

## The Role of Self-Efficacy on Work Engagement Among Employees: A Systematic Review

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### ABSTRACT

Self-efficacy refers to an individual's belief in their ability to perform tasks effectively and has been shown to play a crucial role in enhancing work engagement. This systematic review aims to examine the influence of self-efficacy on work engagement among employees across various occupational sectors. Using the PCC framework and searching academic databases such as Scopus and Publish or Perish, 14 relevant international journal articles published between 2023 and 2025 were selected. The analysis reveals that self-efficacy has a significant positive impact on work engagement. Ten out of fourteen studies concluded that employees with high self-efficacy are more emotionally, cognitively, and behaviorally engaged in their work. Additionally, several studies indicate that self-efficacy serves as a mediator between various external factors (such as supervisor support, work-life balance, and organizational culture) and work engagement, as well as a moderator in the context of high job demands. Supporting variables such as psychological well-being and a positive work environment further strengthen this relationship. These findings highlight the importance of organizational interventions, such as self-efficacy development training and the creation of supportive work climates, to enhance employee engagement and overall performance.

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## INTRODUCTION

In today's increasingly competitive modern workplace, employee engagement or work engagement has become a key element that cannot be overlooked in efforts to improve organizational performance and productivity. Work engagement is defined as a positive psychological state characterized by vigor, dedication, and full involvement in the work being performed. In this context, it is important to understand that work engagement is not merely about completing tasks but also involves deep emotional and cognitive aspects, where employees feel connected to their work and are motivated to give their best.

Research conducted by Apricilia & Astuti (2023) stated that work engagement has a significant impact on burnout. Employee engagement has a direct and positive effect on burnout but can be negatively moderated by happiness at work, meaning that high work engagement can still reduce burnout if happiness at work is also high. Furthermore, work engagement acts as a mediator between job involvement and job outcomes. Work engagement mediates the influence of job involvement and job characteristics on job outcomes, indicating that work engagement is key in channeling the positive effects of job factors on performance results (Anam & Ong, 2024).

Besides several factors influencing work engagement, some studies have found that another influential factor is self-efficacy. A study by Putri et al. (2021) on marketing division employees showed that occupational self-efficacy has a 69.9% influence on work engagement. This study indicates that managerial self-efficacy can serve as a mediating variable bridging the effect of performance measurement systems on work engagement (Trisnayandi, 2019). Self-efficacy is an individual's belief in their ability to effectively complete tasks. This concept is highly relevant in the workplace, where challenges and pressures frequently arise. According to Albert Bandura's Social Cognitive Theory, self-efficacy plays an important role in determining how individuals motivate themselves and act in work situations. Individuals with high confidence in their abilities tend to be more proactive and willing to take initiative, which in turn can enhance their engagement in work. Several empirical studies have shown that employees with high self-efficacy levels tend to be more engaged in their work.

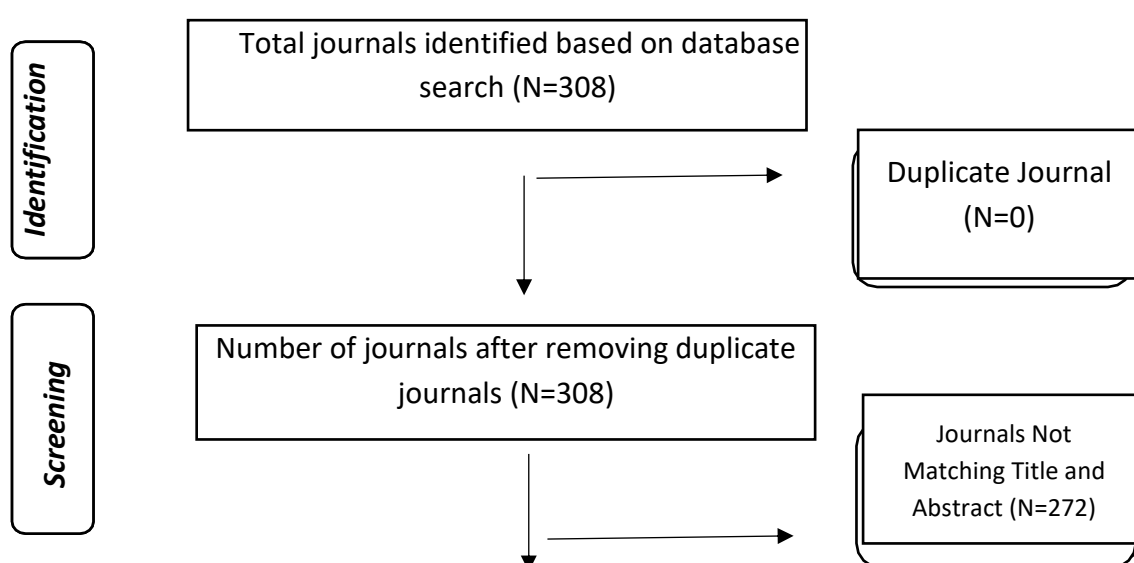
This is due to the sense of capability they have in facing challenges and achieving set goals. Research by Tian et al. (2019) demonstrated a positive correlation between self-efficacy and work engagement, where work engagement acts as a mediator between self-efficacy and employee performance. These findings affirm the importance of building employee confidence as a strategic step to improve organizational performance. Similar results were also found by Consiglio et al. (2016), who stated that self-efficacy not only directly predicts work engagement but also indirectly affects it through positive perceptions of the social context in the workplace. This means that a supportive and collaborative work environment can strengthen employees' confidence in their abilities, thereby increasing their engagement in work. Additionally, Tripiiana and Llorens (2015) identified that perceptions of supportive leadership can enhance employee self-efficacy.

