Determinant and Consequence of Civil Servant Engagement: A Mediated-Moderated Study

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Abstract: Bureaucratic reform is continually echoed to meet demands of the masses for better functioning of the public sector service. To respond the afromentioned issue, this study adopted several important constructs in contemporary human resource management (work-life balance, engagement, in role-performance, and self-efficacy) and analyzed the mediation and moderation role in the context of civil servants. In addition, to collect primary data, an online survey method was used and distributed to Civil Servant (CS) within the scope of the provincial government of South Sulawesi, Indonesia. PLS-SEM based analysis was employed to test measurement and structural models. The results indicated work-life balance had a positive and significant effect on CS engagement but does not affect in-role performance. Furthermore, the role of engagement as a mediator and self-efficacy as moderator was confirmed to be significant. The discussion, implications, and recommendations for prospective study are discussed further.

Keywords: Work-life Balance, Engagement, In-Role Performance, Self-Efficacy, Civil Servant, Local Government, PLS-SEM.

Abstrak: Reformasi birokrasi terus digaungkan demi memenuhi tuntutan masyarakat terhadap kinerja pelayanan sektor publik yang lebih baik. Untuk menjawabnya, penelitian ini mengadopsi beberapa konstruk penting dalam manajemen sumber daya manusia kontemporer (yaitu keseimbangan kehidupan-kerja, keterikatan kerja, kinerja, dan self-efficacy) dan kemudian menganalisis peran mediasi dan moderasi dalam konteks pemerintahan. Untuk mengumpulkan data primer, metode survei online digunakan dan disebarkan kepada Civil Servant (CS) di lingkup pemerintah provinsi Sulawesi Selatan, Indonesia. Analisi berbasis PLS-SEM digunakan untuk menguji model pengukuran dan struktural. Hasil penelitian menunjukkan bahwa keseimbangan kehidupan-kerja berpengaruh positif dan signifikan terhadap work engagement namun tidak berpengaruh signifikan terhadap kinerja. Selanjutnya, peran keterlibatan kerja sebagai mediator dan self-efficacy sebagai moderasi dikonfirmasi signifikan. Pembahasan, implikasi dan saran untuk penelitian mendatang didiskusikan lebih lanjut.

Kata Kunci: Keseimbangan Kehidupan-Kerja, Keterlibatan, Kinerja Inti, Efikasi-Diri, Aparatur Sipil Negara, Pemerintah Daerah, PLS-SEM.

INTRODUCTION

Since organizational achievement is acquired not only by individual performance accomplishment but also by their active engagement in decision-making, the idea of engagement commences to draw global attention (Wollard and Shuck, 2011; Motyka, 2019). Engagement is one of managerial skill and approaches that evaluate employee commitment in enhancing human resources skills and competence. To achieve these goals, organizations need to ensure their self-actualisation necessities are met by taking their respective levels of authority and accountability into account. Initially, (Kahn, 1990) popularized the idea of work participation, and claimed how engagement became the organizational representatives in each of their positions by expressing themselves mentally, cognitively and emotionally in their job roles. Engaged employees will have a strong relationship with their work, organization vision/ mission, and also their colleagues. They will discover a personal meaning - or pride - if they are able to create a significant contribution to the organization (Bakker and Demerouti, 2008).

Private companies are not the only one facing difficult circumstances, but also public sector organizations (government) around the world have given a concern to employee engagement. The trigger is obvious – the wave of bureaucratic reform (or new public management) which demands civil servants (CS) to produce optimum outcomes, and the same time, performing the best public services to society (Lynn, 1998; Mahmudi, 2003). When employers in the government sector are engaged, they are motivated to behave excellently and therefore encourage governments to perform better (Bakker, 2015). Employee engagement can advance many important governmental aspects, such as the achievement of strategic organization goal, the availability of responsive community services, promotion of creativity and retention of effective CS, promotion of a high level of engagement and the maintenance of a healthy workplace culture (Noesgaard and Hansen, 2018). In terms of public relations, engagement can be "the needles of opinion" in communicating government regulations and policies (Lavigna, 2015).

Decades of studies have uncovered how engagement strategies and programme, particularly in local government, can be crucial in enhancing organizational performance (Motyka, 2019; Pritchard, 2008). However, there are still many obstacle to the successful practice of engagement. For example in America, a national survey by CPS Institute for Public Sector Employee Engagement in 2017 reported that work engagement in the U.S. local governments was significantly lower than the private sector (Lavigna, 2017). In other study, (Nuswantoro, 2017) surveyed nearly 200 central and local governments in Indonesia and revealed that dialog (communication) was the ajor obstacle to CS performance – which is an essential element of the employee engagement. He noted that feedback process from supervisors to their subordinate was considered unsuccessful in enhancing the performance because feedback was either biased or vague. In some cases, the interaction was never occured among them. In result, more and more public sector employees are impressionably "disengaged" from the organization (Purcell, 2014).

