

**THE EFFECT OF WORK-LIFE BALANCE AND WORK-FAMILY CONFLICT ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF PSYCHOLOGICAL WELL BEING AND PSYCHOLOGICAL SAFETY AND THE MODERATING ROLE OF SATISFACTION WITH COWORKERS**

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**Abstract**

The present study sought to examine the effect of work-life balance and work-family conflict on employee performance by applying psychological wellbeing and psychological safety as mediating variables and satisfaction with coworkers as the moderating variable. This study involved 116 loco pilots and assistant loco pilots in the Train Crew Technical Operating Unit of PT. KAI in Region 7 (i.e., Madiun). By employing PLS-SEM analysis, this study found that psychological wellbeing did not mediate the effect of work-life balance on employee performance. However, satisfaction with coworkers was found to moderate the mediating effect of psychological wellbeing in the relationship between work-life balance and employee performance. Work-family conflict was found to negatively affect psychological wellbeing and psychological safety. It was also found that psychological wellbeing positively affected employee performance, whereas psychological safety did not directly and positively affect employee performance. Psychological wellbeing was found to mediate the relationship between Work-family conflict and employee performance, while psychological safety did not mediate the relationship between Work-family conflict and employee performance.

**Keywords:** work-life balance, work-family conflict, psychological wellbeing, psychological safety, satisfaction with co-worker, job performance

**1. Introduction**

Employees serve as one of the most crucial assets of the company. They act as the motor of the company (Dessler, 2015). Their performance is fundamental to the company's performance. Employee performance refers to the quality and quantity of an employee's achievement during a certain period(Kreitner dan Kinicki, 2014). Since employees are the motor of an organization, satisfactory employee performance, i.e., where employees carry out their duty and responsibility properly, may result in better organizational performance (Robbins and Judge, 2015).

Employee performance can be affected by psychological wellbeing (Haider, Jabeen, and Ahmad, 2018). Employees may work optimally when their psychological needs are satisfied.

Psychological wellbeing refers to a feeling induced by one's psychological conditions, such as satisfaction achievement, pleasure, and safety (Hernandez et al., 2018)

Employee's psychological needs can only be satisfied when they find a balance between their personal and work life (Ryff, 2013). This balance, according to Lewis and Beauregard (2018), This balance, according to Lewis and Beauregard (2018), refers to employees' feeling that they can contribute to their work properly and suits their nonwork roles. Work-life balance defines an individual's ability to have successful work and nonwork roles without worrying about unnecessary burdens from these roles (Singh & Koradia, 2017). One of the employee's needs is to feel comfortable at work, allowing them to find their work quality increases (Haider et al., 2018). Having a work-nonwork life balance, employees can perceive better work-life because they can feel the success and balance in their work and nonwork life (Singh & Koradia, 2017). On the contrary, work-life imbalance may result in employees' discomfort that leads to poor performance (Haider et al., 2018)

Employees' work-life balance could be established when they have good psychological wellbeing (Aqeel Ahmed Soomro & Breitenecker, 2017). Meanwhile, in enhancing employees' psychological wellbeing, their work-life balance may interact with their satisfaction with coworkers (Haider et al., 2018). Better work-life balance, according to (Haider et al., 2018), makes employees view their coworker presence more valuable, thus enhancing their psychological wellbeing and eventually improving their performance.

Another factor that may affect employee's psychological wellbeing is work-family conflict. According to Obrenovic et al., (2020), work family-conflict may hinder psychological wellbeing and indirectly affect employee performance. Conflicts that arise between employees' work and nonwork life (e.g., family) can indirectly affect their performance and Lower their concentration at work. Work-family conflict refers to a condition where a number of factors can lead to conflict within the employee's family (Aboobaker et al., 2017). It may arise when one's job hinders their ability to perform family-related responsibilities (Chelariu & Stump, 2011). When conflict occurs between the employee's work and nonwork life, it may affect the employee's focus at work (Haider et al., 2018). Such a conflict can make the family feels that the employees give more priority to their job than to the family.

This condition can also affect the employee's perception of psychological safety, i.e., a condition Where they view their work environment as a safe place where they completely trust their organization and coworker based on mutual respect (Ayas & Yaşar Uğurlu, 2016). Ming et al. (2015) define psychological safety as a feeling of confidence, safety, and freedom from fear and anxiety at work based on the belief that the organization can fulfill one's present and future needs. When employees perceive a lack of safety at work, they may feel discomfort and exhibit less optimal performance (Obrenovic et al., 2020)

The importance of work-life balance, when it comes to psychological wellbeing, safety, and potential work-family conflict, should be addressed seriously because these factors are known to affect employee performance significantly. Issues on employee performance are faced by any

organization, including public organizations, particularly those in a service-based business, since employees are the company’s spearhead to interact with its customers(Layer et al., 2009). Having employees with satisfactory performance and healthy psychological conditions can significantly elevate organizational performance(Haider et al., 2018).

In Indonesia, one of the public companies in the transportation sector is *PT Kereta Api Indonesia (Persero) (PT KAI)*, a state-owned company that becomes a single-player in railway transportation in Indonesia. One of the current challenges faced by this company is railway accidents caused by either human or non-human error that result in the company’s loss. Since it is associated with customer safety, employee performance should be addressed properly. PT KAI highly depends on its employee performance to run its train optimally and prevent any accident. To run their job optimally, PT KAI’s employees need to be psychologically healthy. As an attempt to support its employees' work-life balance, The company provides adequate family time for them so that they are expected to exhibit satisfactory performance at work.