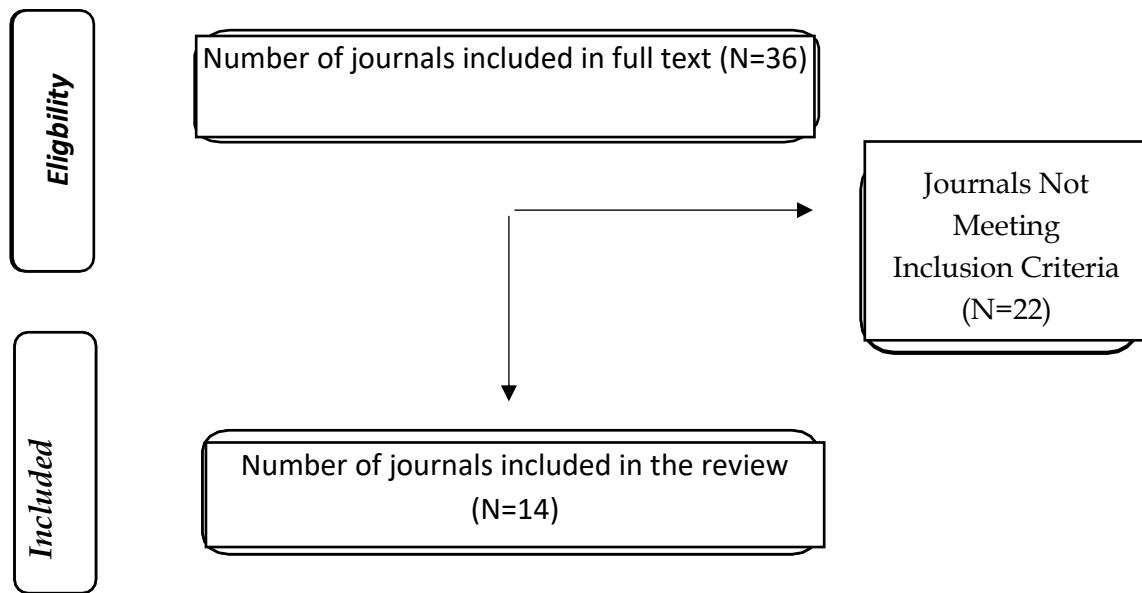
Good leadership not only provides direction but also creates an atmosphere that encourages employees to feel valued and supported. This ultimately promotes higher levels of engagement, where employees feel more involved and committed to organizational goals. Even in the context of interventions, training aimed at increasing self-efficacy has been proven to significantly enhance work engagement, both for permanent and contract employees (Sulastri et al., 2022). This shows that investing in employee development benefits not only individuals but also the organization as a whole. Thus, creating a work environment that supports the development of self-efficacy can be an effective strategy to increase employee engagement and, ultimately, organizational performance.

## METHOD

In the review process, the author began by formulating the research question. Using the PCC framework (Population, Concept, Context) as a reference for this systematic question, the author developed the research question. The research question in this review is: How does self-efficacy affect work engagement among employees in the workplace? Next, the author proceeded by designing search keywords for the database. After identifying terms from the research question, the author continued the search using the identified terms, namely self-efficacy and work engagement. From these search terms, the author input them into the Scopus database. After collecting several articles, the author performed duplication checks using Rayyan. The author conducted screening based on titles and abstracts, followed by full-text review. After selection, out of 308 journals, 14 journals met the criteria, specifically focusing on self-efficacy's effect on work engagement among employees.

### Table Prism





## DISCUSSION

Self-efficacy is an individual's belief in their ability to complete tasks and achieve specific goals. In the workplace context, self-efficacy plays an important role in influencing work engagement and employee performance. Recent studies show that self-efficacy not only contributes to job satisfaction but also affects various other aspects within the work environment, such as mental health and psychological contract breach. Research by Gazi et al. (2025) involving 380 corporate employees in Bangladesh found that self-efficacy and mental health significantly enhance job satisfaction, life satisfaction, and work satisfaction. High work engagement also influences job satisfaction and is related to psychological contract breach, self-efficacy, and abusive supervision. These findings indicate that self-efficacy can be a key factor in creating a positive and productive work environment.