One important aspect in boosting engagement and individual in-role performance is work-life balance (WLB). WLB is a psychological (individual) process in deciding the appropriate goals between professional (career and work) and personal (happiness, leisure, and family) things (Greenhaus et al., 2003). This is notable because professional and personal lives are often interweaved, and employees can perform better and are tend to stay

if they are comfortable with their lives (Kim et al., 2019). (Fisher et al., 2003) argues that organization leader should not be worried, as claimed that WLB will eventually leads to personal achievement in financial and non-financial schemes. With regard to CS, referring to the Law on State Civil Administration (Law No. 5 of 2014), CS acts not only as the public servant and executor of public policies, but also as the connector and unifier of the country. This responsibility makes CS has many workloads and is susceptible to stress (or burnout) that potentially cause an imbalance. If not resolved, this imbalance will lower the quality of the government service. Several previous studies have investigated the effects on engagement and in-role performance, yet there are still conflicting findings from such studies. For example, (Kim et al., 2012) and (Hassan, 2016) found a significant influence between WLB and employee engagement, however (Jaharuddin and Zainol, 2019) found the opposite. Likewise, the influence of WLB on in-role performance is still contradictory, some (Fisher et al., 2003; Hassan, 2016) found significant, whereas the others (Afrianty et al., 2016; Kim, 2014) found the insignificant. Furthermore, researchers who probes the WLB construct towards engagement and in-role performance are still rarely established in public service field. It can be stated that theoretical improvement is needed to complement the limitation of previous research.

Employee engagement is consistently associated with positive results both individual and organizational levels, particularly government levels, as a strategic responsibility has been considered to be fulfilled at all levels (Bakker, 2015). (Pritchard, 2008) noted that engagement in public service could be very necessary considering the embedded various attributes, such as system, structure, and accountability of bureaucratic. Public service institutions are frequently encountered by the demand for job effectiveness, cost-saving strategies, and budget optimization, which potentially subside organizational performance and engagement (Fredericksen et al., 2015). The outcomes of previous research investigating the effects of engagement on performance are inconsistent. For instance, several studies have claimed positive and significant correlation (Rich et al., 2010; Vigoda et al., 2013; Anitha, 2014; Bailey et al., 2017; Kim et al., 2019), and other (Yongxing et al., 2017) found inconsequentially. Moreover, (Vigoda et al., 2013) asserted that number of articles published in the public service literature regarding CS engagement is relatively few, and its contribution has not been widely acknowledged, thus requires further investigation.

The explication above palpably explains the conceptual position of engagement in CS contexts which have not been fully explored by the scholars, especially in Indonesia. Prior studies also have revealed contradictory in their findings. In line with the theoretical gaps argued, this study examines the mediating role of engagement on the influence between WLB and in-role performance. Furthermore, to develop currect research and fulfill the recommendations of previous studies, this study proposed self-efficacy construct as a moderator effect (Judge et al., 2007; Williams and Rhodes, 2016; Motyka, 2019). In general, this study purpose to extend the understanding of CS performance by emphasizing content on determinant and consequence of CS engagement in Indonesia.

THEORITICAL REVIEW

Engagement. William Khan firstly introduced employee engagement by using ethnographic research methodology and managed to produce a grand theory. He defines engagement as "the simultaneous employment and expression of a person's 'preferred self'

in task" or the use of organizational employees to participate in their positions through physical, cognitive and emotional expression within organization (Kahn, 1990). In engagement, employees involve themselves entirely in active and concise job role by leading employee resources (Rich et al., 2010). They are open to themselves and others, linking to work and others and completely engage in different occasions (Kahn, 1992). They prefer to show their commitment behavior if they are physically engaged in whether individual or group activities; cognitively active and affectively related to their work (Kahn, 1990). Simply put, engagement requires the support of "hands, head and heart" (Crawford et al., 2014) to achieve the highest performance.

Engagement in Public Service. (Lavigna, 2015) opined that public institutions have inherent features which could also hinder employee engagement. (Noesgaard and Hansen, 2018) explain how public agencies is usually associated themselves with poor decision making, "fat" bureaucratic structure and systems, political leadership, and difficulty in turning vision and purpose into an initiative project. These circumstances might become a negative effect on performance, as task autonomy, control, feedback and openness issues. Ironically, civil servants are often blamed for government incapability service (Lynn, 1998). In response to these critiques, the emerge of New Public Management (NPM) framework has directed to a wave of global public reforms over the past three decades (Fredericksen et al., 2015). Through NPM, the social strain on public service communication is expected to resolve gradually (Hamid et al., 2020).