PT KAI’s operation is divided into several Operating regions. In carrying out the operation, there is a technical operating unit whose responsibility is to carry out Day-to-day operations and interact with the community as the company’s customer. This technical unit is the place where loco pilots and assistant loco pilots work. The Crew Technical Unit plays a pivotal role because the safety of all train passengers depends on its decision and loco pilots or assistant skills during the trip.

**Chart 1. Performance**

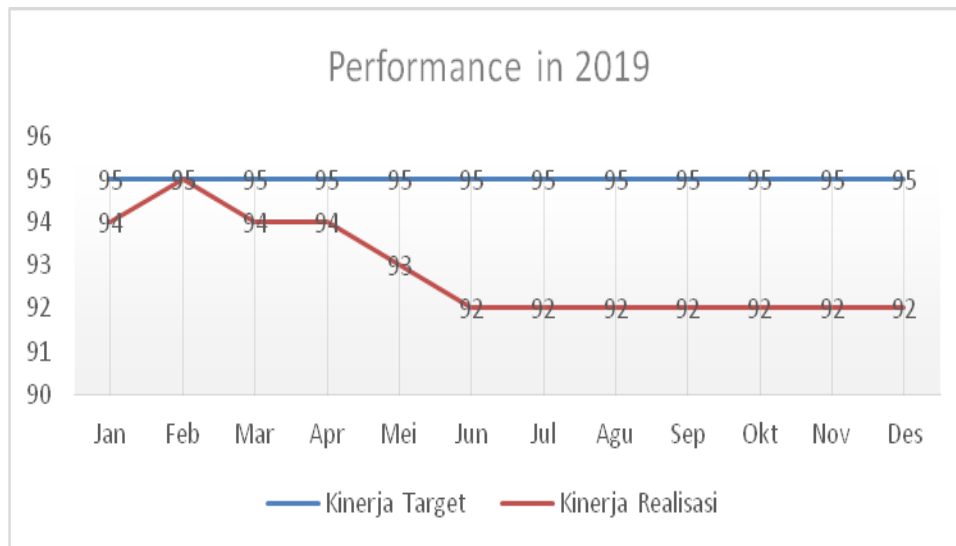


Chart 2. Violation Data



The data showed that the performance of this unit had not met the company standard. PT KAI has set the main criteria, namely AKHLAK, (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif). These criteria are broken down into attendance, knowledge, service, attitude, achievement, speed limit, signal, and mild violations. The problem occurs when the company set the performance score of the unit should be 95/100, but in 2019 the unit's performance degraded. Based on the obtained data, the violation increases when loco pilots' performance degrades. The increase in violation is followed by the accident rate due to human error, which stems from issues on psychological condition due to, among other causes, work-family conflicts, and work-life imbalance.

Based on the observation, the loco pilots were assigned based on work hour summary, i.e., loco pilots schedule created based on the Train schedule, thus not referring to shift system. Holidays for loco pilots do not refer to the regular calendar. Instead, they have their holiday based on the working hour summary.

On some occasions, when long holiday opportunities come, the company postpones the employees' leave, thus lowering loco pilots' performance. Such a company decision can trigger work-family conflict since they have shorter family time. Such decision can also lower loco pilots' work-life quality due to imbalanced work and non-work role demands.

Based on the problems described above, the present study aimed to examine the effect of work-life balance on job performance by considering the employees' psychological wellbeing, psychological safety, work-family conflict, and satisfaction with coworkers.

## 2. Literature Review and Hypotheses Development

### 2.1 Literature Review

#### 2.1.1 *Work-life balance*

Several studies define work-life balance at the individual level, like Aboobaker et al. (2017) who examine expectation achievement regarding family and work roles. Aqeel Ahmed Soomro and Breitenecker (2017) argue that work-life balance determines the time available for an employee

to balance their work and family roles. In other words, work-life balance is a time ratio between work and family roles. By establishing a work environment that prioritizes work-life balance, employers can save their money and retain more healthy and productive workers (Frone, 2003). Frone (2003) also associates work-life balance with role conflicts. Work-life balance is viewed as the absence of conflict between one's role in family and work. Employees understand work-life balance in various contexts, and they need supports to achieve it (Lewis and Beauregrad, 2018).

According to Guest (2002), work-life balance is determined by the context of work and family roles. In the workplace, job demand may be too high or too low to support work-life balance. Accordingly, policies and appropriate practices could be implemented, such as break time adjustment and flexible working schedules. Generally speaking, work-life balance covers a broader extent than work-life conflict. While work-life conflict focuses on the issues and anxiety caused by work demands that intervene in one's family role, work-life balance addresses the needs for the work and personal life of an employee (Wu et al., 2013).

To conclude, work-life balance is defined as a balanced condition between one's demand and satisfaction with their work and family life, thus work-family conflicts could be minimized.

