THE EFFECT OF JOB SELF-EFFICACY ON JOB ENGAGEMENT WITH AN EMPHASIS ON THE ROLE OF WORK-LIFE BALANCE. CASE STUDY: NATIONAL LAND AND HOUSING ORGANIZATION OF TEHRAN

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Abstract:
The purpose of this study was to provide a predictive model of job engagement based on self-efficacy effect and moderating effect of work-life balance of employees of National Land and Housing Organization of Tehran. To this end, 160 people (75 men and 85 women) were selected by stratified random sampling, and a questionnaire consisting of job engagement components (Schaufeli, 2003), job self-efficacy (Riggs and Knight, 1994), and Work-Life balance (Wong et al., 2009). SPSS software was used to analyze the questionnaires. The Kolmogorov-Smirnov test was used to measure the normality of the data and the results showed that the data collected from the normal population. To investigate the relationship between variables, we used Pearson correlation coefficient and the results showed that all variables have a positive and significant relationship. To test the research hypotheses, we used a structural equation model for which the Lisrel 8.8 software was used. The findings showed that the dimensions of job self-efficacy and work-life balance positively and directly Effected the job engagement.

Keywords: job passion, job self-efficacy, work-life balance.

1. Introduction

Being motiveless, feeling tired and having stress is a hardship and a problem that every employed person has experienced or is involved with. Some people blame themselves for their job dissatisfaction and ask frequently why they have chosen such a job? Or they feel being useless.

Work-life imbalance in recent years among employees of the National Land and Housing Organization of Tehran has caused employee dissatisfaction (various types of mental and physical illnesses, increased work pressure, decreased loyalty and commitment to the organization, increased inclination to leave the organization, absenteeism, reduced productivity, increased employee costs, increased faults, increase resistance, increased the sense of injustice, reduced willingness to assume job responsibilities and reduced participation) and consequently their motivation and job engagement is affected.

Job engagement is one of the positive psychology concepts in the field of occupation, and is in fact, the most prominent organizational positive concept, especially among organizational advisers. Job Engagement of Employees is one of the five criteria recognized by the American Psychological Association for the Annual Workplace Health Award. On the other hand, it has been reported that today, in many organizations, the engagement of employees is decreased (Gutierrez, 2014).

Organizations must pay special attention to the important and positive components of work engagement to maintain their knowledgeable, valuable and talented employees. Work engagement is an important and positive factor of employee health. The key issue for organizations is how to increase their employee's level of engagement. Creating a engagement for work creates a coherence and unity among the employees of the organization, which means achieving the desired results for the individuals and organization. These results for employees include: positive attitudes related to the job, the lower possibility of job burnout, desirable performance, acquisition of occupational resources and human resources, especially self-efficacy, all of which directly or indirectly benefits the organization itself. The work engagement is important because work and occupation are a widespread and influential part of welfare, which affects not only the quality of life of individuals but their mental and physical well-being. Most people are forced to work for a living, which makes it a compulsory job rather than a choice; however, despite the lack of apparent selection, the experiences of people are very different according to their work. On one hand some of them mentioned their work as a grind and repetitive process, and on the other hand, some of them mentioned their work as an individual identity (Pourabbas, 2008).

One of the factors that can affect job engagement is the issue of job self-efficacy. Many researchers have examined the effect of self-efficacy on job engagement, including: Mirheydari (2013), Chen et al (2017), and Mahler et al. (2017).

Self-efficacy is one of the most important determinants of the activities we are choosing and also determines the intensity that we make of our actions (Hergenhan & Elson, 2007). The self-efficacy is derived from Albert Bandura's cognitive theory which refers to one's beliefs or judgments of his ability to perform duties and responsibilities. The expectation of self-efficacy determines how far the effort of individuals continues and how much they can resist in the face of obstacles and problems. Anyway, the more self-efficacy expectation is, the more active the efforts are (Bandura, 1996).

Another factor affecting job engagement is the balance of work life, also, many researchers have examined the impact of work life balance on job engagement, including: Mansouri (2016), Alipour Birghani et al. (2015), Kurt (2016) and Shankar & Bhatnagar (2010).

The balance of work and life leads to a better understanding of the non-work aspects of life and family and allows linking between these two areas (work and life). While there is no comprehensive definition of work-life balance, it can be interpreted as a "link between time and space of occupational and non-occupational, institutional and cultural, in societies in which income is mainly gain through the labor market" which means the relationship between job and other areas of life. Clark offers a more definite definition of work-life balance: "Good

satisfaction and performance at work and at home, with minimal conflict of roles" (Gurney, 2010).

According to what stated, this research seeks to answer this question:

Is work-life balance and job self-efficacy have a positive and significant effect on employees' Job passion?

