THE INFLUENCE OF OPTIMISM AND SOCIAL SUPPORT TOWARDS EMPLOYEE PERFORMANCE WITH SUBJECTIVE WELL BEING AS A MEDIATING VARIABLE

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DECLARATION OF AUTHENTICITY

Here in I declare the originality of the thesis, I have not presented anyone else's work to obtain my university degree, not have I presented anyone else's words, ideas or expression without acknowledgement. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, 30 Sep 2021

Mochamad Rizki Al Fasha Slamet

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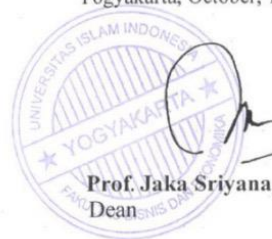
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ABSTRACT

This research examined the influence of optimism and social support towards employee performance with subjective well being as a mediating variable of Gojek drivers. This type of research was an explanatory attempt to explain the factors affecting employee performance including optimism, social support and subjective well being (mediator). Respondents of this research are 200 people that consists of staff of Gojek and drivers both motorbike and car that is located from Daerah Istimewa Yogyakarta and had worked for a minimum of 1 year. The result of this study explained that optimism had a positive and significant effect on subjective well being. Social support had a positive and significant effect on subjective well being. Subjective wellbeing, Optimism had a positive and significant towards employee performance. Social support had a positive and significant effect on employee performance. Subjective well being was able to significantly mediate the relationship between optimism and employee performance. Subjective well being was able to significantly mediate the relationship between social support and employee performance.

Keyword: *Optimism, Social Support, Subjective Well Being, Employee Performance*

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ABSTRAK

Penelitian ini menguji pengaruh dari optimisme dan dukungan sosial terhadap kinerja karyawan dengan *subjective well being* sebagai variabel mediasi dari pengemudi Gojek. Jenis penelitian ini merupakan upaya eksplanatori untuk menjelaskan faktor-faktor yang mempengaruhi kinerja karyawan antara lain optimisme, dukungan sosial dan kesejahteraan subjektif (mediator). Responden dari penelitian ini adalah sebanyak 200 yang terdiri dari karyawan dan pengemudi Gojek baik mengemudi motor maupun mobil yang berada di Daerah Istimewa Yogyakarta dan telah bekerja selama minimal 1 tahun. Hasil dari penelitian ini menjelaskan bahwa optimisme memiliki dampak yang positif dan siknifikan terhadap *subjective wellbeing*. Dukungan sosial juga memiliki dampak yang positif dan siknifikan terhadap kinerja karyawan. *Subjective well being* mampu memediasi secara signifikan hubungan antara optimisme dengan kinerja karyawan. Subjective well-being mampu memediasi secara signifikan hubungan antara dukungan sosial dengan kinerja karyawan.

Kata Kunci: *Optimisme, Dukungan Sosial, Subjective well being, Kinerja Karyawan*

CHAPTER I

INTRODUCTION

A. Problem Background

The most important asset in a company is Human Resources (HR). This is because humans are corporate assets that cannot be duplicated or imitated by competitors (Permana, 2019). Employees are the only living assets of a company, so special treatment is needed to maintain loyalty to the company so as to reduce the desire to leave the company voluntarily. Therefore, an organization or company must pay more attention to employees because the company will have better competitiveness if it has good human resources and has good employee performance.

The role of Human Resources has become more important lately as all industries have experienced a decline in performance due to the emergence of the COVID-19 outbreak. All human and business activities, including entrepreneurs, have been drastically impacted by the outbreak (Koonin, 2020; Harari, 2020; Suratmanet al., 2021). Since the pandemic hit, all sectors of human life, including health, education, and the economy have been shocked by how big the impact of the outbreak was which was then followed by the anxiety and panic of the world community, which until now no one knows when this pandemic would end. Therefore, Suratman et al., (2021) recommended that an organization or

company even individuals should have a special strategy in facing a new lifestyle in this pandemic era.

Currently the majority of business sectors suffered losses during the outbreak in Indonesia and others such as tourism, government, banking, accommodation, entertainment, hospitality, food and beverage, and various small business sectors such as factories and economic activities that were also affected. Sohrabi et al., (2020) and Rafi, (2020) findings showed that COVID-19 represented an increase in fear and xenophobia for the global community. However, like other developing countries, Indonesia felt it as an outbreak that implied panic among millions of its population.

This pandemic has been the most challenging time for public health and even the most challenging period to follow global economic trends. All countries are hesitant between having to improve economic conditions or ensuring their citizens to avoid infectious diseases. However, the coronavirus has put the world's population in the early phases of managing both commitments that must be healthy and advance the economy and prosperity.

Grensing (2020) stated that the COVID-19 has caused an increase in employees' subjective well being issues and mostly effects their emotional well being. It also states that HR departments must monitor closely for signs of employees that are unable to cope with tasks due to issues relating to well being.