### ***2.1.2 Work-family Conflict***

Work-family conflict refers to a conflict that occurs when individuals face job demands that do not match their family roles, putting them in difficult conditions to perform both roles. According to Csikszentmihalyi (2003), work-family conflict describes a psychological phenomenon of imbalance between work and personal life. The two-way model of work-family conflict shows that job-related stress factors (e.g., lack of autonomy and excessive workload) and family-related stress factors (e.g., children's misbehavior, parents' burden) significantly affect work-family conflict (Liu et al., 2019). Proper role compatibility between family and work can lead to a sense of higher achievement in the workplace (Sophie Baeriswyl et al., 2016).

Work-family conflict, according to Greenhaus and Beutell (1985), refers to a conflict between two roles where job demands and family demands contradict one another. Frone (1997) defines work-family conflict as a role conflict where an employee is obliged to perform job demands while at the same time fulfills family demands, making it difficult for them to see whether the family that disturbs the job or vice versa.

Following the definitions above, it could be concluded that work-family conflict refers to a role conflict arising due to work and family demands that make it difficult for individuals to fulfill those roles.

### ***2.1.3 Psychological Wellbeing***

Psychological wellbeing, according to Diener et al. (1999), holds two pivotal aspects. First, it refers to the extent to which an individual experiences positive emotions and pleasant feelings. At the most basic level, psychological wellbeing is similar to other terms referring to positive mental conditions, such as happiness or satisfaction. The second aspect of psychological

wellbeing is known as subjective wellbeing (Diener et al., 1999). Psychological wellbeing does not only refer to negative mental health but also to how individuals can develop their potentials and abilities as an individual with satisfactory physical, psychological, and emotional functions. (Ryff& Keyes, 1995).

Psychological wellbeing, according to Ryff, (2013), is an individual's real potentials that are indicated by self-acceptance, positive relation with others, environmental mastery, autonomy, personal growth, and purposes in life. Psychological wellbeing may be affected by several personality factors and individual differences, emotions, physical health, proximity and relations, social status, wealth, and goal attainment (Deci et al., 1999). Social interaction significantly affects an individual's wellbeing since the negative social output is related more to well-being, compared to positive social output (Nurius et al., 2015)

Psychological wellbeing is also explored at the individual level (Bakker, 2009). T. A. Wright & Cropanzano (2000) found that positive experience is associated with improved psychological and physical health, meaning that employees with a higher level of psychological well-being are healthier and more productive at work. Their finding is consistent with Lyubomirsky et al. (2005) who found that employees with higher psychological well-being levels exhibit better psychological resources are more optimistic, and possess the better capability to solve problems. A higher level of psychological wellbeing is found to correlates with numerous positive aspects of an individual's personal and professional life.

To conclude, psychological wellbeing can be defined as a maximum achievement of one's psychological potential and refers to a condition where individuals exhibit positive relations with others, autonomy, purposes in life, and personal growth.

#### **2.1.4 Psychological safety**

Psychological safety refers to individuals' ability to show their capacity without worrying about negative images, status, or career (Kahn, 1990). This term, according to Edmondson (1999), is often viewed as the same as other concepts like belief and psychological awareness. The main difference between psychological safety and belief is that the former focuses on group norms, whereas the latter focuses on one's belief about others. Psychological safety is determined by how group members think that they are esteemed by other group members, while belief is determined by how an individual views other (A. Edmondson, 1999).

Clark (2019) defines psychological safety as a condition where individuals find it safe to learn, contribute, or even challenge the status quo without worrying about being humiliated, ostracized, or punished in certain ways. It deals with getting rid of fear from interpersonal interaction and changing it with respect. Several empirical studies in different regions and countries prove that psychological safety is pivotal in influencing effectiveness in the workplace (A. C. Edmondson & Lei, 2014).



### **2.1.5 Employee Performance**

Employee performance could be viewed as an individual's effort in fulfilling job-related responsibilities (Obrenovic et al., 2020). Robbins and Judge (2015) stated that performance refers to an employee's working output adjusted to the organization's standard. Employee performance can be defined as a behavioral value expected by an organization to an individual for certain periods (Motowidlo & Kell, 2012). It is slightly different from Stephan J. Motowidlo & Schmit (1997), who examines task performance and contextual performance. The difference lies in how an employee's behavior can effectively contribute to the company. In short, performance is the behavioral value expected by the organization. (Motowidlo & Kell, 2012).

Based on these definitions, it could be concluded that employee performance is the quality and quantity of an employee's achievement in a certain period that is in accordance with the company standard.

### **2.1.6 Satisfaction with coworker**

Good social relationship in the workplace is one of the keys that contribute to work satisfaction, productivity, and employee wellbeing. (Hodson (1997). In this study, the focus was on the employees' perception of coworkers' supports. A harmonious relationship with coworkers can contribute to psychological safety in the workplace, providing them with a greater sense of safety at work (Avery et al., 2007). Moreover, Schaufeli & Bakker (2004) hold that coworkers, as pivotal work-related resources, may facilitate the attainment of work goals and is significantly related to employee involvement.

Coworker supports can contribute to a pleasant work environment. It refers to a condition where employees help each other, share knowledge and expertise, and support each other to complete the given tasks (Zhou & George, 2001). Coworker support may also significantly influence one's non-work roles. As (Kaul & Lakey, 2003) found, a positive social relationship is associated with physical and mental health. Coworker supports can also be negatively interpreted. However, most studies found that coworker supports bring various positive effects in the workplace (Babin & Boles, 1996).