Job engagement is a concept that has a positive relationship with positive consequences such as job performance, strengthening organizational civic behaviors and job satisfaction and on the contrary having a negative relationship with the intention to leave a job (Na'ami & Piryaei, 2011). Employee engagement is a degree of utilization of emotional, cognitive and physical resources of a person for performing work roles (Thomas & Zhu, 2011). Although many organizations are trying to implement programs that keep their employees productive and committed, but at all times, the employee's engagement is low. According to a survey conducted by the American Association for Human Resources Management, 99% of human resource executives expect that employee engagement will continue as a strategic challenge (Cross et al., 2012). Studies have found a positive relationship between employee engagement and organizational performance as follows: employee retention, productivity, profitability, customer loyalty (Markos& Sandhya, 2010). Because engaged employees understand the value of the customer's positive experience and show more commitment to present higher quality of products and services (Siddhanta& Roy, 2010).

The employee's engagement for contemporary organizations is critical in the face of many challenges. Organizations can gain competitive advantage through job engagement (Gruman & Saks, 2011). The employees' engagement enables organizations to innovate and compete (Welch, 2012). The employees who are engage to work have an enjoyable, effective and active connection with their work (Zhou & Thomas, 2011). An angaged employee is the one who is involved with his work and is interested in it. The engaged employees are keen on their work, they provide innovation and feel that they are contributing to the movement of their organization. Workers with engagement for work tend to work hard with a positive mental state by which they can do a lot of work in the work environment (Pirhayati et al., 2013).

Increasing organizational engagement has significant effects on the positive parameters of human resources such as job satisfaction, increased work incentives, mental health in the workplace, more happiness and less stress. At the same time, it can improve the efficiency of an organization.

In order to provide an appropriate model for predicting the job engagement of the employees of the National Land and Housing Organization of Tehran, a wide range of studies was examined in terms of theoretical and empirical background. Overall, a review of the literature showed that with a systematic look, the components of job self-efficacy and work-life balance can be used to predict the job engagement of the employees of the National Land and Housing Organization of Tehran.

Therefore, in the present study, we seek to examine the following hypotheses:

1- Evaluation of the effectiveness of work-life balance on job engagement among the employees of the National Land and Housing Organization of Tehran.

2- Evaluation of the effectiveness of job self-efficacy on job engagement of the employees of the National Land and Housing Organization of Tehran.
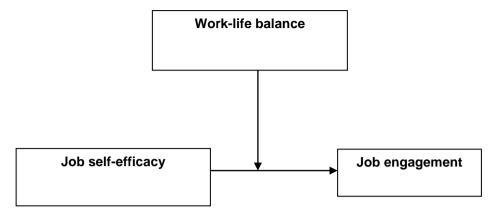
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Figure 1. Research Conceptual Model
Source: Chen et al., 2017

2. Literature Review
2.1 Job self-efficacy

Self-efficacy is considered as one of the cognitive processes through which we develop many social behaviors and personal characteristics. Whether or not people will test or cope with difficult situations is a function of their confidence in their effectiveness. People are afraid of threatening situations that they believe they cannot cope with and avoid them, while they act decisively when they find themselves able to cope successfully with situations. (Bandura,1996).

Self-efficacy is a constructive ability by which human cognitive, social, emotional and behavioral skills are effectively organized to achieve various goals. According to him, having previous knowledge, skills and achievements of people are not good predictors of future performance, but human belief in their ability to do them affects how they perform. There is a clear difference between having different skills and being able to combine them in appropriate ways to perform tasks in different situations (Bandura, 1997).

Thus, Bandura introduced self-efficacy in his social cognitive theory as a central concept that refers to the perception of the ability to perform an action that is desired (Morris, 2002). In Bandura (1997), self-efficacy refers to the feeling of worthiness and adequacy to cope with life, and is in fact a strong belief that we evaluate our abilities based on various information sources. Self-efficacy means that one thinks that one is able to organize phenomena and events to achieve the desired situation with appropriate behavior and actions (Jain & Dawson, 2009).

Self-efficacy refers to the depth of our confidence in our personal performance. People may find it more difficult to imagine problems if they find themselves incapable in a variety of situations. Prove that he is incompetent, incompetent and passive. This causes the person to avoid problematic situations or reduce the effort to solve it, thus creating a vicious circle that always continues (Najarian, 2000). (Courage quoted by White, 2013).

Piaget believes that self-efficacy schemas are formed through innumerable internalisations and externalities that occur in rich environments. Self-efficacy through intrinsic motivation causes a person to spontaneously strive in the

environment and achieve his / her efficiency beliefs. Nature is like an invisible teacher that makes a person lively to reveal his various capacities in various stages of transformation (Abbasian fard et al., 2010).