Thus, as a result of the pandemic, Human Resource departments are given tasks to ensure that their employees are not undergoing emotional nor

psychological stress and that the pandemic is not in the way of maximizing their performance.

Grensing (2020) also stated that Human Resource departments must differentiate approaches to increase positive subjective well being towards employees working on site and employees working at home as they would require different types of support and monitoring to maintain both job and corporate performance.

Declining corporate performance and even in some cases many companies could go out of business in this pandemic era are a very concerning situation. Corporate resilience is currently being tested and the key to corporate resilience in times of crisis is in human resources. The role of human resources is needed from the management level to the staff because they are the ones who run the company. Therefore, to achieve maximum employee performance required motivation that can trigger it (Suratman & Syahputro, 2020) one of which is *subjective well-being* (Duy & Ali, 2017).

Current conditions required companies to improve the performance of their employees so that the company's condition improves and remains able to compete in this pandemic era and vice versa. One of the efforts to improve employee performance is to pay attention to their *subjective well-being*. *Subjective well-being* is something that every human being craves. Siedlecki et al (2013) stated that a person with high subjective *well-being* would exert a positive influence on his life and eliminate negative emotions. *Subjective well-being* is a

multidimensional construction consisting of three separate components: the presence of positive influences, the relative absence of negative influences; and the cognitive evaluation of people on their living circumstances (Jibeen, 2014).

One of the factors that can increase *subjective well-being* is optimism. Optimism is the thought-based nature of an individual who can lead to move forward by maintaining a mindset that can be attributed to one's success in life. In this pandemic era, optimism for employees is also needed. Optimism will increase their motivation at work and with it they will gain subjective *well-being*.

Therefore, optimists can achieve success in most of their pursuits (Wani & Khan, 2015). The relationship between optimism to subjective *well-being is* also discussed by some previous research that optimism can have a significant influence on *subjective well-being* (Jibeen, 2014; Cha, 2003; Daukantait & Zukauskiene, 2012; Duy & Ali, 2017; Srivastava & Singh, 2015; Colombo et al., 2006; Joo&Park, 2013; Park, 2012; Noh & Shin, 2014; Zhang, et al., 2014; Wani & Khan, 2015).

In addition, to optimism, a factor that increases *subjective well-being* is social support. Social support is information that leads the subject to believe that he or she is loved, valued, and belonged to a network of shared obligations. Social support can briefly be defined as social and psychological support gained from an individual's environment (Gülaçti, 2010).

Chunkai et al. (2019) defined social support by taking on one of the most influential types of social support: family social support and understanding that

social support is a multidimensional concept that includes support from families that is accepted subjectively and practically. Khan& Husain 2010; Park, 2012; Brannan et al., 2013; Schnettler, et al., 2015; Siedlecki et al., 2014; Chou, 1999; Taylor et al., 2001; Matsuda et al., 2014; Liu et al., 2016; Tian et al. In 2015, also found that social support had a significant effect on subjective *well-being.*

In contrast to some of the previous studies mentioned, Gülaçti, (2010) found that social support from aspects of friends and special people is not able to have a significant effect on *subjective well-being,* however, social support from the family had a significant effect on subjective *well-being.* Support from family that is in the form of both physical and emotional support increases subjective well being as a person would feel better about themselves knowing their family supports and appreciates what they do regarding work. Therefore, because it is social support from the family that many prove to be a major influence in the exhale *of subjective well-being,* the study only took aspects of family social support that is analyzed for the effect on subjective *well-being* and how subjective *well-being* affects employee performance.

In addition, Kevin et al. (2020) stated that hope and optimism are factors that triggers subjective well being to achieve better academic performance of students. High hopes and the optimism towards achieving higher grades enables a high subjective well being that would lead to better perfomances in their academic life. Thus, a person's optimism in achieving certain targets would result to the person having higher levels of subjective well being and could lead

to better performances. However, because hope and optimism itself could directly influence performance of each individual, this study will investigate the partial mediating role of subjective well being between optimism and employee performance.

Lastly, Schnettler et al (2014) stated that the influence of family support on an individual's emotional well being goes far beyond childhood and adolescence and that family support stands as a protective factor and avoids depression and anxiety to demotivate individuals when facing difficulties and completing tasks. Thus subjective well being plays a mediating role between social support from family towards employee performance. However, as famil support itself has a direct effect on employee performance, this study will analyze the partial mediation of subjective well being between family social support and employee performance.

Therefore, this study proposed a concept in improving employee performance, especially in this pandemic condition, namely by paying attention to 3 important factors, namely employee optimism, social support for employees and *subjective well-being*. These three factors are what employees need today so that their work motivation increases and will provide better performance results.