Coworker support is proven to serve as an effective source of supports, especially when individual experiences emotional exhaustion, which eventually leads to worsened work stress (Albar Marín & García-Ramírez, 2005). The study conducted by Lindorff (2001) showed that coworker support is important for job-specific problems and can reduce work stress better than non-work support (e.g., family support). Organizations with higher coworker support levels are closely associated with higher performance (Joiner, 2007)

## **2.2 Hypotheses Development**

The present study extends Haider et al.'s (2018) study entitled Moderated Mediation between Work-Life Balance and Employee Job Performance: The Role of Psychological Wellbeing and Satisfaction with Coworkers. Despite their significant contribution to the literature, Haider et al. (2018) have not included the effect of work-family conflict in the relationship between

psychological wellbeing and employee performance. Work-family conflict affects the relationship between psychological wellbeing and employee performance, as Obrenovic et al. (2020) found. Obrenovic et al.'s (2020) study also addressed the effect of psychological safety on employee performance. Therefore, this study develops a model based on Haider et al. (2018) and Obrenovic et al. (2020).

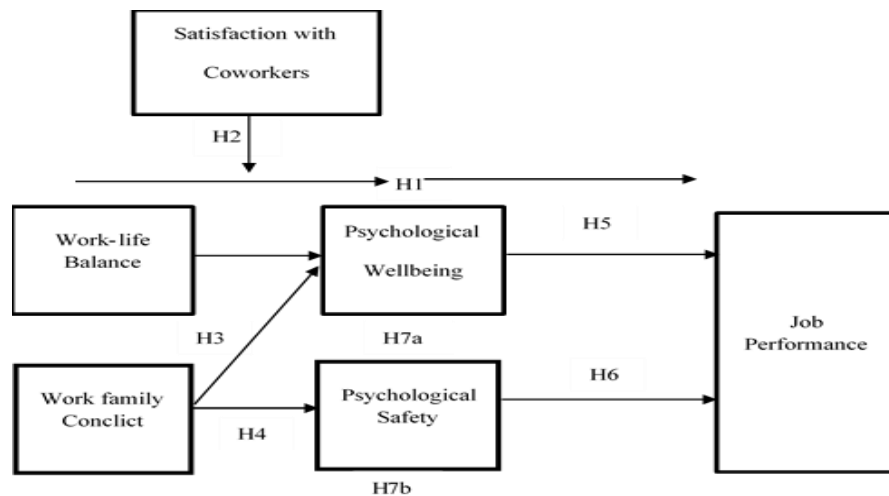


Figure 1. Development Model

### 2.2.1 Psychological wellbeing mediates the effect of work-life balance on employee performance

Work-life balance is a pivotal aspect of a healthy work environment. Employee's Work-life balance allows the organization to improve its employees mainly because a supportive, flexible work environment positively affects employees' psychological wellbeing (Greenhaus and Beutell, 1985). The study conducted by Kim, (2014) found that the relationship between work-life balance and Job performance is strengthened by affective commitments. Maintaining a work-life balance may help individuals to reduce stress and boredom in the workplace (Beham&Drobnič, 2010). Psychological wellbeing consists of two important aspects, namely individuals' positive emotion and happiness (Diener et al., 1999). Positive emotion may emerge from various internal and external factors, including work-life balance (Pradhan et al., 2016). Psychological wellbeing is a direct response to one's positive emotions (Wright et al., 2007).

The study conducted by Haider et al. (2018) proves that psychological wellbeing can mediate the effect of work-life balance on employee performance, showing that when employees with adequate work-life balance may possess higher psychological wellbeing and eventually exhibit better performance. Therefore, it is expected that:

**H<sub>1</sub>: Psychological wellbeing mediates the effect of work-life balance on employee performance**



**2.2.2 Satisfaction with coworkers as the moderating variable of the mediating effect of psychological wellbeing in the relationship between work-life balance and employee performance.**

Employee performance, according to Haider et al. (2018), can be affected by psychological wellbeing because employees may work optimally when their psychological needs are satisfied. Employee's psychological needs can only be satisfied when they find a balance between their personal and work life. One of the employees' needs is to feel comfortable at work so that they can find their work quality increases (Haider et al., 2018). In strengthening employee's psychological wellbeing, work-life balance may interact with employee's satisfaction with coworkers. Employees may have a better work-life balance when they receive optimal supports from their coworkers.

The study conducted by Bryson et al. (2014) found that employees' positive relations with their coworkers can improve their performance. As a result, higher satisfaction with coworkers may result in higher psychological wellbeing and, eventually, lead to better performance. Coworker supports may determine whether or not employees can have a pleasant experience in the workplace. Furthermore, higher quality relationships with coworkers can make employees feel helped, thus enhancing their psychological wellbeing and, in turn, improving their performance (Haider et al., 2018)). Therefore, it is expected that:

**H<sub>2</sub>: The effect of work-life balance on employee performance through psychological wellbeing is stronger when employees are satisfied with coworkers**

**2.2.3 The effect of work-family conflict on psychological wellbeing and psychological safety.**

Conflicts between work and non-work roles may indirectly disturb employees' concentration at work, thus leading to poor performance (Robbins and Judge, 2015). Panatik et al. (2011) found that work-family conflict emerges as one of the factors that contribute to mental health issues and employee turnover.