Work Life Balance (WLB). In the late 1970s, the term "work-family balance" (WLB) was developed to assess the individual stability degree between work (office) and personal (home and family) (Greenhaus et al., 2003). Literatures have often labelled it "work and family conflict" and were commonly adopted in contemporary human resource management disciplines studies (Greenhaus et al., 2003; Fredericksen et al., 2015). Complexities in the work environment and shifting of employee's demographics in recent decade have caused imbalances at all levels (Jaharuddin and Zainol, 2019). There is a substantial necessity to comprehend the boundaries and the relationships between working and personal balance (Hayman, 2005). From the point of view of female workers, they are starting to pursue careers and are no longer in the one personal domain as caretakers of the home and/or children (Devi, 2014). Previous research has captured this transformation, and generated a comprehensive term namely "work-life balance" (WLB), which offers a more inclusive approach than wok-family conflict (Greenhaus et al., 2003). (Greenhaus et al., 2003) defined it as "the extent to which individuals are equally involved and are equally satisfied in meeting work and family needs". Some behaviour reflected in a variety of flexible work method, including part-time job, working from home and/or outside, and career breaks (Padmini, 2017).

In-Role Performance. Performance, as a variable (laten construct), has been widely studied in varied disciplines, perspectives, and is also defined differently (Motyka, 2019). In business, performance is divided into two term, videlicet, in-role performance (IRP) and extra-role performance (ERP) (Katz and Kahn, 1978) (this study will focuses on IRP). IRP is behavior that directly or indirectly related to individual and organizational productivity (Rai et al., 2018). IRP measurement is related to how good an employee performs his duties

according to the job description that has been assigned to him. (MacKenzie et al., 1998) cited this behavior as "core behavior". IRP are vital to task completion if emmployee obey standards evaluation set by the organization. Other benefit are the accesible data on occupational health and safety, absenteeism data, turnover data, and etc (Fredericksen et al., 2015). Several previous studies (MacKenzie et al., 1998; Wollard and Shuck, 2011; Bailey et al., 2017) have considered IRP as a different performance measurement tool, but its application could create its own benefits to job roles.

Work-life balance as a predictor of engagement and in-role performance. Several scholars have emphasized how important WLB role in enhancing employee engagement. In the context of public services, local governments that are more aware of their individual needs are likely to have the ability to overcome challenges in the workplace (Pritchard, 2008). They also have a better scope for designing and strengthening WLB policies and practices that involve all groups within government agencies (Padmini, 2017). Some previous studies have confirmed the importance of WLB initiative, which to an extent had a significant impact on engagement (Hassan, 2016; Kim et al., 2012). Nevertheles, (Jaharuddin and Zainol, 2019) found that the practice of WLB insignificantly in improving in-role performance. The inconsistency is deteriorated by lack of studies which measuring WLB practices with concern to employee engagement, particularly in public services context. Therefore, to answers this issue, the following hypotheses can be proposed as follows:

H1: Work-life balance significantly affects engagement.

Work-life balance defined as an extent to which a person is involved and contented to his job and also his personal life (Greenhaus et al., 2003). To create a balance, a work and family role approach is used with an estimate of the same values such as attention, time, involvement, happiness or commitment (Hayman, 2005). Currently the demands of employment compund a person to balance activities related to work and outside of work (Devi, 2014), especially employees in government institution (Afrianty et al., 2016). Some studies found that the effect of WLB on in-role performance was confirmed significantly (Fisher et al., 2003; Hassan, 2016), yet the findings from (Kim, 2014) and (Afrianty et al., 2016) stated conversely. Based on these gap, it is presumed that:

H2: Work-life balance significantly affects in-role performance.

Prior research for influence of engagement on in-role performance. Numerous scholars have claimed that engaged employees are highly proactive, enthusiastic and eager to contribute in their job role (Kahn, 1992; Wollard and Shuck, 2011; Motyka, 2019). As a consequence, engagement has a substantial effect on organizational outcomes, as well as in-role performance improvement (Crawford et al., 2014; Salanova et al., 2005). In comparison to distinct factors (employee satisfaction, turnover, and commitment), engagement is essential for providing or expressing strong attitude at work (Bakker, 2015; Bakker and Demerouti, 2008). Engagement is also attributed to creative actions as well as proactive attitudes and there is no doubt why engagement is perceived to be a better predictor of than many other individual traits (Motyka, 2019).

Several previous studies have proved that employee engagement significantly influence performance (Rich et al., 2010; Anitha, 2014; Bailey et al., 2017; Kim et al., 2019). In contrast, others scholars (Kim et al., 2012; Yongxing et al., 2017) stated that there is no significant direct effect between these two constructs. The engaged employee should be empowered to reach requisite target to achieve better performance. Furthermore, as a research purpose, the engagement and performance in public service context is still understudied (Vigoda et al., 2013). Hence, it can be stated:

H3: Engagement significantly affects in-role performance.