2.2 Work-life balance

In the last two decades, the issue of work-life balance has been one of the most important issues and concerns of political, professional and media leaders. Since the mid-1980s, human resource management approaches have shifted their focus from organizational to human resources (Maxwell, 2005). Due to these changes, the type of issues and needs of employees and families (such as: flexible labor demand and public support for the care of children and young people, etc.) has also changed. Therefore, the need to pay attention to this seems obvious (Saffarnia & Saleh Hosseini, 2013). As mentioned, the importance and interest in the issue of work-life balance is increasing. Today, work-life balance is the focus of a wide range of disciplines from psychology to sociology and from human resource management to organizational behavior. The reason for this great interest is due to the fact that all people have problems in work-life balance (Ramadan et al., 2008).

There are several definitions of work-life balance, each with its own specific aspects. Hee Kyung (2014) defines work-life balance as satisfaction and good performance, both at work and at home, with little conflict in the maps. Kirkmeier (2000) defines a balanced life as: Having a satisfying life in all areas in which individuals must distribute their personal resources, such as energy, time, and commitment, appropriately across all areas (Asadi et al., 2017).

Fern (2003) described work-life balance as "low levels of role-play conflict and high levels of role-playing facilitation." Clark (1997) also defined work-life balance as "satisfaction and good performance in work and family, with minimal role conflict." In contrast to work-life balance, there is a term called work-life imbalance. This imbalance is defined as the knowledge of the conflicting forces between the fields of work and life (Jafarinia & Ghasemi, 2011).

Factors determining work-life imbalance:

1. Type of occupation: Doxbury & Higgins (Doxbury & Higgins, 2001) divide the form of employment into two general categories, professional and non-professional.

Characteristics of professional jobs such as engineering, accounting, etc. are flexibility and personal control over doing work. On the other hand, employees who work in non-professional jobs such as delivery, assistant, production line, etc. have little flexibility and control over their work.

2. Gender: In past centuries, in most societies, work-life responsibilities were separated through gender, where men were responsible for household chores and women were in charge of family affairs. The traditional division of labor has changed over time. Thus, men and women in the workplace face the additional pressures of multiple plans and encounter different demands in their lives (Korabik, 2008).

3. Gender Perception: Although the language of work-life balance programs is equal and anti-discrimination, there is a perception that these policies are for women only. By reviewing men's use of work-life balance programs, it can be seen that the barriers to their use stem from three main sources.

4. Spouse and family: A spouse can affect an employee's work-life imbalance in a variety of ways. Commitment, work role conflict, and spouse's career success can also be important sources of work-life imbalances. In other words, a supportive spouse can act as a barrier to work-life imbalances and minimize its negative

effects. Women who perceive high levels of support also have higher levels of satisfaction (Roxborg, 1999).

5. Ambiguity, imbalance and role weight: role ambiguity, role imbalance and role burden are the main sources of work-life imbalance because they are sources of stress and job-life tensions. Carlson conducted a number of studies in 1999 that showed an increase in work-life imbalances through ambiguity and role imbalances. Role ambiguity occurs when an employee is unsure about the type of behavior in different situations, also the ambiguity of family pressures has a significant effect on work-life imbalance (Carlson, 1999).

6. Job stress: Undeniable reasons indicate the fact that stress has negative and irreparable effects on physical and mental health and how to do work, which is costly for the individual or organization. For this reason, the discussion of stress in the management of organizational behavior has a special importance and place. According to Stanton et al. (2001), job stress can be defined as an individual perception of the work environment, threats or job demands, or an unpleasant personal experience in the workplace.

7. Management Support: It makes sense to assume that exposing women to work and family stressors and that they need more time requires more organizational support. Support can mitigate the effects of work-life imbalances on people's lives. Support can be social or emotional. Emotional social support helps people overcome emotionally imbalances between work and life.

8. Employee support: Another factor that is involved in balancing the life and work of employees is employee support. According to some researchers, the attitudes of colleagues is an important factor in using work-life balance programs because with their support and positive attitude, people's desire to use more doubles. But their inappropriate behavior and behavior has caused discouragement and despair, they feel, their colleagues have suffered from them and they are treated like people who have little commitment to the organization (Abedi, 2011).

9. Social and organizational support: Social support is known as one of the most important sources of reducing the negative effects of work-life imbalance and other stressors. Social support is a strong predictor of stress-based imbalance, and the lack of supportive factors reduces the employee's ability to adapt, which in turn increases work-life imbalances, as well as unsupportive work environments with high levels of Work-life imbalances and low levels of family and marital satisfaction are associated (Madsen, 2001).

