

**MEDIATING EFFECT OF POSITIVE EMOTIONS ON WORK-LIFE
BALANCE AND EMPLOYEE PERFORMANCE**

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Abstrak

Work-life balance merupakan isu penting yang harus diperhatikan perusahaan karena akan mempengaruhi produktivitas, kepuasan, dan kinerja karyawan. Penelitian ini menganalisis bagaimana work-life balance berkaitan dengan kinerja karyawan, dengan positive emotions sebagai variabel mediasi pada PT Telkom Indonesia (Persero) Tbk-Witel Jambi. Metode pengambilan sampel yang digunakan adalah teknik probability sampling dengan simple random sampling. Pengumpulan data dilakukan dengan menggunakan kuesioner elektronik kepada 120 responden dan analisis data menggunakan software smart pls 3.3.3. Hasil penelitian menunjukkan bahwa work-life balance memiliki hubungan positif namun tidak signifikan dengan kinerja. Sebaliknya variabel work-life balance memiliki hubungan positif dan signifikan dengan positive emotions. Variabel positive emotion berhubungan positif dan signifikan dengan kinerja karyawan. Selain itu, positive emotions memediasi penuh hubungan antara work-life balance dan kinerja karyawan. Artinya peningkatan kinerja karyawan, dapat dilakukan melalui peningkatan positive emotions.

Kata Kunci: kinerja, positive emotions, PT. Telkom Indonesia (Persero) Tbk, work-life balance.

Abstract

Work-life balance is an important issue that the company must consider because it will affect productivity, satisfaction, and employee performance. This study investigates how work-life balance is related to employee performance with positive emotions as the mediation variable at PT Telkom Indonesia (Persero) Tbk-Witel Jambi. The sampling method used is probability sampling techniques with simple random sampling. The data was collected using an electronic questionnaire to 120 respondents and data analysis using smart pls 3.3.3 software. The results showed that work-life balance has a positive but insignificant relationship with performance. In contrast, the work-life balance variable has a positive and significant relationship with positive emotions, and positive emotions are positively and significantly related to employee performance. In addition, positive emotions fully mediate the relationship between work-life balance and employee performance. It implies increasing employee performance, which can be conducted through increasing positive emotions.

Keywords: employee performance, positive emotions, PT. Telkom Indonesia (Persero) Tbk, work-life balance

Introduction

Soomro, *et al.* (2018) argue that performance in the form of productivity for each employee would provide tangible and intangible returns that concern company leaders and describe the status of personal activities in completing work and achieving predetermined goals. Performance in terms of productivity depends on three main factors; first, the innate ability to complete tasks includes talent, interests, personality, and psychological factors. Second, the work level of the employees, including motivation, morale, attendance, and work plans. Third, the support provided to employees, including training, equipment, known expectations, and productive colleagues. One policy support that the company can provide to help improve employee performance is by providing a company internal social responsibility plan or better known as Internal Corporate social responsibility, one of which is work-life balance.

Work-life balance is an effort to balance the dual roles performed by an individual (Wardani & Firmansyah, 2019). In other words, work-life balance is a balance of life between work, self, family, and social environment. An individual must be able to set priorities to reduce gaps or conflicts between life at work and personal life and not mix the two. Some years ago, work-life balance was an essential issue for employees. It should be a concern of the company because of the imbalance of employee work will result in decreased productivity, dissatisfaction, and decreased employee performance.

Ramos-Villagrasa, *et al.* (2019) states that performance results from a set of behaviors or actions under employee control that contribute to organizational goals. Performance is the result of a set of behaviors or actions under employee control that contribute to organizational goals. Bataneh (2019) argues that employee performance is a form of behavioral response that reflects employee learning outcomes, including psychological and physiological abilities. Based on some of the opinions above, it can be concluded that employee performance results from individual behavior or actions in

completing work activities and achieving predetermined goals. When this goal is achieved, it will create a sense of satisfaction for employees at work, and it is hoped that employees can maximize their work ability.

The X and Y generation workforce emphasizes work-life balance rather than just income. Work-life balance cannot be achieved when one party is unable to align the ego to achieve this balance. If someone is able to balance and regulate the division of time between work and other activities, it will trigger positive emotions such as feelings of pleasure, happiness, and satisfaction in employees. This identifies that positive emotions as a form of positive employee emotions are predicted to play an essential role in the relationship between work-life balance and employee performance.