The Mediating Role of Engagement. Several authors (Saks, 2006; Rich et al., 2010; Kim et al., 2019; Obuobisa-Darko, 2020) have found employee engagement as significant mediating role on the relationship between several factors and in-role performance. In a business field, (Rai et al., 2018) explained that engagement mediated the impact of reward and recognition on the private bank in-role performance in India. From a different perspective, (Salanova et al., 2005) also provided evidence that if engagement is encouraged proporly as a form of sincere respect and attention to employees, it will lead to better performance. Notwithstanding the result, (Jaharuddin and Zainol, 2019) has found that job engagement is failed to mediate the insignifint effect between WLB and in-role performance. The role of engagement as a mediator for WLB and IRP has not been thoroughly elaborated, particularly in public service research. This study suspects CS performance may have fundamental outcomes considering the distinct of jobs (job attitudes and perceptions) in the private sector. Thus, there is a possible mediating role of engagement, and it can be stated presumed that:

H4: Engagement mediates the influence between work-life balance and in-role performance.

The Moderating Role of Self-Efficacy. Self-efficacy is the individual belief of whether he could fulfill certain tasks successfully (Bandura, 1977; Eisenberger., 2014). This belief is the main determinant of whether individuals can actually do their jobs or not (Judge et al., 2007). Self-efficacy differs from other personality traits when it comes to specific jobs, someone may possess high self-efficacy to succeed academically, but weak to other abilities (Cherian and Jacob, 2013). Simultaneously, they are confidence in certain level of self-efficacy and believe that every task or job they undertake, they are able to compete (Williams and Rhodes, 2016). (Bandura, 2012) claims that employee with high self-efficacy tends to determine or choose higher target and be more dedicated to achieve it, whereas employee with low self-efficacy is likely a work procrastinator. In some cases, individuals who have high self-efficacy tend to choose tasks with a difficulty level according to their abilities.

Several previous studies have proven how individual self-efficacy levels play a very essential role in the work environment. (Judge et al., 2007) and (Cherian and Jacob, 2013) explained that self-efficacy could be implemented to work-related performance in motivating various aspects such as employees performance and organizational goals. (Haddad and Taleb, 2016) also found the significant effect of self-efficacy on faculty members performance in Jordan. It has been described to enhance a marked influence on

how scholars in Jordan gave a lecture. In the scope of governance services, (Williams et al., 2010) demonstrated self-efficacy plays a moderator role on the influence between work and psychological outcomes. In accordance with the systematic reviews of (Williams and Rhodes, 2016) dan (Motyka, 2019), they both suggested further investigation is needed to develop engagement existing theories. This study presumed self-efficacy can strengthen the impact of engagement on in-role performance, therefore:

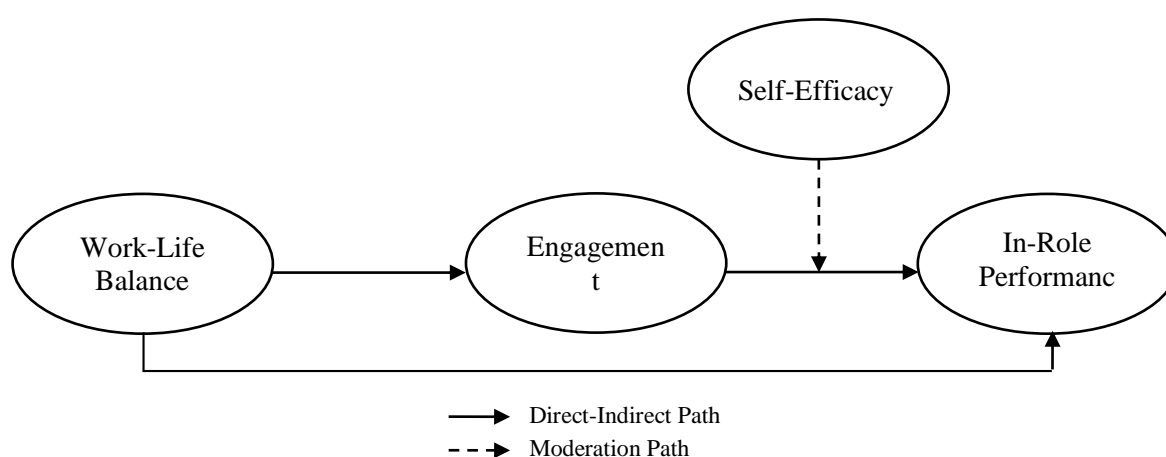*H5: Self-efficacy moderates the influence between engagement and IRP.*

Figure 1. Proposed Conceptual Framework Model (Cooper, 2014)

METHODS

Sampling and Data Collection. The currect study centralizes object on Civil Servants (CS) in the province of South Sulawesi, Indonesia. Reported from the Local Employment Agency (BKD), the CS population in various agencies reached 24,850 employees as of November 2019. Considering the very large number, the most reasonable sample selection technique is the purposive sampling method or commonly known as judgmental, or subjective (Sreejesh and Mohapatra, 2014). More specifically, the homogeneous purposive sample was selected as the sample members have shared characteristics (Cooper and Schindler, 2014), namely working as CS in local government institutions. In order to obtain accurate primary data, several sample criteria were predetermined, as follows (1) CS with permanent status (not honorary and/or contractual employment); (2) CS with at least three years of work experience; (3) CS who works at the South Sulawesi provincial government office. Especially for the third criterion, the basis refers to the characteristics of individuals who work at the provincial government office are considered to have a heavier workload (than any other local government office) which is relevant enought to the research construct.