2.3 Job passion

Organizations today need energetic and enthusiastic employees. Those who are very passionate about their job. In general, enthusiastic employees are fully absorbed in their job and do their job well (Baker & Liter, 2010). Interest in job motivation grew at the heart of burnout research (Maslash, Shuffle-Walter 2001). In the study of burnout, researchers gradually became interested in its opposite and positive pole, namely job aspiration. After a quarter of a century of studying wear and tear, the logical question was what do we know about the other side of the coin, and in particular, can we find employees who work hard and are deeply involved in their work and drown in it? And if so, what drives them in this direction? Are there factors similar to (of course the opposite) what causes employee burnout? What are the effects of passion? How can it be increased? And finally, what psychological processes are related to this concept? With questions like

these, researchers began to examine the opposite pole more regularly at the turn of the century. And this coincided with the emergence of what the positive psychology movement emphasized. Today's organizations want their employees to be motivated, creative, responsible, and involved in their work, and instead of doing their personal work (duty), employees are expected to be a few steps ahead (Shuffley-Baker, 2003).

Theories of job passion;

Kan theory:

Goffman (1961) was one of the first to use the term acceptance to describe energy investment and the role itself. Job acceptance involves an expressed or accepted attachment to a role and a spontaneous or active desire to play a role, that is, an investment of observable attention and effort (Goffman, 1961).

Using Goffman's view on job acceptance, Kahn (1990) provides a theoretical framework for understanding the timing and reasons for different degrees of investment in the performance of their job role.

Kahn examines situations in which employees expressed themselves individually, that is, form, and used their individuality to show job enthusiasm, as well as work situations in which individuals showed a lack of enthusiasm and withdrew from the individual. They defended. Given that Kahn has provided a definition of passion. Which includes the following concept: simultaneous expression and implementation of the individual's self-reference in tasks that improves the individual's relationship with work and colleagues, individual presence (physical, cognitive and emotional) and active activities (Kahn, 1990).

Conversely, individual lack of enthusiasm means being detached from the role and displaying a lack of physical engagement, cognitive alertness, and emotional investment (Kahn, 1990). These behaviors underlie what researchers call automatic or robotic behavior (Hatch Shield, 1983), burnout (Maslash, 1982), passive and passive behavior (Goffman, 1959, 1961), or lack of effort (Hackman et al. Aldham, 1980) (quoted by Rich, 2006). Kahn cites an example of a lack of enthusiasm for his role in the actions and thoughts of a senior architect who delegates tasks to his subordinates, takes a casual approach to work, and builds empathy or emotional connection with new customers or employees. does not. With regard to this and other cases, Kahn has stated that the desire for personal roles is restored in a dynamic relationship in which the individual invests or does not invest individual energy and excitement in three physical, emotional and cognitive dimensions. He plays his role.

Shuffle Theory:

Job passion is more than a transient, specific emotional state and refers to a contagious and emotional-cognitive stable state that does not focus on a particular subject, event, person, or behavior. Enthusiasm, on the other hand, refers to the current state of mind of the employee. Not to be confused with a personality trait that is a enduring trait (Baker & Shuffley, 2000)

Given this professional fascination is a distinct aspect of job motivation that is not considered as a counterpoint to professional incompetence. Existence of complete fascination in one's work is close to what is called happiness. An optimal experience state characterized by concentration of attention, pure mind (empty brain), mind-body coordination, easy concentration, complete control, lack of self-awareness (or confusion), change of state of time, and inner pleasure (Seixent Mihali, 1990). Thus, joy is usually a more complex concept that includes many

aspects and specifically refers to short-term peak experiences that are outside the workplace. Instead, there is a stable and contagious state of mind in job aspiration. More recently, Patterson et al. (2005) have argued that passion, which in their view is more like fascination with meaning and pleasure, forms the basis of happiness. They live their lives with passion. Happiness can be well predicted.

Finally, Harter, Schmidt, & Hayes (2004) define enthusiastic employees in terms of cognitive alertness and emotional connection. By definition, eager employees know what is expected of them, have what it takes to get the job done, have opportunities to feel satisfied and effective in their work, consider themselves part of the organization, and have the chance to be promoted and They make progress at work, Harter et al. (2002) measured the concept of job motivation in a 12-item questionnaire (quoted in Shuffley & Salanova, 2007).

2.4 Reviews

Safari Soofan & Javanmard (2016) in their study examined the relationship between job enthusiasm and organizational learning in the National Drilling Company of Ahvaz. The results of this study showed that there is a positive and significant relationship between career path self-efficacy and organizational learning and this relationship is also established between career path self-efficacy and organizational learning components.