Previous research showed that there was a strong relationship between work-life balance and employee performance. It means that the more work-life balance is adequately maintained, the higher the employee's performance (Minarika, *et al.*, 2020; Saina, *et al.*, 2016; Tangkaello, 2018). The research showed that a good work-life balance impacts an increase in employee performance. Therefore the better maintenance of work-life balance, employee's performance will also increase. For that reason, hypothesis 1 is:

H1: Work-life balance has a positive and significant relationship with employee performance

Work-life balance can be defined as the condition of an individual who can manage his time well or can harmonize work at the workplace, family life, and personal interests (Lumanon, *et al.*, 2019). If the time spent between work and home is balanced, it will give rise to feelings of pleasure, happiness, satisfaction, which are included in positive emotions.

Emotion is defined as various feelings, which assume psychological and physiological adjustment to the environment (Todorova, *et al.*, 2014). According to Fredrickson (2013) positive emotions can bring positive feelings to someone who experiences them, such as

pleasant or joyful emotional experiences. Weerakkody & Mendis (2017) in their research, stated that the practice of work-life balance would make employees feel happy, as it is known that happiness is a form of positive emotion. Research by Jannah & Suryani (2020) also indicates that work-life balance positively affects happiness, where we know that happiness is a form of positive emotion. Based on this argument, hypothesis 2 is:

H2: Work-life balance has a positive and significant relationship to positive emotions

Positive emotions are conditions in which a person is experienced feelings of pleasure or joy (Setiadi & Warmika, 2015). It can be concluded that positive emotions are a state of positive emotions that encourage positive behavior and outlook on a particular problem or situation at hand. Employee performance is an evaluation obtained based on the activities and roles of individuals during specific work periods (Mokalu, *et al.*, 2019).

Employees who have positive emotions will carry out life and work well. Individuals with a high level of positive emotions will place themselves between their personal and work lives and positively influence work. Individuals who experience positive emotions more often will have higher performance than those who experience less positive emotions or better known as negative emotions. Employees who have positive emotions will carry out life and work well. Research conducted by Taylor & Statler (2014) showed that when people are more emotionally involved (active), activities carried out in the workplace become more effective. To prove this argument, hypothesis 3 is:

H3: Positive emotions have a positive and significant relationship to employee performance

Work and family domains are interrelated, and the ability to integrate work and family harmoniously is depended on the job and the characteristics of the profession itself (Amin, *et al.*, 2017). The practice of work-life balance would make employees feel happy, as it is known that happiness is a form of positive emotion (Weerakkody & Mendis, 2017). When

people are more emotionally involved (active), activities carried out in the workplace become more effective (Taylor & Statler, 2014). Therefore hypothesis 4 is:

H4: Work-life balance has a positive and significant relationship to employee performance through positive emotions.

Research Method

This study used explanatory quantitative research for testing the relationship between variables expressed by numbers or a numerical scale. Primary data was obtained from filling out an online questionnaire. The total population in this study was 153 employees of PT Telkom Indonesia (Persero) Tbk.-Witel Jambi. The sample is 120 with the probability sampling technique using simple random sampling.

For measuring employee performance, adopted the individual work performance questionnaire (IWPQ) scale developed by Ramos-Villagrasa, *et al.* (2019), which is modified consisting of 13 questions items. Work-life balance was measured by referring to Wardani & Firmansya's (2019) research consisting of 17 question items. At the same time, positive emotions use a modified differential emotional scale (MDES) developed by Fredrickson (2013) composed of 10 questions items. For all of the questions, using a 5-point Likert scale with a value of 1 is strongly disagree to 5 is strongly agree) for the enhancement dimension category. It was used smartPLS 3.3.3 software for windows for testing the hypothesis.

Results and Discussions

Results

The characteristics of respondents are described in Table 1.

Table 1. Characteristic of Respondents

Characteristics	Frequency	%	
Age	20 - 30 y/o	68	56.67%
	31 - 40 y/o	29	24.16%
	41 - 50 y/o	8	6.67%

	51 - 60 y.o	15	12.50%
	Total	120	100%
Gender	Female	50	41.67%
	Male	70	58.33%
	Total	120	100%
Education	High School	20	16.67%
	D3	25	20.83%
	S1	72	60%
	S2	3	2.50%
	Total	120	100%
Work Periode (year)	<1 - 5	62	51.67%
	5 - 10	26	21.66%
	10 - 15	15	12.50%
	15 - 20	8	6.67%
	>20	9	7.50%
	Total	120	100%
Married Status	Married	87	72.50%
	Single	33	27.50%
	Total	120	100%
Having children at school aged	Yes	72	60%
	No	48	40%
	Total	120	100%

Source: Data Processing Results (2021)

Table 1 shows that most participants in this survey were aged 20-30 years, male, undergraduate, have working experience at Telkom during 1-5 years, married, and having children.