To answer problems and test hypotheses, a quantitative approach was applied through an online survey of civil servants (CS) in South Sulawesi Province, Indonesia. In social sciences, it is highly recommended to take advantage of web-based surveys because of their cost efficiency, wider reach of respondents, and ease of use (Fielding et al., 2017; Ashoer et

al., 2019). In addition, the wider reach of the research to respondents as long as they can access the internet and the speed of data transmission provides time savings for both researchers and respondents. The survey tool employed is an electronic questionanire (e-form) compiled from Google Forms. The data collection was conducted by sharing e-form link to the CS Whatsapp groups. This method is very effective and efficient in collecting quick responses from potential respondents for approximately two months (November - December 2019). After the primary data collection, the total responses received in the e-form database were 201 CS of South Sulawesi Province. However, there were 36 responses that were rejected in the verification process due to several reasons such as not fulfilled the sample criteria, not filling an entire profile data, and not completing the questionnaire statements. Thus, the number of responses were officially selected as research respondent was 165 CS in South Sulawesi Provincial office.

Data Analysis. The examination technique applied in this research is variance-based Structural Equation Modeling (SEM) or Partial Least Square (PLS) - hereinafter referred to as PLS-SEM. The advantages of PLS-SEM applications in social science research are due to its ability to develop dimensions of a concept or factor that is very commonly used and its ability to measure influence empirically (Ringle et al., 2018). Moreover, PLS-SEM used when analysis is concerned with testing theoretical frameworks from a predictive perspective. PLS-SEM assesment is categorized into two main sections, namely a measurement model (outer model) and a structural model (inner model) (Shmueli et al., 2019). Measurement models test validity and discriminant validity, while the structural model examines the significance effect between laten constructs (Hair et al., 2017).

This study also analyze the role of mediation and moderation in a single study. (MacKinnon, 2011) provides an understanding that a researcher could gain a lot of new information if the measures of the mediating and moderating variables are included in the research design. Furthermore, analyzing moderating and mediating is quite affordable, given their beneficial to provide information about how an intervention is working and for whom it is working. Reflecting on the above argumentation, it is crucial to investigate the employee engagement as a mediator and self-efficacy as a moderator in Indonesian public services.

Table 1. Construct and items measurement

Constructs	Items	Adopted from:
Work-Life Balance (WLB)	WLB_1 -My personal life is not influenced by work WLB_2 -I'm not putting my personal life at work WLB_3 -I'm not missing personal life due to work WLB_4 -I don't struggle to combine work and life WLB_5 -I have a great working mood because of my personal life WLB_6 -I'm not tired enough to work effectively WLB_7 -It is not difficult to work due to personal problems WLB_8 -My profession gives me time to do personal work	Hayman, 2005; Jaharuddin and Zainol, 2019
Engagement (EN)	EN_1 -I focus on my job intensively EN_2 -I make a big effort to do my job EN_3 -I endeavor to do my work as well as I can EN_4 -I 'm excited about my work EN_5 -I've been involved in my work EN_6 -I'm proud of my work EN_7 -My mind solely focuses on my job EN_8 -I pay great attention to my task	Kahn, 1990; Rich et al., 2010; Anitha, 2014
In-Role Performance (IRP)	IRP_1 -I complete the assigned duties adequately IRP_2 -Complies with structured work output criteria IRP_3 -Neglects parts of the work that he or she has to do. IRP_4 -The tasks stated in the job description are fulfilled IRP_5 -Execute the tasks it is supposed to do IRP_6 -Regularly performs high performing job tasks	MacKenzie et al., 1998; Kim, 2014; Rai et al., 2018
Self-Efficacy (SE)	SE_1 -I am confident I can achieve my target while performing challenging tasks SE_2 -I can perform task better compared to others SE_3 -I will be able to resolve several obstacles succesfully	Williams and Rhodes 2016; Haddad and Taleb, 2016

RESULTS

Respondent Profile. The demographic background demonstrates that the majority of civil servants (CS) were females aged between 18 and 35 years, and have been serving in the South Sulawesi Provincial Offices for 3 to 6 years. Most of CS has worked at the Regional Civil Service Agency (BKD) and the Regional Financial Management Agency (BPKD) as much as 38.4% and 31.9%, respectively. The CS of the provincial government of South Sulawesi is deemed to have an acceptable profile from these demographic circumstances to evaluate the analysis model.