In their study, Parviz Ahmadi & et al. (2016) examined the effect of individual factors affecting work-life balance on employees' job performance. The results of the study showed that two categories of individual factors affect the job performance of employees and also individual factors of work and individual factors of life affect the work-life balance. Both gender and education have a direct effect on individual factors of life, but among the individual factors of work, only the factor of job stress that affects individual factors of work.

Mansouri (2015) in a study entitled the relationship between quality of work life of employees with the components of job motivation studied by Bank Shahr in Tehran, states that there is a positive and significant relationship between quality of work life and job motivation, and all hypotheses were confirmed.

Alipour & et al. (2014) in a study entitled the relationship between work-life balance and job motivation mediated by nursing stress in nurses of public hospitals in Ahvaz, state that nursing stress mediates the relationship between work-life balance and job desire. Also, discrimination in the workplace, as a source of nursing stress, showed the greatest correlation with job motivation. According to the results of the present study, work-life balance and nursing stress predict only 20% of the variance of nurses' job-desire. Therefore, there are other factors that affect nurses' job motivation.

Chen & et al. (2017) in a study entitled the role of job self-efficacy on job motivation, state that job self-efficacy has a significant effect on job motivation.

Mahler & et al. (2017) in a study entitled the relationship between self-efficacy and job motivation of teachers state that teacher training in universities, attending vocational training courses and self-study provides opportunities for the relationship between self-efficacy and job motivation.

Kurt (2016) in a study entitled the relationship between work-life balance, job motivation and participation in employee development activities: A codified model of mediation, states that work-life balance has a significant effect on job motivation.

Sankar & Bahatenkar (2010) in a study entitled Work-life balance, job motivation and willingness to leave, state that work-life balance has a significant effect on job desire and reduce the desire to leave service.

3. Research method

The present research is applied in terms of purpose and development and in terms of nature and descriptive-survey method. Library and internet studies were used to formulate theoretical foundations. The statistical population in this study includes all employees of the National Land and Housing Organization of Tehran in 1399 with 274 people. Determination of sample size using Cochran's formula was estimated to be 160 people. And was distributed randomly among the studied sample. Data collection tools were used using the standard work-life balance questionnaires of Wong and Ko (2009), the standard Riggs and Knight job self-efficacy questionnaire (1994) and the Shuffle job motivation questionnaire (2003). These questionnaires are standard and have been approved by experts, and finally the constructive opinions of supervisors and consultants have been helpful in this field, so it has a high validity. In order to calculate the reliability of the questionnaires, Cronbach's alpha coefficient was used for each of the variables, which was 0.77 for work-life balance, 0.88 for job self-efficacy and 0.91 for job motivation. For inferential analysis of data, Smirnov-Kolmogorov test was used to normalize the data, correlation coefficient test was used to show the correlation between variables, and structural equation model with LISREL 8.8 software was used to test the hypotheses.

4. Findings
4.1 Descriptive analysis of data

The results obtained from descriptive statistics are given in the table 1. Given that the recognition of the demographic characteristics of the statistical sample enables the results to be generalized to similar statistical societies in the general characteristics, this section describes the demographic characteristics of the respondents based on the collected data. Given the general status of respondents in terms of gender, age, service record, and educational level, the results will be analyzed in terms of frequency, frequency percentage.

Given that knowing the demographic characteristics of the statistical sample allows the generalization of results to similar statistical communities in general characteristics, in this section to describe the demographic characteristics of respondents based on aggregate data According to the general situation of the respondents in terms of gender, age, service history and level of education in the form of frequency, frequency percentage, the relevant drawings and graphs are discussed and analyzed.

Table 1. Descriptive statistics

Variables		Numbers	
		Absolut	Percentage
Gender	Female	85	53.1
	Man	75	46.9
	Total	160	100
Age	Less than 25 years	3	1/9
	30-26 years	16	10
	31-40 Years	55	34/4
	41-50 Years	47	29/4
	+50 years	39	24/4
	Total	160	100
education	Diploma	22	13/8
	Associate	34	21/3
	Masters	46	28/7
	Masters	47	29/4
	Doctorate	11	6/9
	Total	160	100
Work Experience	5years -	32	20
	10-5years	15	9/4
	15 -10years	23	14/4
	20-15years	57	35/6
	20years+	33	20/6
	Total	160	100