Employees with heavy workloads sometimes are obliged to leave their families for certain periods (Dessler, 2015). Such a condition can lead to conflicts, where the family feels that the employees give more priority to their job than to their family. Work-family conflict may lead to lower employee well-being and higher psychological stress (Haider et al., 2018). Séraphin et al. (2019)

Work-family conflict is the primary factor influencing employees' wellbeing in Southeast Asian countries, as Obrenovic et al. (2020) found that work-family conflict negatively affects psychological wellbeing. Psychological safety refers to individuals' ability to show their capacity without worrying about negative images, status, or career (Kahn, 1990). It can be defined as a shared belief that a team is safe for individuals to take interpersonal risks. When the work-family conflict occurs, employees find themselves insecure with their job (Zhang et al., 2010),

Such a conflict can make the family feels that the employee gives more priority to their job than to their family. This condition can also affect the employee's perception of psychological safety

(Obrenovic et al., 2020). Such a condition may seriously hinder employees' performance since they may feel being intimidated by the family situation.

Therefore, it is expected that:

**H<sub>3</sub>: Work-family conflict negatively affect psychological wellbeing.**

**H<sub>4</sub>: Work-family conflict negatively affect psychological safety.**

#### **2.2.4 The Effect of Psychological Wellbeing and Psychological safety on Employee performance**

The theory of psychological well-being shows that having positive relations with other individuals is an important aspect of psychological well-being (Ryff, 1989). Psychological wellbeing is related to a positive work attitude, which can be explicitly associated with performance, involvement, and work attitude (Bakker, 2009).

Obrenovic et al. (2020) Found that psychological wellbeing does not significantly affect one's overall performance. However, Individuals with a higher level of psychological well-being are more healthy and productive in the workplace (T. A. Wright & Cropanzano, 2000). Employee performance, according to Haider, Jabeen, and Ahmad (2018), can be affected by psychological wellbeing because employees can work optimally when their psychological needs are satisfied. In the same vein, the study conducted by Obrenovic et al. (2020) also found that psychological wellbeing positively and significantly affects employee performance.

Employees would be able to achieve optimal work output when they can carry out the given task without fear (Obrenovic et al., 2020). To establish psychological safety, it is necessary to build a positive work environment that provides employees with several resources, such as discussion sessions, knowledge exchange, team building, and flexible work schedules. The study conducted by Frazier et al. (2017) also found that psychological wellbeing positively affects employee performance. The ability to be a role model, active listening, safe environment, and openness of mindset can establish a sense of safety for employees and eventually improve their performance (Obrenovic, 2020).

Therefore, it is expected that:

**H<sub>5</sub>: Psychological well-being positively affects employee performance,**

**H<sub>6</sub>: Psychological safety positively affects employee performance**

#### **2.2.5 Psychological wellbeing and psychological safety as the mediators of relationship between Work-family conflict and employee performance.**

Work-family conflict occurs when employees fail to perform their family roles properly, which eventually affects their performance (Frone et al., 1992). The study conducted by Obrenovic et al. (2020) found that work-family conflict indirectly affects employee performance when Psychological wellbeing acts as the mediating variable, the effect is negative and highly significant.

Negative work-family interactions may lower employee's well-being due to increased psychological stress and lower mental resources (Grandey&Cropanzano, 1999). According to Obrenovic et al. (2020), the indirect effect of work-family conflict on employee performance is weakened when Psychological Safety serves as the mediator.

Based on the description above, it could be hypothesized that:

**H<sub>7a</sub>: Psychological wellbeing mediates the relationship between Work-family conflict and employee performance**

**H<sub>7b</sub>: Psychological safety mediates the relationship between Work-family conflict and employee performance.**

**3. Research Method**

The present study applied a quantitative approach, an approach aiming to depict or predict, extend and test a theory (Cooper & Schindler, 2017). In this study, a survey design was chosen. It was done by collecting information to compare or explain one’s knowledge, attitude, and behavior (Sekaran & Bougie, 2016).

**3.1 Sample and Procedures**

The initial stage of data collection and analysis is determining the population. Population, according to Sekaran and Bougie (2016), is a group of individuals, events, or any other object of the study. In the context of this study, the population was 116 loco pilots in the Train Crew Technical Unit of PT KAI Madiun. This study was categorized as a census study since it involved all members of the population (Cooper and Schindler, 2016). In this study, all loco pilots were recruited as respondents of the study. The questionnaire was distributed using Google Form.

**Table 1 Respondents Characteristic**

Description	Description	Frequency	Percentage
Age	25-31 years	69	64.5 %
	32-38 years	28	26.2 %
	39-45 years	10	0.93 %
Marital Status	Married	105	98.1 %
	Divorce	2	1.9 %

Source: Data 2021

The majority (64.5%) of the respondents were 25-31 years old. 105 respondents (98.1%) were married, and 2 of them (1.9%) was known to have family problems that lead to divorce.

**3.2 Measurement**

The present study used a self-report questionnaire to measure work-life balance, work-life balance, work-family conflict, psychological wellbeing, psychological safety, satisfaction with co-workers, and employee performance. The questionnaire used a 5-point Likert scale (from

“strongly disagree” to “strongly agree”).