Measurement Model Assesment (Outer Model). In PLS-SEM, all the reflective items were tested simultaneously to evaluate the measurement model (outer model). Outer model loadings are the focus in reflective models, representing the paths from a factor to its representative indicator variables. Outer loadings represent the absolute contribution of the indicator to the definition of its latent variable. To measure the reliability and validity of the outer model, three criteria is used, namely convergent validity, discriminant validity and reliability (Hair et al., 2017). Experts stressed that all items must be greater than 0.7 and should be eliminated if the value is less than 0.4. Items value range from 0.4 to 0.7 still can

be maintained if the Composite Reliability (CR), Cronbach Alpha (CA) and Average Variance Extracted (AVE) values are greater than the applicable cut-off point (Shmueli et al., 2019).

Firstly, convergent validity criterion measured the amount of correlation between constructs and latent variables. It explains the degree of the correlation between each measurement items and its construct. To evaluate the criterion, the standardized loading factor weights was measure. Based on the calculation, all items values are higher than 0.7, therefore convergent validity criterion is fulfilled (Table 2). Secondly, internal consistency or the reliability were assessed based on CA and CR values, both values must be higher than 0.7. Data calculations illustrated that all items are higher than 0.8 or very satisfactory, so it can be concluded that all items are reliable (Table 2).

Lastly, discriminant validity were evaluated, which pointed to the degree to which each constructs differs from the other constructs in the model (Shmueli et al., 2019). According to Fornell & Larcker, the AVE value of each construct must be greater than the highest-square correlation of the construct with other latent variables in the model (Garson, 2016). Results revealed that the square root AVE of all constructs is higher than the correlation between constructs. Based on the Fornell-Larcker criteria, it can be stated that discriminant validity is fulfilled (Table 3). Moreover, the discriminant validity evaluation can be ascertained by calculating the Variance Inflation Factor (VIF) value which must be below the cut-off point of 5 (Garson, 2016). As illustrated, the VIF values for all constructs are lower than 5, and hence discriminant validity is well established (Table 3).

Table 2. Evaluation of Measurement Model

Construct	Items	Loadings	T Statistics	C.A.	C.R.	AVE
Work-Life Balance (WLB)				0.895	0.918	0.616
	WLB_1	0.826	19,312			
	WLB_2	0.806	18,927			
	WLB_3	0.716	10.322			
	WLB_4	0.790	13,787			
	WLB_5	0.814	18,777			
	WLB_6	0.822	18,604			
	WLB_7	0.802	20.378			
Engagement (EN)				0.862	0.891	0.508
	EN_1	0.758	14,272			
	EN_2	0.772	15,574			
	EN_3	0.731	10.857			
	EN_4	0.733	10.833			
	EN_5	0.723	9,522			
	EN_6	0.789	18,818			
	EN_7	0.712	9,256			
	EN_8	0.769	10.964			
In-Role Performance (IRP)				0.894	0.919	0.655
	IRP_1	0.779	15,374			
	IRP_2	0.824	20.683			
	IRP_3	0.850	22.437			
	IRP_4	0.865	23,207			
	IRP_5	0.800	18,013			
	IRP_6	0.730	11,518			
Self-Efficacy (SE)				0.840	0.903	0.757
	SE_1	0.843	21.217			
	SE_2	0.875	32.500			
	SE_3	0.891	29.541			

CR: Composite Reliability; CA: Cronbach Alpha; AVE: Average Variance Extracted

Tabel 3. Discriminant Validity Evaluation with Fornell-Larcker Criterion

	WLB	EN	IRP	SE	VIF
Work-Life Balance (WLB)	**(0.785)**				2.182
Engagement (EN)	0.594	**(0.713)**			1.933
In-Role Performance (IRP)	0.545	0.525	**(0.809)**		2.275
Self-Efficacy (SE)	0.418	0.409	0.602	**(0.870)**	1.961