A look at the descriptive statistics of the respondents in this study shows that out of 160 respondents, 85 (53.1%) were women and 75 (46.9%) were men. The frequency distribution of age variables showed that; According to the results, only 3 members of the 160-sample sample are less than 25 years old. Also, 16 people are between 26 and 30 years old, which is 10% of the sample size. Fifty-five members of the research team are between 31 and 40 and 47 are between 41 and 50 years old, accounting for 34.4% and 29.4% of the sample size, respectively. In addition, it was found that 39 of the sample members were over 50 years old. Also, the frequency distribution of service history variable in the sample showed that; Of the 160 people in the study, 32 have a history of less than 5 years. 15 people with 5 to 10 years of service and 23 people with 10 to 15 years of service, which constitute 9.4% and 14.4% of the sample size, respectively. Also, 57 people (35.6%) have a service history of 15 to 20 years and 33 people (20.6%) have a service history of more than 20 years. Frequency distribution of the statistical sample based on the level of education of the 160 sample of the study, 22 people have a diploma, which constitutes 13.8% of the sample size. Thirty-four people in the study have an associate's degree, which is about 21.3% of the research sample size. Also, 46 people have a bachelor's degree, which accounts for 28.7% of the sample size,

and 47 people, equivalent to 29.4% of the sample size, also have a master's degree. The number of people with doctoral degrees is 11 or 6.9%.

4.2 Reliability of questionnaires

Table 2. Reliability of research questionnaires

Variable	Cronbach's alpha value	Number of questions
Job engagement	0.77	10
Self-efficacy	0.81	20
Work-life balance	0.85	20

Cronbach's alpha results above 0.70% of the values showed that the questionnaires have acceptable reliability values.

4.3 Normality Test of Research Variables

Prior to entering the hypothesis testing stage, it is necessary to obtain assumptions for the normalization of the data, so that tests can be used based on whether they are normal or not. In this test, if the significance level obtained from the test run is greater than the error value, that is, $\alpha = 0.05$, then the assumption H_1 will be confirmed. Otherwise, the assumption H_0 will be confirmed. Table 2 shows the results of this test.

H_0: The data are not normal (they are not from normal society)

H_1: The data are normal (they come from normal society)

Table 3. Kolmogorov-Smirnov test for research variables

Variable	statistics	sig
Job engagement	.235	0.073
Self-efficacy	.421	0.162
Work-life balance	.439	0.092

Given that the significance level for the research variables is greater than 0.05, then the assumption H_1 is verified and we conclude that the data collected for the research variables are normal.

4.4 Correlation coefficient between research variables

Tables 4 show the matrix of Pearson correlation coefficients between variables. Here, it should be noted that in the conclusion of such tests, in which the relationship between the two variables is examined, if the correlation coefficient between the two variables is less than 0.25, the relationship between the two variables poorly evaluated. And if the value of this coefficient is in the range of 0.26 to 0.6, this relationship is moderate, and if this coefficient is more than 0.6, it means that there is a strong relationship between the two variables.

Table 4. Correlation matrix between research variables (dependent variable: job engagement behavior)

variables	Job engagement	
	sig	Correlation coefficient
job self-efficacy	0.000	0.404[**]
work-life balance	0.000	0.539[**]

Among all variables, there is a positive and significant relationship in 99% confidence level.

4.5 Modeling Structural Equations

To investigate the causal relationships between variables in a coherent way, many attempts have been made in the last decade. One of these methods to provide confirmatory factor analysis is structural equations, or multivariate analysis with latent variables. Structural equation modeling is a very general and powerful multivariate analysis technique of the multivariate regression family and, more precisely, the extension of the general linear model, which allows the researcher to collect a set of regression equations in a coincident test case. Structural Equation Modeling is a comprehensive statistical approach for testing hypotheses about the relationships between observed variables and latent variables, sometimes called structural analysis of covariance, causal modeling, and sometimes also called LISREL. But the prevailing term in these days is the structural equation modeling or SEM (Hooman, 2009, 11).

A complete model of structural equations consists of two components:

A) Measurement model: An element of the structural equation in which the latent variables are specified. The latent variables are visible variables that are represented by covariance between two or more indices.

B) Structural Model: An element of the structural model that shows the relationships between the latent variables.

The study and analysis of the measurement models in the early stages of the validation studies are useful because it can clarify the theoretical weaknesses and contribute to the interpretation of the research findings and has a major contribution to future studies; therefore, Modeling of structural equations involves two main stages of modeling and model testing. In developing a researcher's model, using all relevant theories, researcher uses available information to design the model, and at this stage, the model describes the causal relationships among the variables. The relationship between the variables can be a reflection of the hypotheses that inferred the causal relationships between the evident and the latent variables from the theoretical space. The next stage is the fitness test and the degree to which these theories are consistent with the experimental data that has been gathered from a given society (Daneshgar, 2011, 129).

In the study of the structural part of the model, the relations between the internal and external impulse variables (dependent and independent variables) are considered. Here, the goal is to determine whether the theoretical relationship between the variables at the stage of developing the conceptual framework considered by the researcher has been confirmed by data. In this regard, three issues are considered.