Another study by Mardiana and Wijono (2023) involving 50 employees at a Child Development Center showed a significant positive correlation between self-efficacy and work engagement. This result aligns with the study by Affandi and Sutianingsih (2023), which found that self-efficacy mediates the relationship between work-life balance and performance among 30 employees in the batik industry. Work engagement also functions as a mediator in this relationship, indicating that individuals with high self-efficacy tend to be more engaged in their work.

Research by Ramadhan and Budiono (2023) on 67 employees at PT X demonstrated that self-efficacy improves job satisfaction and performance, with work engagement acting as a mediator. This is consistent with findings from Sayegh and Hassan (2023), involving 486 employees in Lebanon, where self-efficacy moderates the effect of workload on work engagement. This study confirms that self-efficacy can influence how individuals respond to workload and contribute to their engagement level.

In a broader context, research by Ma and Zhu (2023) on 957 nurses in a

cancer hospital found that self-efficacy mediates the relationship between work engagement and nurses' safety behavior. Work engagement positively affects safety behavior, with self-efficacy accounting for 25.3% of the total effect. These findings show that self-efficacy influences not only performance but also occupational safety and health aspects.

The study by Zeb et al. (2024), involving 365 employees at Pakistan Telecommunication Company Limited (PTCL), found that self-efficacy mediates the relationship between supervisor support and job performance, while work engagement does not mediate this relationship. This suggests that support from supervisors can enhance employees' self-efficacy, which in turn contributes to their performance.

Overall, these studies demonstrate that self-efficacy has a significant impact on work engagement and employee performance. Self-efficacy functions not only as a mediator in various relationships but also as a factor influencing job satisfaction and mental health. Therefore, it is important for organizations to develop programs that enhance employee self-efficacy to create a more productive and satisfying work environment.

**Table: Self-Efficacy and Work Engagement**

| No | Author(s)                     | Subjects      | Work Sector              | Research Findings   |
|----|-------------------------------|---------------|--------------------------|---|
| 1  | Gazi et al. (2025)            | 380 Employees | Corporate in Bangladesh  | Self-efficacy and mental health contribute to increased job, life, and work satisfaction. Work engagement and job satisfaction influence psychological contract breach. |
| 2  | Mardiana & Wijono (2023)      | 50 Employees  | Child Development Center | Work engagement and job satisfaction affect psychological contract breach, self-efficacy, mental health, abusive supervision, and life satisfaction.                    |
| 3  | Affandi & Sutianingsih (2023) | 30 Employees  | Batik Industry           | Significant positive correlation between self-efficacy and work engagement, with work engagement increasing as self-efficacy rises.                                     |
| 4  | Prastika et al. (2024)        | 102 Employees | Glove Manufacturing      | Self-efficacy mediates the relationship between work-life   |

| No | Author(s)                     | Subjects          | Work Sector                 | Research Findings   |
|----|-------------------------------|-------------------|-----------------------------|---|
|    |                               |                   |                             | balance and performance; work engagement also mediates this relationship.   |
| 5  | Ramadhan & Budiono (2023)     | 67 Employees      | PT X                        | Self-efficacy significantly affects performance, with work engagement also impacting performance.   |
| 6  | Sayegh & Hassan (2023)        | 486 Employees     | Lebanon                     | Self-efficacy increases job satisfaction and performance; work engagement mediates the effect on performance.   |
| 7  | Suciningtyas et al. (2024)    | Employees         | Pemalang Regency Government | Self-efficacy moderates the effect of workload on engagement, and work engagement is influenced by self-efficacy factors.   |
| 8  | Rożnowski & Wontorczyk (2024) | 394 Workers       | Poland                      | High self-efficacy shapes dedication and confidence, while work dedication stems from self-efficacy and organizational culture.                                     |
| 9  | Zeb et al. (2024)             | 365 Employees     | Telecommunication Company   | Self-efficacy positively relates to work engagement, while work engagement negatively correlates with impulsivity scales, including poor planning and perseverance. |
| 10 | Rostiana & Kristiani (2025)   | 103 Professionals | Multinational Sales         | Self-efficacy mediates the relationship between supervisor support and job  |