Work-life balance was measured using the questionnaire developed by Wu et al. (2013). Meanwhile, Work-family conflict was measured using the questionnaire developed by Netemeyer et al. (1996). Ryff's (2013) questionnaire was used to measure psychological wellbeing, while Edmondson's (1999) questionnaire was used to measure employee performance. Regarding satisfaction with coworker and employee performance, the former was measured using Bishop & Scott's (2000) questionnaire while the latter was measured using Ramos-Villagrasaa et al., (2019)'s questionnaire.

#### **4. Result**

The data were analyzed using PLS-SEM through SmartPLS 3.3.2 software. According to Hair et al. (2017), data analysis using PLS-SEM is applied by considering a small sample size, non-normal data distribution, and using formative indicators and formative construct measurement. There are two steps in making PLS-SEM analysis. First, evaluating the measurement model through validity and reliability test of the constructs. Second, evaluating the structural model to examine the direct and indirect effects of the developed model.

##### **4.1 Validity and Reliability Test**

To evaluate the measurement model, validity and reliability tests were conducted for each construct. To validate the construct, the convergent and discriminant validities were analyzed. A construct passes the convergent validity test when its factor loadings are higher than 0.50. Besides, it is recommended to have the Average Variance Extracted greater than 0.50 (Hair Jr et al., 2017).

Tale 2 Result of Model Measurement

Variable	Indicator	Factor Loading 1	Factor Loading 2	Cronbach Alpha	AVE	AVE root square	Composite Reliability
Job Performance (JP)	JP1	0.503	0.503	0.817	0.504	0.710	0.873
	JP10	0.501	0.501				
	JP11	0.470					
	JP12	0.545	0.545				
	JP13	0.481					
	JP14	0.172					
	JP15	0.129					
	JP16	0.692	0.810				
	JP17	0.692	0.757				
	JP18	0.747	0.805				
	JP2	0.390					
	JP3	0.400					
	JP4	0.498					
	JP5	0.726	0.789				
	JP6	-0.535	0.776				
	JP7	0.668	0.902				
JP8	0.798	0.753					
JP9	0.680						
Psychological Wellbeing (PSW)	PSW1	0.667	0.664	0.880	0.627	0.792	0.905
	PSW2	0.803	0.804				
	PSW3	0.775	0.774				
	PSW4	0.842	0.840				
	PSW5	0.814	0.816				
	PSW6	0.837	0.839				
Psychological Safety (SF)	SF1	0.834	0.871	0.880	0.579	0.761	0.909
	SF2	0.727	0.710				
	SF3	0.368					
	SF4	0.331					
	SF5	0.272					
	SF6	0.635	0.637				
	SF7	0.804	0.804				
Work-Family Conflict (WFC)	WFC1	0.896	0.896	0.774	0.820	0.906	0.844
	WFC2	0.911	0.911				
	WFC3	0.896	0.896				
	WFC4	0.919	0.919				
	WFC5	0.239					
Work-Life Balance (WLB)	WLB1	0.610	0.609	0.927	0.568	0.753	0.948
	WLB2	0.621	0.619				

	WLB3	0.835	0.835				
	WLB4	0.810	0.810				
	WLB5	0.805	0.805				
	WLB6	0.801	0.800				
	WLB7	0.660	0.660				
	WLB8	0.842	0.843				
Satisfaction With Co-Worker (CWS)	CWS1	0.807	0.807	0.906	0.639	0.799	0.912
	CWS2	0.941	0.941				
	CWS3	0.839	0.839				
	CWS4	0.563	0.563				

Source: Data 2021

As displayed in the table, most of the indicators exhibited an outer loading value greater than 0.50. Few indicators with outer loading less than 0.50 were removed from the model. The removed indicators were: JP1, JP2, JP3, JP4, JP6, JP11, JP13, JP14, JP15, SF3, SF4, SF5, and WFC5.

After removing these indicators, the next step was to compare the square root of AVE to the correlations among the constructs within the model. It was found that the square root AVE of each construct was larger than the correlation value, meaning that the constructs in this model possess satisfactory discriminant validity.

The reliability test in PLS-SEM was one in Outer Model Evaluation The reliability test in PLS-SEM was Composite Reliability. According to (Hair Jr et al., 2017), Composite reliability is an indicator to measure a construct that can be viewed from the latent variable coefficient. In evaluating composite reliability, two measurements could be used, namely internal consistency and Cronbach's alpha. When the reliability score is higher than 0.70, the construct is considered to have high reliability.

The variables used in the present study showed Cronbach's Alpha value of higher than 0.70, the constructs are considered to have a good reliability level.