Evaluation of the measurement model in this study consists of testing the validity (convergent and discriminant validity) and reliability (Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)).

To check the convergent validity using the value of outer loading. If the outer loading value is >0.7 , the indicators' convergent validity is satisfied in a suitable category. There are three indicators of work-life balance variables, namely X3, X6, and X7, which do not meet the minimum requirements for loading factor values <0.7 . These indicators will be removed from the model and not included in the following calculation.

The cross-loading value helps test discriminant validity. Discriminant validity is good if the value of the cross-loading indicator on the variable is > 0.7 . The following is the cross-loading value of research indicators:

Result show that the cross-loading value of the indicator on this variable is >0.70 . It means that the indicators used in this research have a good discriminant validity in arranging their respective variables.

Cronbach's alpha also calculates the reliability level with a minimum limit of 0.70, which means that the measuring instrument is said to be precise, stable, trustworthy. The indicator reliability value on the variable indicator is tested with composite reliability with a value >0.60 .

Table 2. Cronbach's alpha and Composite Reliability

Variable	Cronbach's alpha	Composite reliability
Positive Emotions	0.917	0.93
Work-Life Balance	0.946	0.952
Employee performance	0.937	0.945

Source: Results of 2021 Questionnaire Data Processing

Table 2 of Cronbach's alpha means that the research instrument or respondent's answer data to the questionnaire used to measure these variables can be said to be trustworthy. As for the value of Composite Reliability, all variables in this study were > 0.6 . It means that all variables had high-reliability values.

Then, the construct is said to have high reliability if the AVE is above 0.50. Table 3 presents the AVE values for all variables:

Table 3. Average Variance Extracted (AVE)

Variable	AVE
Positive Emotions	0.573
Work-Life Balance	0.587
Employee performance	0.571

Source: Results of 2021 Questionnaire Data Processing

Path coefficient evaluation is used to see how strong the independent variable's influence is

on the dependent variable. The statistical test shows that the most significant path coefficient value was aimed at linking positive emotions to employee performance of **0,668**. In contrast, the smallest path coefficient value aimed at relating work-life balance to employee performance of **0.083**. all variables have path coefficients with positive numbers. It concludes that the linkage of the independent and dependent variables will be more potent according to the path coefficient value. The following is a figure of the inner model:

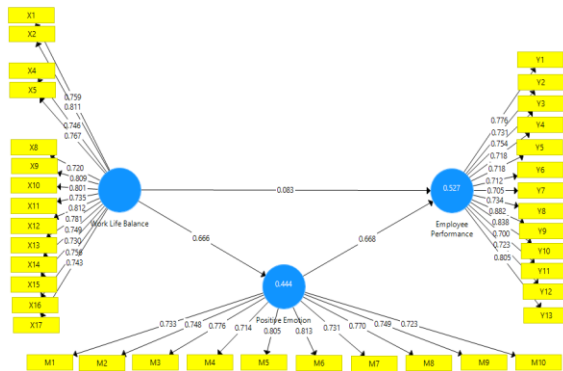


Figure 1. Inner Model
Source: Results of 2021 Questionnaire Data Processing

Table 4. R-Square

Variable	R Square
employee performance	0.527
positive emotions	0.444

Source: Results of 2021 Questionnaire Data Processing

Table 4 shows that the positive emotion variable obtained an r-square value is 0.444. This value explains that work-life balance can explain the variant of positive emotions by 44.4%. Hence, the R-Square value is said to be in the medium category. The employee performance variable obtained a value of 0.527. The acquisition of this value explains that work-life balance can explain the variance of employee performance by 52.7%. Then the R-Square value is said to be in moderate condition.

The Q-Square value is used to determine the goodness of fit, the higher the Q-Square, the

more fit the model can be with the data. The calculation of the Q-Square value is as follows:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R^2_1) (1 - R^2_2)] \\
 &= 1 - [(1 - 0.444) (1 - 0.527)] \\
 &= 0.737
 \end{aligned}$$

The result shows that the research model's variety of research data can explain 73.7%. At the same time, the remaining 26.3% is explained by other factors outside the model. So, it can be said that this research model has the goodness of fit.