Square roots of Average Variances Extracted (AVEs) shown diagonally (in bold),
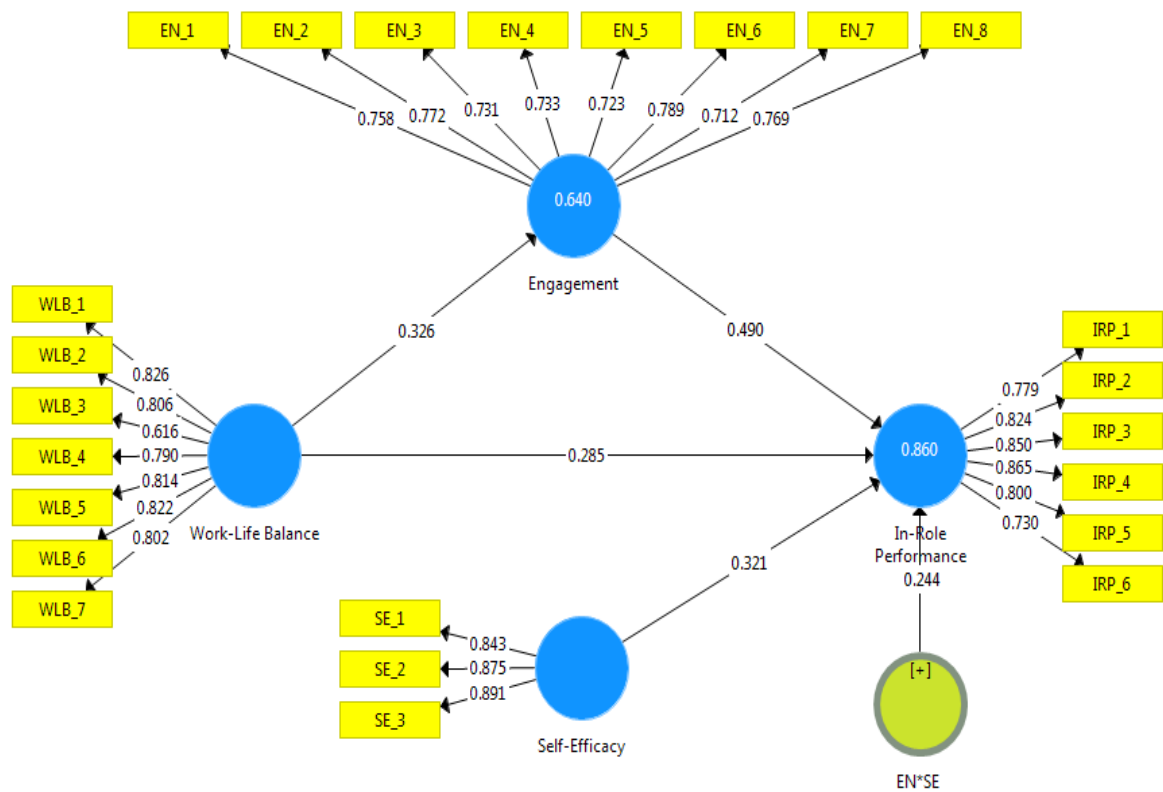*VIF indicates Variance Inflation Factor*

Figure 2. PLS-SEM Full Model with Moderation Path
Source: Output SmartPLS, 2020

Structural Model Assesment (Inner model). PLS-SEM analysis includes the structural model (inner model), which states that the estimated value for the path coefficient in the structural model measurement is used to stipulate the significance of the influence between latent variables. The relationship between the influence of exogenous variables and endogenous variables is produced to confirm significance effect. The t-table value for the confidence level is 95% (α is 5%) and the degrees of freedom (df) = n-2; 165–2 = 163 is 1.98. Hypothesis testing for each of the latent variable relationships is presented as follows:

Tabel 5. Summary of Hypothesis Result

Hypothesis	Direct Effect	Loadings	S.E.	T Statistics	P Value	Decision
H1	WLB → Engagement	0,326	0,120	2,717	0,008	**Supported**
H2	WLB → IRP	0,281	0,146	1,929	0,057	**Rejected**
H3	Engagement → IRP	0,490	0,119	4,111	**	**Supported**
Hypothesis	**Mediation Effect**	**Loadings**	**S.E.**	**T Statistics**	**P Value**	**Decision**
H4	WLB → EN → IRP	0,284	0,102	2,784	0,006	**Supported**
Hypothesis	**Moderation Effect**	**Loadings**	**S.E.**	**T Statistics**	**P Value**	**Decision**

| H5 | EN*SE → IRP | 0,244 | 0,110 | 2,219 | 0,028 | **Supported** |

*Note: Sig: * α < 0.05; ** α < 0.01*
Source: Output SmartPLS, 2020

The output of bootstrap calculation is summarized in Table 5. Firstly, the results of data calculation demonstrated that WLB had a positive and significant impact on CS engagement (b = 0.326; p <0.05), it means that the greater the balance felt by CS, the greater the work engagement. Thus, the first hypothesis is accepted. Secondly, the impact of WLB on IRP was insignificant (b = 0.284; p > 0.05), it can be concluded that the increase of WLB initiatives was not sufficiently influential on the IRP. Therefore, the second hypothesis is rejected. Thirdly, engagement had a positive and significant effect on IRP (b = 0.490; p <0.01), in other words, the higher the engagement experienced by CS, their performance will also be higher. In this regard, third hypothesis is accepted. Supporting the previous studies, engagement had positive and significant (b = 0.284; p <0.05) mediating effect in the relationship between WLB and IRP. Hence, the fourth hypothesis is accepted. Finally, the results proved that self-efficacy managed to moderate (strengthen) the significant influence between engagement and IRP (b = 0.244; p <0.05). Thus, the fifth hypothesis is accepted. The justification of these results and implications are discussed in the following section.

DISCUSSION

The significant effect of WLB on CS engagement support previous research findings (Hassan, 2016; Kim et al., 2012; Wollard and Shuck, 2011). Overall, we summarize that engagement provide alternatives for civil servants (CS) to encourage themselves to perform beyond the formal requirements of their task or function by gradually involving them physically, emotionally, and cognitively. In addition, if employees are given the opportunity to take care of their personal business, they tend to increase the level of engagement. They also will be more satisfied and actively engaged if they receive official social support from the company. The characteristics of respondents who are classified as young (25-35 years) also support this result, where younger CS tend to be more easily involved in work rather than older CS. This study exposes how the endogenous construct, namely IRP, has different antecedents, and the existing theory can be developed by associating the consequences of the exogenous constructs impact (WLB and engagement).