#### 4.2 Structural Model

The next step was the structural model analysis by testing the proposed hypotheses. This analysis was done to examine the direct and indirect effects among variables. The following figure shows the analysis result:



Figure 2. Path Coefficient Value and P-Value

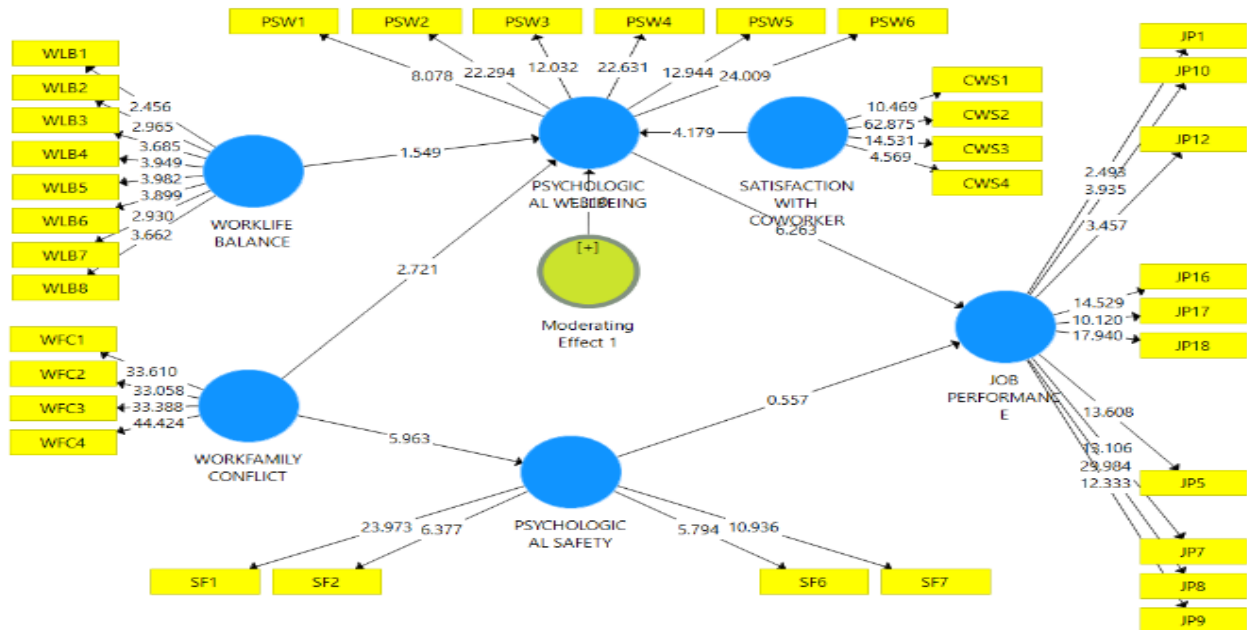


Table 3 Model Estimate value

	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Description
WLB -> PSW -> JP	0.121	1.541	0.124	Not Supported
WFC -> PSW	0.101	2.811	0.005	Supported
WFC -> SF	0.078	6.129	0.000	Supported
PSW -> JP	0.105	6.263	0.000	Supported
SF -> JP	0.134	0.550	0.582	Not Supported
WFC -> PSW -> JP	0.067	2.811	0.005	Supported
WFC -> SF -> JP	0.068	0.513	0.608	Not Supported

Source: Processed Data 2021

Table 4 Process macro output

	Coeff	SE	t	p	LLCI	ULCI
(Constant)	69.638	16.835	4.136	0.001	36.245	103.032
WLB	-1.259	0.534	-2.358	0.020	-2.319	-0.200
PSW	0.255	0.089	2.853	0.052	0.077	0.432
CWS	-0.103	0.958	-0.108	0.914	-2.005	1.797
Int_1	0,713	0.029	2.394	0.018	0.012	0.130

Source: Data 2021

In the first hypothesis, we expected that psychological wellbeing mediated the effect of work-life balance on employee performance. The result showed that the t-statistic was 1.541 and the p-value was 0,124. The t-statistic was considered not significant since it was lower than  $<1.96$  with a p-value  $<0.05$ . In other words, the first hypothesis was not supported, meaning that psychological wellbeing did not mediate the effect of work-life balance and employee performance.

Regarding the second hypothesis, it was expected that the effect of work-life balance on employee performance through psychological wellbeing is stronger when employees are satisfied with coworkers. Andrew F Hayes's process macro was applied to test the hypothesis. Process macro is a regression-based technique used to analyze mediation and moderation (Hayes, 2015). The result of the process macro is displayed in table 4. The result showed that the t-statistic was 2.39 and the p-value was 0.02. The t-statistic was considered significant since it was greater than 1.96 with a p-value of lower than 0.05, indicating that satisfaction with coworkers moderated the mediating effect of psychological wellbeing in the relationship between work-life balance and employee performance. In other words, the second hypothesis was supported. This shows that satisfaction with coworkers can serve as the moderated mediation in the relationship between work-life balance, psychological wellbeing, and employee performance.

In the third hypothesis, it was stated that the work-family conflict negatively affects psychological wellbeing. The result showed that the t-statistic was 2.811 and the p-value was 0,005. The t-statistic was considered significant since it was larger than 1.96 with a p-value lower than 0.05, showing the negative effect of work-family conflict on employee's psychological wellbeing. In other words, the third hypothesis was supported.

The fourth hypothesis states that work-family conflict negatively affects psychological safety. The result showed that the t-statistic was 6.129 and the p-value was 0,000. The t-statistic was considered significant since it was larger than 1.96 with a p-value lower than 0.05, showing the negative effect of work-family conflict on employee's psychological safety. In other words, the fourth hypothesis was supported.

The fifth hypothesis stated that psychological well-being positively affects employee performance. The result showed that the t-statistic was 6.263 and the p-value was 0,000. The t-statistic was considered significant since it was larger than 1.96 with a p-value lower than 0.05, showing a positive effect of psychological wellbeing on employee performance. In other words, the fifth hypothesis was supported, meaning that higher psychological wellbeing leads to higher job performance.

