824			
	WOE 9	0,778			
Job Performance	JP 1	0,830	0,671	0,948	0,939
	JP 2	0,825			
	JP 3	0,829			
	JP 4	0,840			
	JP 5	0,828			
	JP 6	0,826			
	JP 7	0,757			
	JP 8	0,811			
	JP 9	0,825			

Source: Processed data

Based on the outer loading Table 2, all indicators in the variables Professional Self-Efficacy, Satisfaction With Life, Burnout, Work Engagement, and Job Performance have loading

factor values above 0.70, thus meeting the criteria for convergent validity (Hair et al., 2021). This shows that each indicator is able to reflect the variable construct well. Thus, all variables in this study are declared valid and suitable for use to explain the relationship to Job Performance, where variables such as Professional Self-Efficacy, Satisfaction With Life, and Work Engagement are proven to support Job Performance.

Table 3
Model Fit

	Saturated Model	Estimated Model
SRMR	0,055	0,055
d_ ULS	3,976	3,976
d_ G	2,356	2,356
Chi-Square	1469,643	1469,643
NFI	0,763	0,763

Source: Processed data

Based on the model fit test results, the SRMR value of 0.055 indicates that the model has met the goodness of fit criteria because it is below the 0.08 limit, so it can be said to have a good level of fit (Hair et al., 2021). In addition, the d_ ULS (3.976) and d_ G (2.356) values indicate that the difference between the empirical and theoretical models is relatively small. The NFI value of 0.763 indicates that the model has a sufficient level of fit, although not yet classified as very high. Overall, these results indicate that the research model is feasible and adequate for use in further analysis, particularly in explaining the relationship between variables and Job Performance.

Table 4
R Square

	R Square	R Square Adjusted
Work Engagement	0,561	0,551
Job Performance	0,778	0,771

Source: Processed data

Based on the R-Square Table 4, the R² value for the Work Engagement variable is 0.561, indicating that the Professional Self-Efficacy, Satisfaction With Life, and Burnout variables are able to explain 56.1% of the variation in Work Engagement, while the remaining 43.9% is influenced by other variables outside the model. Furthermore, the R² value for the Job Performance variable is 0.778, indicating that Professional Self-Efficacy, Satisfaction With Life, Burnout, and Work Engagement together are able to explain 77.8% of the variation in Job Performance, which is included in the strong category. Thus, this research model has a good ability to explain the dependent variable, especially Job Performance.

Table 5
Discriminant Validity HTMT

	Work Engagement	Professional Self Efficacy	Satisfaction with Life	Burnout	Job Performance
Work Engagement					
Professional Self Efficacy	0,678				
Satisfaction with Life	0,682	0,506			
Burnout	0,353	0,370	0,278		
Job Performance	0,827	0,788	0,767	0,406	

Source: Processed data

Based on the results of the Heterotrait-Monotrait Ratio (HTMT) test, all values between variables were below the 0.90 threshold, thus meeting the discriminant validity criteria (Hair et al.,

2021). The highest HTMT value was found in the relationship between Work Engagement and Job Performance at 0.827, while the lowest value was found in the relationship between Satisfaction with Life and Burnout at 0.278. Other values were also below the threshold, such as Professional Self-Efficacy with Work Engagement (0.678), Satisfaction with Life with Work Engagement (0.682), and Burnout with Job Performance (0.406). Thus, all constructs had good discriminant validity and the measurement model was declared suitable for further structural model testing (Hair et al., 2021).

Table 6.
Path Coefficient Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Work Engagement -> Job Performance	0,305	0,301	0,055	5,508	0,000	Accepted
Profesional Self Efficacy -> Work Engagement	0,407	0,401	0,066	6,177	0,000	Accepted
Profesional Self Efficacy -> Job Performance	0,366	0,371	0,049	7,460	0,000	Accepted
Satisfaction With Life -> Work Engagement	0,428	0,426	0,068	6,283	0,000	Accepted
Satisfaction With Life -> Job Performance	0,335	0,331	0,045	7,506	0,000	Accepted
Burnout -> Work Engagement	-0,075	-0,077	0,064	1,179	0,239	Rejected
Burnout -> Job Performance	-0,064	-0,063	0,048	1,329	0,185	Rejected
Profesional Self Efficacy -> Work Engagement -> Job Performance	0,124	0,121	0,030	4,077	0,000	Accepted
Satisfaction With Life -> Work Engagement -> Job Performance	0,131	0,129	0,033	3,919	0,000	Accepted
Burnout -> Work Engagement -> Job Performance	-0,023	-0,023	0,020	1,165	0,245	Rejected