The following are the results of the hypothesis test obtained through the inner model:

Table 5. Direct Effects

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P Values
Positive Emotions -> Employee Performance	0.668	0.678	0.087	7.684	0.000
Work-Life Balance -> Positive Emotions	0.666	0.668	0.087	7.679	0.000
Work-Life Balance -> Employee Performance	0.083	0.083	0.09	0.926	0.355

Source: Results of 2021 Questionnaire Data Processing

The test results with bootstrapping are as follows:

1. Positive Emotion toward Employee Performance; The variable test results of positive emotions on employee performance obtained a T-Statistic value > 1.96 and a p-value of 0.000 < 0.05; it means that positive emotions have a positive and significant effect on employee performance.
2. Work-life balance toward positive emotion; The variable test results of the work-life balance on positive emotions obtained a T-Statistic value > 1.96 and a p-value of 0.000 < 0.05. It means that work-life balance has a positive and significant effect on positive emotions.
3. Work-life balance toward employee performance; The variable test results of

the work-life balance on employee performance on the path coefficient obtained a T-Statistic value < 1.96 and a p-value of $0.355 > 0.05$, which means that work-life balance has no significant effect on employee performance.

Table 5 explained that the work-life balance variable has a positive and significant link to the positive emotion variable and the positive emotion variable has a positive and significant link to the employee performance variable. T-Statistic value of $6.514 > 1.96$ and a p-value of $0.000 < 0.05$ means that work-life balance variables can affect employee performance variables through positive emotional variables.

Table 6. Specific Indirect Effects

Path Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviasion (STDEV)	T-Statistic (O/STDEV)	P Values
Work-Life Balance -> Positive Emotions -> Employee performance	0.445	0.452	0.079	5.628	0.000

Source: Results of 2021 Questionnaire Data Processing

Discussions

The statistical results show that the work-life balance variable has a positive but insignificant relationship to employee performance. It can be because every employee has different methods of improving performance. Companies can use employee performance improvements as a target. Employees will try to meet this target for reasons such as a bonus that employees will get, fear of losing their job, or getting a reprimand from their superiors. This result supported the study of Foanto, *et al.* (2020) who also stated that work-life balance affects employee performance, but insignificantly. Ardiansyah & Surjanti (2020) proved that work-life balance variables are not related to employee performance variables.

Work-life balance has a positive and significant relationship to positive emotions. It supported Jannah & Suryani's (2020)

research, which also indicated that work-life balance positively affects happiness where we know that happiness is a form of positive emotion. Weerakkody & Mendis (2017), their research, also stated that the practice of work-life balance would make employees feel happy, as it is known that happiness is a form of positive emotion. If the time spent between work and home is balanced and when there is no overlap between work and home activities, it will trigger positive emotions in employees such as feelings of pleasure, happiness, satisfaction, which is included in positive emotions.

Positive emotions have a positive and significant relationship to employee performance. Research conducted by Taylor & Statler (2014) showed that when people are more emotionally involved (active), activities carried out in the workplace become more effective. Employees who have higher positive than negative emotions will find it easier to "expand and build" engagement and be satisfied with their work. They show superior performance in the workplace. It supported the research conducted by Salanova, *et al.* (2011) which said that positive emotions such as satisfaction, comfort, enthusiasm, improved performance, and work relationships.

Work-life balance has a linkage to employee performance but is not significant. After including positive emotion as the mediation variable, work-life balance has a positive and significant attachment to employee performance. It proves that positive emotions can fully mediate the attachment of work-life balance and employee performance at PT Telkom Indonesia (Persero) Tbk-Witel Jambi.

CONCLUSIONS

Work-life balance has a positive but insignificant relationship to employee performance. At the same time, work-life balance has a positive and significant relationship to positive emotions, and positive emotions have a positive and significant relationship to employee performance. Work-life balance variables can affect employee performance variables through positive emotion, and also proves that the positive

emotion can fully mediate the attachment of work-life balance and employee performance.

The current research model concentrates on three variables. In the future, another researcher can conduct research developments discussing the propositions related to the mediation effect of additional variables. In Indonesia itself, there is very rarely specific research related to the Positive Emotion variable. In contrast, we know that this is very influential in our daily life. The sampling in this study is still within the scope of one state-owned company, namely PT Telkom Indonesia (Persero) Tbk-Witel Jambi. In the future, researchers can investigate different service industries and for broader sampling to be generalized.

Companies must help maintain or improve employee work-life balance for the health and sustainability of the company's operations with the right policy. The thing that employees need to remember is that work-life balance is created and started with oneself. Employees must know and be aware that everything they do impacts the company and must be sincere in their work. Humans have limitations, so that employees need to learn to prioritize and plan when to do work and know when to feel satisfied to work more efficiently to save energy and focus on taking care of themselves and not forget to take a rest.

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