The sign (positive or negative) of the parameters of the paths of connections between the latent variables indicate whether the calculated parameters confirm the direction of the hypothetical relations.

2) Estimated parameter values indicate how the predicted relationships are strong. Here, the estimated parameters should be meaningful (ie, the absolute value of t should be greater than 1.96).

3) Multiple correlation squared (R^2) for structural equations, shows the value of the variance of each internal latent variable that is explained by independent (external) latent variables. The larger the R^2 expresses the high-level explanation of variance (Kalantari, 2009, 140).

Test the hypotheses
1- Work-life balance has a significant effect on employees' job passion.
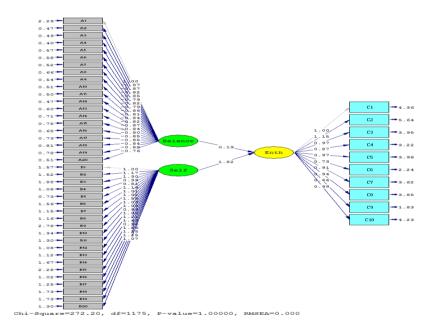2- Self-efficacy has a significant effect on employees' job passion.

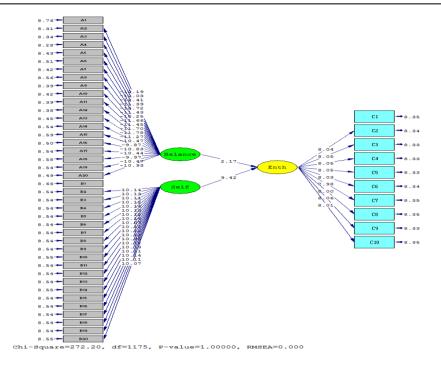**Figure 2. Modeling Structural Equations for Conceptual Model of Research (Standard Estimation)**

Figure 3. Modeling the structural equations of the conceptual model of research (meaningful coefficients)

Table 5. fit indices of conceptual model of research

Goodness-of-fit index	IFI	NFI	CFI	GFI	AGFI	RMSEA	RMR
Result	1.04	0.98	1.00	0.94	0.93	0.000	0.25

Table 6. Path coefficients, t statistic and coefficient of determination (dependent variable: job engagement behavior)

Predicator variable	t statistics	path coefficient (β)	multiple determination (R^2)coefficient
Work-life balance	2.17**	0.19	0.88
Self-efficacy	9.42**	1.82	

Table 6 shows path coefficients, t statistic and determination coefficients.

Considering the path coefficient of 0.19 and also the t-statistic of 2.17, it can be said that the amount of characteristics related to work-life balance has a positive and significant effect on the employee's job engagement at confidence level of 99%; therefore, this hypothesis Concerned about job engagement is meaningful and validated.

According to the path coefficient of 1.82 and also the t-statistic of 9.42, self-efficacy factors have a significant and positive effect on the employee's job engagement at a 99% confidence level; therefore, this hypothesis is significant for job engagement and it is confirmed.

The value of the multiple determination coefficient (R^2) is 0.88. This coefficient examines the ability to predict the dependent variable by an independent variable. Accordingly, self-efficacy and work-life balance variables predict 88 percent of employees' job engagement changes.

5. Discussion and conclusions

However, any research should answer the question of what ultimately the result of this research and what has been added to our previous knowledge about the research topic? In this section, research hypotheses test results will be demonstrated, each hypothesis will be explained, and ultimately results will be compared with previous studies.

Job self-efficacy has a direct positive effect on job engagement:

Self-efficacy as a personal job resource leads to job engagement and has a positive relationship with engagement. In a study that investigated personal resources (self-efficacy, organizational self-esteem and optimism) in the job demands-resources model, Xanthopoulou, D., Bakker, A.B., Demerouti, E. & Schaufeli (2007) concluded that personal resources moderated the relationship between job resources and job engagement. In this study, it was also found that self-efficacy has a positive relationship with job engagement and its three dimensions.

The first dimension of job engagement (vigor) is a physical dimension and is characterized by an inclining tendency towards problems. Professional self-efficacy researchers, including Parvin Brown & John (2005), have suggested that individuals with high self-efficacy are more likely to be struggling and more resilient, and show better performance than those with lower self-efficacy.

It has also been shown that self-efficacy affects physical health. Self-efficacy has three important behavioral consequences, according to Bandura (1977; quoted by Betz, 2004): 1) performing the job against avoiding to do; 2) high behavioral quality in considered domain; 3) sustainability and endurance when faced with problems and negative experiences. Therefore, the relationship between self-efficacy and sustainability against problems has been proven in the literature. However, it can be expected that high self-efficacy has a positive relationship with this dimension of engagement and leads to increase this dimension of engagement.