Source: Processed data

Based on Table 6, the results of the hypothesis testing, the relationship between variables is declared significant if the p-value is <0.05 (Hair et al., 2021). The results showed that professional self-efficacy and satisfaction with life significantly influence job performance ($p = 0.000$), so the hypothesis is accepted. Conversely, burnout did not affect job performance ($p = 0.185$), so the hypothesis is rejected. Work engagement was also shown to have a significant effect on job performance ($p = 0.000$), so the hypothesis is accepted. In addition, professional self-efficacy and satisfaction with life significantly influence work engagement ($p = 0.000$), so the hypothesis is accepted, while burnout did not affect work engagement ($p = 0.239$), so the hypothesis is rejected. In the mediation test, professional self-efficacy and satisfaction with life have a significant indirect effect on job performance through work engagement ($p = 0.000$), while burnout does not show a significant mediating effect on job performance through work engagement ($p = 0.245$). Overall, the results of this study confirm that positive psychological factors such as professional self-efficacy and satisfaction with life play an important role in improving job performance, both directly and through increasing work engagement, which plays an important role in explaining variations in job performance in the research model.

The Influence of Professional Self-Efficacy on Job Performance

The results of this study indicate that professional self-efficacy has a positive and significant effect on job performance. This finding suggests that employees' confidence in their professional capabilities is an important determinant of performance outcomes. Individuals with higher levels of professional self-efficacy tend to approach work tasks with greater confidence, persistence, and effectiveness, which ultimately enhances the quality and quantity of their work results. In the context of SPPG, where employees are required to deliver accurate, timely, and standardized nutrition services, strong professional self-efficacy directly supports service quality and overall performance.

Within the Job Demands-Resources (JD-R) theory, professional self-efficacy is conceptualized as a personal resource that strengthens the motivational pathway (Demerouti & Bakker, 2023). This personal resource enables employees to cope more effectively with job demands and maintain high performance even under pressure. The present findings are consistent with previous studies that reported a positive relationship between self-efficacy and job performance (Lestari, 2022; Agung & Suyasa, 2024; Widjaya & Achmadi, 2024).

The Influence of Satisfaction with Life on Job Performance

The analysis reveals that satisfaction with life exerts a positive and significant influence on job performance. Employees who evaluate their overall life quality more positively tend to experience greater emotional stability and lower stress, enabling them to perform their duties more optimally. In the SPPG setting, higher life satisfaction helps employees maintain enthusiasm and consistency when facing the demanding nature of public nutrition services, thereby contributing to improved service delivery and performance.

From the JD-R perspective, satisfaction with life functions as a personal resource that fuels the motivational process (Demerouti & Bakker, 2023). When employees possess higher subjective well-being, they are better able to utilize available resources and sustain productive work behavior. These results align with earlier research demonstrating a positive association between life satisfaction and job performance (Çayak, 2022; Susanto et al., 2022; Znidarsic & Maric, 2021).

The Effect of Burnout on Job Performance

Contrary to the proposed hypothesis, the results show that burnout does not have a significant effect on job performance. Although the path coefficient is negative, the relationship fails to reach statistical significance. This finding suggests that, within the present sample of SPPG employees, variations in burnout levels do not substantially explain differences in job performance. One possible explanation is that other factors, such as strong professional self-efficacy or organizational support mechanisms, may buffer the potential negative impact of burnout on performance outcomes in this specific public service context.

According to JD-R theory, burnout typically arises through the health-impairment pathway and is expected to impair performance (Demerouti & Bakker, 2023). However, the non-significant result in this study indicates that the health-impairment process may not be the dominant mechanism affecting performance among SPPG employees. This finding is consistent with certain previous studies that also reported a non-significant relationship between burnout and job performance (Widjaya & Achmadi, 2024).

The Influence of Professional Self-Efficacy on Work Engagement

The findings demonstrate that professional self-efficacy has a positive and significant effect on work engagement. Employees who believe strongly in their professional capabilities are more likely to experience higher levels of vigor, dedication, and absorption in their daily work. In SPPG units, elevated professional self-efficacy encourages employees to become more actively and enthusiastically involved in delivering nutrition services. Within the JD-R framework, professional self-efficacy operates as a personal resource that activates the motivational pathway, leading to increased work engagement (Demerouti & Bakker, 2023). These results are in line with prior empirical evidence (Buulolo et al., 2025; Wang et al., 2025; Morales-García et al., 2024).

The Influence of Satisfaction with Life on Work Engagement

The results further indicate that satisfaction with life has a positive and significant effect on work engagement. Employees who report higher life satisfaction tend to display more positive work attitudes and greater involvement in their tasks. In the SPPG context, higher life satisfaction appears to foster stronger enthusiasm, dedication, and focus in providing nutrition services to the community. From the JD-R perspective, satisfaction with life serves as a personal resource that supports the motivational process and enhances work engagement (Demerouti & Bakker, 2023). This finding is consistent with previous studies (Sahrah et al., 2023; Çayak, 2022; Znidarsic & Maric, 2021).

The Effect of Burnout on Work Engagement

The results indicate that burnout does not have a significant effect on work engagement. Although the path coefficient is negative, the relationship does not reach statistical significance. This finding suggests that, within the present sample of SPPG employees, variations in burnout levels do not substantially explain differences in work engagement. One possible explanation is that protective factors, such as relatively high professional self-efficacy or existing organizational

support, may mitigate the potential negative impact of burnout on employees' engagement in this public service context.