In the sixth hypothesis, it was expected that psychological safety positively affects employee performance. The result showed that the t-statistic was 0.550 and the p-value was 0.582. The t-statistic was considered not significant since it was lower than 1.96 with a p-value higher than 0.05, showing that psychological safety did not positively affect job performance. In other words, the sixth hypothesis was not supported.

In hypothesis 7a, it was expected that Psychological wellbeing mediates the relationship between Work-family conflict and employee performance. The result showed that the t-statistic was 2.811 and the p-value was 0,005. The t-statistic was considered significant since it was larger than 1.96 with a p-value lower than 0.05, indicating that hypothesis 7a was supported in this study. In other words, the indirect relationship between work-family conflict and employee performance is weakened when psychological wellbeing acts as the mediator.

In hypothesis 7b, it was expected that Psychological safety mediates the relationship between Work-family conflict and employee performance. The result showed that the t-statistic was 0.513 and the p-value was 0,608. The t-statistic was considered not significant since it was lower than 1.96 with a p-value higher than 0.05, indicating that hypothesis 7b was not supported in this study. In other words, work-family conflict does not improve job performance through psychological safety.

## **5. Discussion**

The purpose of this study was to measure the effect of work-family conflict and work-life balance on employees' job performance by using psychological wellbeing and psychological safety as mediating variables and satisfaction with coworkers as the moderating variable of the mediating effect of work-life balance on employee performance. This study found that psychological wellbeing does not mediate the relationship between work-life balance and employee performance, which is different from (Hackman & Oldham, 1976; Haider et al., 2018; Kim, 2014) findings. In the present study, it is possible that work-life balance directly affects job performance. In the context of this study, when loco pilots failed to have a work-life balance due to work demands, they potentially face conflict with their family, e.g., they have limited family time because their holiday does not follow the regular calendar. When long holiday opportunities come, the company postpones the employees' leave, thus lowering loco pilots' performance.

Satisfaction with a coworker was found to moderate the mediating effect of psychological wellbeing in the relationship between work-life balance and employee performance (Table 4). This study supports Haider et al., (2018) who confirms the moderated mediation effect, i.e., satisfaction with coworkers improves job performance by strengthening the effect of work-life balance on psychological wellbeing.

The result of this study confirms the negative effect of work-family conflict on psychological wellbeing and safety, as found in Grandey & Cropanzano, 1999; Obrenovic et al., 2020; Séraphin et al., 2019; Robbins dan Judge, 2015's study where negative interactions due to the work-family conflict may lower psychological wellbeing. This result is also consistent with Avey et al., 2010; May et al., 2004; Obrenovic et al., 2020; Randall et al., 1999 who found that work-family conflict negatively affects psychological safety.

The effect of psychological wellbeing on employee performance in this study supports previous studies. This is consistent with Haider et al., 2018; Obrenovic et al., 2020; Wright & Cropanzano, 2000 who also found that psychological well-being positively affects employee performance. Meanwhile, regarding the effect of psychological safety on employee performance, this study is

different from Avey et al., 2010; Obrenovic et al., 2020 who state that a work environment with psychological safety is pivotal for individuals to feel safe and be creative. The present study did not find a positive effect of psychological safety on employee performance. This possibly occurs because loco pilots do not have to interact with many people in the workplace. Accordingly, in the context of this study, psychological safety does not positively affect job performance.

Existing studies also found the mediating roles of psychological wellbeing and psychological safety in the relationship between work-family conflict and job performance. This study found that work-family conflict indirectly affects job performance when psychological wellbeing serves as the mediating variable, as found by Netemeyer et al. (2005); Obrenovic et al. (2020). The mediating role of psychological safety in the relationship between Work-family conflict and job performance contradicts some previous studies, such as Johnson et al. (2005); dan Obrenovic et al. (2020) who found that work-family conflict indirectly affects job performance when psychological safety serves as the mediator. Since psychological safety did not mediate the relationship between work-family conflict and job performance in this study, it is possible that work-family conflict directly affects job performance. In the context of this study, loco pilots' performance is lower when work-family conflict occurs. Some violations made by loco pilots indicating poor performance possibly stems from conflicts between their work and family roles.

## **6. Conclusion and Suggestion**

The present study confirms the effect of psychological wellbeing, work-family conflict, and work-life balance on job performance. Following this result, PT KAI management must pay attention to loco pilots' psychological well-being and work-life balance to improve their performance. It could be done by holding a family gathering to create positive relationships between individuals and family, conducting short courses for loco pilots' self-development, and determining better career patterns for the loco pilots.

Concerning work-family conflicts, the company could provide a family counseling service for its employees to help them find solutions for the problem. In addition, the company should consider placing employees near their domicile.

Several limitations could be taken into consideration in future studies. The first limitation is that the present study only involved one technical unit, accordingly generalization of the result of this study should be carried out carefully. The second limitation is related to the data that were only collected using a closed-ended questionnaire, preventing from obtaining more in-depth data from the respondents. The third limitation is that the job performance questionnaire was filled by the respondents themselves instead of their superiors. Future studies need to involve superiors when dealing with job performance to strengthen the result of the study, as suggested by Haider et al. (2018) and Obrenovic et al. (2020).

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