One rejected hypothesis stated that WLB had insignificant impact on IRP. This indicated that an increase in WLB items has no valuable impact on CS in-role performance in South Sulawesi. Public services programmes that impede or support CS life, and conversely, private activities that hinder or support job are unable to increase IRP. (Afrianty et al., 2016) explained the implementation of work-life balance strategy has not been effectively applied to CS in Indonesia because lacks of persistent consistency in performing attitudes and behaviors. In instance, some CS in South Sulawesi have failed to prioritize between personal life and work, and consequently mixing the private and office matters. This kind of behavior would accumulate tasks and duty assigment, and eventually decreases CS productivity. To mitigate the imbalance of CS personal business, CS leaders (organizational/ managerial level) could promote a clear vision of his agency, being visible to respond to feedback and showing a genuine commitment to employee well-being are

essential actions. Another point of view, creating a flexible work environment is one of the best ways to meet the work-life balance needs of most CS - regardless of which generation they are from. A flexible work environment has been shown to reduce stress, increase job satisfaction, and help employees maintain healthier habits.

Engagement convincingly mediated the relationship between WLB and IRP, and this is conformable to the previous studies (Saks, 2006; Rich et al., 2010; Kim et al., 2019). Any WLB initiatives that engage CS physically, emotionally, or cognitively will increase IRP. Being involved is not only cognitively attent to that job, or feeling and expressing emotions at work, or doing certain job tasks just to do it. In contrast, engagement reflects a simultaneous investment of cognitive, emotional, and physical energy in such a way that a person is actively and fully engaged in a role in performance. Overall, this research has confirmed the effect of increased engagement, which consequently will improve CS performance. Moreover, by elaborating the causes behind IRP outcomes, this finding also enhance our understanding of the consequences of engagement, which are still relatively under-explored in the context of public services. For CS, this process will add value both theoretically and practically.

The following results confirmed that SE moderates the influence between engagement and IRP in a positive level of efficacy on CS in the provincial government of South Sulawesi. CS believe that their actions will affect their work experience and environment so they are more likely to have an optimistic view of work results. With years of CS working experience, it become the most important source of self-efficacy development due to the learning process with others CS experiences. (Bandura, 2012) explained that either failures or success from others employees are needed to bulid a strong individual character. Simply put, whatever the situation, the engaged employee with high self-efficacy will believe there must be a way that can be taken to influence the end result. Thus, a high level of CS self-efficacy is prioritized to strengthen the engagement and IRP public service by facilitating competitive behavior among CS employees and organizations should introduce training that emphasizes the importance of leaders who act in an entrepreneurial manner and encourage subordinates to identify and take advantage of entrepreneurial opportunities in the workplace.

CONCLUSION

Theoritical Implication. The results indicated that CS engagement is a valuable variable worthy of being developed by future research. Several avenues could be considered for investigating other potential predictors of job engagement and IRP. For example, strategic human resource practices such as training and development programs, orientation, incentives, and rewards may also be important for employee engagement. Future study could embrace an extensive set of predictors related to specific types of role engagement. In line with this, future research should seek to refine the types of most important factors for engagement in different roles (eg work, organization, and group). Also, future studies can explore the potential effects of experimental approaches on job engagement. The extent to which experimental interventions can create a sense of obligation that leads individuals to retaliate with a higher level of involvement in the work. For example, organizational leadership will be effective in increasing perceptions of organizational support and concern. All possible implications may be a "fruitful" area for future research given the growing

interest in organizations to increase employee engagement and address the so-called "engagement gap".

Managerial Implication. This study also expected to provide a practically benefits to government institutions. Most important is the greater benefit of being involved in mediating WLB and IRP. The CS strategy can generally enhance the performance of CS and can take the form of work performance and engagement actions. Engaging CS through a work-life balance program to improve their performance was considered a useful finding. Since this study has confirmed the hypothesized role of mediation of engagement, government agencies are demanded to acknowledge the CS vigorous or determined attempt and open the occasion to be more engaged in formulating policies in accordance with their respective fields of authority. In this way, the CS IRP can be improved by building supportive work environments and that facilitate the engagement. Government agencies should also promote participation and feedback programs to enhance organization sustainable engagement practices.

Limitations and future research. This research has been compiled with structured writing rules, but there are still some limitations experienced in its preparation. First, the collection of respondents is limited to CS at the provincial government office of South Sulawesi, so that to generalize the results of the research, further research is needed involving other local government offices. In this study it is also still a self-report using a questionnaire. For further research, it is hoped that the researcher can expand the research variables related to other human resources to see the consistency of the results of this study.

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