According to JD-R theory, burnout arises through the health-impairment pathway and is generally expected to reduce work engagement by depleting psychological energy (Demerouti & Bakker, 2023). However, the non-significant result in this study implies that the health-impairment process may not be the dominant mechanism affecting work engagement among SPPG employees. This finding is consistent with certain previous studies that also reported a non-significant relationship between burnout and engagement in specific organizational settings.

The Influence of Work Engagement on Job Performance

The analysis confirms that work engagement has a positive and significant effect on job performance. Employees who experience higher levels of vigor, dedication, and absorption tend to demonstrate stronger emotional, cognitive, and physical involvement in their work, which translates into superior performance outcomes. In the SPPG context, higher work engagement enables employees to deliver nutrition services more effectively, thereby improving service quality and facilitating the achievement of program targets. Within the JD-R framework, work engagement is the central outcome of the motivational pathway and serves as a key proximal predictor of performance (Demerouti & Bakker, 2023). These results are consistent with prior empirical evidence (Liu et al., 2024; Yao et al., 2022; Lu et al., 2022).

The Mediating Role of Work Engagement in the Relationship between Professional Self-Efficacy and Job Performance

The findings support the mediating role of work engagement in the relationship between professional self-efficacy and job performance. Professional self-efficacy not only exerts a direct positive effect on performance but also influences it indirectly by enhancing work engagement. Employees with higher professional self-efficacy tend to become more vigorously, dedicatedly, and absorbingly involved in their tasks, which subsequently improves performance outcomes. In SPPG units, this mechanism helps explain how confidence in professional capabilities translates into better nutrition service delivery. This mediation aligns with the motivational process proposed by JD-R theory, in which personal resources (professional self-efficacy) foster work engagement, which in turn drives higher performance (Demerouti & Bakker, 2023). The result is consistent with previous studies demonstrating the mediating function of work engagement (Heng & Chu, 2023; Sun et al., 2022).

The Mediating Role of Work Engagement in the Relationship between Satisfaction with Life and Job Performance

The results further confirm that work engagement mediates the positive relationship between satisfaction with life and job performance. Higher life satisfaction enhances employees' psychological energy and positive affect, leading to greater work engagement, which subsequently improves job performance. In the SPPG setting, employees who feel more satisfied with their lives tend to invest themselves more fully in nutrition service activities, resulting in better performance quality. From the JD-R perspective, satisfaction with life operates as a personal resource that activates the motivational pathway through work engagement (Demerouti & Bakker, 2023). This finding is in line with prior research (Widjaya & Achmadi, 2024).

The Mediating Role of Work Engagement in the Relationship between Burnout and Job Performance

The analysis shows that work engagement does not significantly mediate the relationship between burnout and job performance. Although the indirect effect is negative, it fails to reach statistical significance. This result indicates that the proposed mediating mechanism through reduced work engagement does not hold in the present sample. Combined with the non-significant direct effect of burnout on performance, the findings suggest that burnout does not play a substantial role—either directly or indirectly—in explaining variations in job performance among SPPG employees in this study.

While JD-R theory posits that burnout can impair the motivational process and thereby reduce performance (Demerouti & Bakker, 2023), the current data do not provide empirical support for this pathway in the specific context of SPPG. Further research with larger samples or additional contextual variables may be needed to clarify the conditions under which burnout influences performance through work engagement.

CONCLUSION

This study concludes that professional self-efficacy and satisfaction with life have positive and significant effects on job performance, both directly and indirectly through work engagement as a mediating variable. Work engagement emerges as a critical psychological mechanism that links personal resources to performance outcomes. In contrast, burnout does not exhibit a significant influence on either work engagement or job performance. These findings highlight that, within the context of SPPG employees, the enhancement of positive psychological resources plays a more decisive role in improving performance than the reduction of negative psychological states.

Theoretically, the study contributes to the Job Demands-Resources (JD-R) theory by reinforcing the importance of personal resources—specifically professional self-efficacy and satisfaction with life—in activating the motivational pathway that leads to higher work engagement and, subsequently, improved job performance. Practically, the results suggest that SPPG management should prioritize human resource strategies aimed at strengthening employees' professional self-efficacy, life satisfaction, and work engagement. Recommended interventions include targeted training and competency development programs, the creation of a supportive work environment, and the implementation of policies that promote work-life balance.

This study is subject to several limitations. The relatively limited sample size and geographic scope restrict the generalizability of the findings. The exclusive reliance on self-report measures raises the possibility of common method bias, while the cross-sectional design precludes definitive causal inferences. Future research is therefore encouraged to employ larger and more diverse samples, adopt longitudinal designs, and incorporate additional variables such as perceived organizational support or leadership style to develop a more comprehensive understanding of the determinants of job performance in public nutrition service organizations.

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