| No | Author(s)                     | Subjects             | Work Sector      | Research Findings   |
|----|-------------------------------|----------------------|------------------|---|
|    |                               |                      |                  | performance, but work engagement does not mediate this relationship.  |
| 11 | Ma & Zhu et al. (2023)        | 957 Nurses           | Cancer Hospital  | Self-efficacy significantly contributes to work engagement but does not predict performance. Work engagement mediates between self-efficacy and supervisory support for performance, especially in weeks one and two. |
| 12 | Roźnowski & Wontorczyk (2024) | 394 Workers          | Poland           | Self-efficacy mediates the relationship between work engagement and nurses' safety behavior, with work engagement positively affecting safety behaviors, explaining 25.3% of the total effect.                        |
| 13 | Ma & Li (2023)                | 354 Employees        | Hotels, China    | Self-efficacy mediates the supervisor-subordinate relationship and work engagement, where interpersonal relations influence work engagement through self-efficacy.  |
| 14 | Buulolo et al. (2025)         | 216 Working Students | Working Students | Self-efficacy affects well-being and work engagement, with psychological well-being mediating the relationship to work engagement.  |

This systematic review aims to answer the research question regarding

the role of self-efficacy in influencing work engagement and performance among employees. Based on data from 14 journals, the majority of studies show that self-efficacy has a positive and significant effect on work engagement. Ten out of the 14 studies confirm that higher levels of self-efficacy are associated with better employee engagement in their tasks. This is demonstrated in studies by Mardiana & Wijono (2023), Affandi & Sutianingsih (2023), and Ramadhan & Budiono (2023), all of which state that self-efficacy supports better work engagement. Several studies also emphasize the moderating role of social support and supervision. Research by Sayegh & Hassan (2023) shows that self-efficacy moderates the influence of workload on work engagement, where employees with high self-efficacy can better manage their workload.

### **Findings**

These findings emphasize the importance of collaboration between internal factors such as self-efficacy and external social support in shaping effective work engagement. Moreover, the role of self-efficacy as a mediator has also been highlighted in several studies. Research by Zeb et al. (2024) showed that self-efficacy mediates the relationship between supervisor support and job performance, indicating that support from supervisors can enhance employees' self-efficacy, which in turn contributes to their performance. Other supporting variables identified include work engagement and psychological well-being. A study by Buulolo et al. (2025) demonstrated that self-efficacy affects psychological well-being and work engagement, with psychological well-being mediating this relationship. This suggests that self-efficacy influences not only performance but also employee well-being and mental health aspects.

Based on various research findings, the role of self-efficacy and work engagement appears to vary according to the work sector under study. In the healthcare sector, particularly among nurses, self-efficacy plays a crucial role in mediating the relationship between work engagement and safety behavior, which directly impacts service quality and patient safety. In corporate or industrial sectors, self-efficacy not only enhances individual performance through increased job satisfaction and productivity but also acts as a moderator in managing high workloads, thereby maintaining optimal work engagement.

Meanwhile, in environments with strong organizational cultures, self-efficacy contributes to the formation of employee dedication and self-confidence, which in turn strengthens work engagement as a pillar of that culture. In managerial or supervisory contexts, the role of self-efficacy is more dominant in bridging interpersonal relationships and supervisor support toward performance, although work engagement does not always serve as a significant mediator in all cases. Additionally, in the context of psychological well-being, self-efficacy is vital in improving well-being, which subsequently influences work engagement. This is relevant across sectors where job pressure and mental demands are key factors. Therefore, although self-efficacy generally helps improve work engagement and performance, its manifestation depends heavily on specific sector characteristics such as workload intensity, organizational culture, and social interactions within the workplace.

Overall, this review indicates that self-efficacy is a key factor influencing work engagement and employee performance, with its effects being strengthened by social support and work environment quality. Interestingly, various empirical findings show that the relationship between self-efficacy and work engagement remains consistent across different types of companies, industries, and employee demographic backgrounds. This means that the positive effect of self-efficacy on work engagement is not significantly affected by factors such as company type (private or public), organization size, position, age, or education level. This indicates that self-efficacy is a universal psychological variable in enhancing work engagement. The study also highlights the importance of considering both external and internal factors holistically in understanding the dynamics of work engagement in the workplace. Hence, organizations need to develop programs that enhance employee self-efficacy to create a more productive and satisfying work environment.

### **CONCLUSION**

Self-efficacy is an important component in enhancing employee work engagement. Employees with high levels of self-efficacy tend to be more confident, proactive in facing challenges, and motivated to give their best at work. Several aspects of self-efficacy that contribute to better work engagement include confidence in one's abilities, social support from supervisors, and a positive work environment. Based on this systematic review, it is evident that self-efficacy plays a significant role in influencing work engagement and employee performance. Strengthening self-efficacy through training programs and emotional support from management can be an effective strategy to improve the quality of work engagement. Additionally, creating a supportive and collaborative work environment can help employees feel more connected to their work. With growing awareness of the importance of self-efficacy in the work context, it is hoped that more organizations will implement strategies that support the development of employee self-efficacy, thereby enhancing overall productivity.

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