Professional dedication is the emotional dimension of job engagement so that people who have a high score in this dimension are interested in their job and feel positive about it. Generally, it seems that there is more positive emotions about working when a person has more efficiency in his job. Self-efficacy theory assumes an independent relationship between perceived efficiency and professional expectations, among which self-efficacy beliefs play the most decisive role. Theoretically, the effect and the relationship between professional self-efficacy and tendencies make a sense, and for this reason, people tend to the area where they feel more efficient, they have their strongest desires and they expect positive outcomes.

Absorption is characterized by a thorough attention to work activities, so that peripheral stimuli do not affect individual focus on job. Absorption is similar to a kind of inner motivation, which is the desire to participate in an activity for its own sake. Internal motivation is related to the variables of work content such as autonomy, skill variety, task significance, task identity, and job feedback (Tigges, Tetrick, and Freud, 1992), which can be considered as job resources. Having the skill and feeling of being skilled at work has the same feeling of self-efficacy in that particular field, which has a positive relationship with inner motivation and professional absorption. The result of this hypothesis is that self-efficacy directly, positively and significantly affects the job engagement. This finding is consistent with the results of the researches like (Jamalzadeh, 1391; Rahimi et al., 2012; Alipour, Safari Nia, Sarahi foroshani, Aqha alikhani, Akhundi, 2013; Dianti Nasab, 2013; Shahbazi, 2013; Hashemi Sheikh Shabani et al., 2013; Moghimi Mofrad, 2015 and Lutans et al., 2005; Avi et al., 2008; Hosting, 2010; Luke, 2011; Herbert, 2011). According to the above findings, it can be said that employees who fit themselves into specific situations and believe in their abilities in their organization and can thus provide information for their colleagues, these people have a good sense of job engagement in their careers

The work-life balance parameter has an effect on the relationship between job self-efficacy and job engagement.

The second hypothesis of the research concludes that the work-life balance parameter has effect on the relationship between job self-efficacy and job engagement.

As already mentioned, related studies in this area are very limited. Alipour et al. (2015) studied the relationship between work life balance and job engagement (absorption, vigor, and dedication) considering stress as the mediator parameter on nurses' life. The results of mentioned study are in agreement with the results of the present study. According to the results of this study, there is a suitable fit between work-life balance and job engagement parameters.

Therefore, it is recommended that organizational managers pay attention to the balance of work and life of employees, because these characteristics can have a significant positive or negative impact on employees' engagement. Of course, it should be noted that reaching the balance point is relative and that the person's understanding of this balance is important. Achieving this balance not only requires the attention of the employer, but the employee itself must also be active. As the literature and research findings show, work-life balance is multi-dimensional. There are some barriers related to work which affect employee's life that needs to be addressed by the employer and another part of the barriers relates to life that affect persons' job which requires to be addressed by employee himself.

As the literature and research results showed, work-life balance is multidimensional. Part of it refers to the barriers to work in life that the employer should pay attention to, and the other part relates to the barriers to life in work that require the employee's own effort.

Considering the direct effect of self-efficacy on employees' job motivation, it is suggested that the managers of the National Land and Housing Organization of Tehran, using self-efficacy indicators, provide a roadmap for improving self-efficacy indicators among their employees. In this way, leaders strengthen the beliefs of individual and collective self-efficacy of employees by creating an appropriate environment and improve the components of job motivation in their employees by

responding appropriately to the expectations of their individual and collective consequences.

Considering the positive effect of the work-life balance parameter on the job motivation of the employees of the National Land and Housing Organization of Tehran, it is suggested that the managers of the organization increase the job motivation among their employees by improving the components related to the work-life balance. Adequate leisure time, loyalty to work, support for the managers of the organization for work-life balance, flexibility in work plan, life orientation, job and career maintenance and voluntary reduction of working hours to meet personal needs are components that improve each of them. Increases job enthusiasm among employees.

The present study was conducted among the employees of the National Land and Housing Organization of Tehran, so the results can be generalized to this statistical population. And in extending it to other statistical communities, care must be taken. According to the results of the object and the limitations expressed, suggestions for future researchers are presented in this study.

In the model used in this study, the effect of job self-efficacy on job motivation with emphasis on work-life balance as a moderating factor has been tested, while this relationship may be influenced by other factors that have not been studied in this study. Therefore, it is suggested that other components such as burnout, job satisfaction and job conflict be examined in future research. The present research has been conducted among the employees of the National Housing and Urban Development Organization of Tehran. Therefore, it is suggested that such research be conducted among the employees of this organization in other cities (or other organizations in Tehran). In this research, a questionnaire has been used. In future researches, other methods such as mixed quantitative and qualitative research method or qualitative method can be used.

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