B. **Problem Formula**

Based on the presentation of the problem and some previous literature, seven problem formulations were formulated, namely:

1. Does optimism have a positive and significant effect on *subjective well-being?*

2. Does social support have a positive and significant effect *on subjective well-being?*

3. Does *subjective well-being* have a positive and significant effect on employee performance?

4. Does optimism have a positive and significant effect on employee performance?

5. Does social support have a positive and significant effect on employee performance?

6. Is *subjective well-being* able to partially mediate the relationship between optimism and employee performance?

7. Is *subjective well-being* able to partially mediate the relationship between social support and employee performance?

C. **Research objectives**

The purpose of this research is

a) To investigate the effect of optimism on *subjective well-being*

b) To investigate the effect of social support on *subjective well-being.*

c) To investigate the effect *of subjective well-being* on employee performance.

d) To investigate the effect of optimism on employee performance

e) To investigate the effect of social support on employee performance

f) To investigate the role *of subjective well-being* mediation on the relationship between optimism and employee performance

g) To investigate the role *of subjective well-being* mediation on the relationship between social support and employee performance

E. Benefits of Research

This research is expected to provide the following benefits:

1. Theoretical benefits

The results of this study are expected to make scientific contributions to the development of science and information in the field of Human Resource Management, especially related to improving employee performance through optimism, social support and *subjective well-being.*

2. Practical benefits

Practical benefits are expected this research can be used as information for the management of *PT Aplikasi Karya Anak Bangsa (Gojek)* related to research on the relationship of optimism, social support and subjective *well-being* to employee performance.

This research is expected to provide input and benefits both theoretical and practical to *PT Aplikasi Karya Anak Bangsa (Gojek)* especially in improving employee performance so that *PT Aplikasi Karya Anak Bangsa (Gojek)* is able to continue to develop and survive in this pandemic era.

CHAPTER II

LIBRARY REVIEW

A. Subjective Well-being

1. *Subjective Well-being*

   Subjective well-being is a cognitive assessment (e.g., life satisfaction) and positive and negative emotional reactions to an event (Lui et al, 2016). In addition, *subjective well-being* is also defined as an individual's evaluation of his or her own life, both effectivelyif and cognitively (Diener & Ryan, 2009). Another definition is also mentioned by Goldwurm et al (2003) which states that subjective *well-being* is at the core of quality of life that depends on objective and subjective factors. Such aspects cover material aspects of life in various fields (work, family and social relationships) and concern the per sepsis and evaluations that people have about their own individual and collective lives, that is, personal satisfaction with their lives. Subjective aspects of well-being include emotional and cognitive factors (Goldwurm et al., 2003).

   Subjective well-being can also be interpreted as a combination of life satisfaction with positive afek minus negative affect (Linley & Joseph, 2004). Diener & Ryan (2009) provided the definition *of subjective well-being* with three categories: First, *subjective well-being* is not a subjective statement but is some quality desire that everyone wants to have. Subjective *well-being* is a thorough assessment of a person's life that refers to a variety of criteria. The third meaning of *subjective well-being*

when used in everyday conversation is that positive feelings outweigh negative feelings.

According to Diener & Ryan (2009) *subjective well-being* is an umbrella term used to describe the level of *subjective well-being* experienced by individuals according to subjective evaluation of their lives. Subjective *well-beingis* also defined as a multidimensional construction consisting of three separate components: the presence of positive influences, the relative absence of negative influences; and people's cognitive evaluation of their living circumstances (Jibeen, 2014).

Subjective well-being has almost the same meaning as psychological well-being. According to Ryff & Singer (2008) psychological well-being is a condition inwhich individuals have a positive attitude towards themselves and others, can make their own decisions and regulate their own behavior, can see and form an environment that suits their own needs, has a purpose in life and makes life more meaningful, and struggle to explore and develop themselves as much as possible.

Subjective well-being has two components as affective and cognitive components. The affective component consists of both positive and negative emotions. The cognitive component is about individual satisfaction with life (Gülaçti, 2010). S*ubjective well-being* is a direct function of income levels, called economic fallacies (Lane, 2000). People feel *subjectivewell-being* when they experience a feeling of comfort. (Diener & Ryan, 2009). This assessment is subjective because it depends on subjective *well-being* as a reflection of every individual's assessment of the individual self of each individual.

In the above sense it can be concluded that *subjective well-being* is a condition in which the individual feels characterized by the number of positive effects and slightly feel bad by the negative effects. Individuals who have a high subjective well-*being* which resulted to the individual having a positive attitude towards themselves and those around them. Individuals can manage their lives and environment well, have a purpose in life and feel satisfied with the life they have that is in harmony with the definition proposed by Lui et al. (2016). The subjective well-being aspects of Lui et al. (2016) included 5 aspects including Hedonic Well-Being, Eudaimonic Well-Being, Social Well-Being, Physical Well-Being and Financial Well-Being.

2. **Aspects – *Subjective Aspects of Well-Being***

Some literature explained *subjective well- being* with different aspects. Lui et al. (2016) measured *subjective well-being* with 5 aspects including:

a) *Hedonic Well-Being;* The condition of well-being is characterized by doing things that are fun and interesting, happy in activities, easy to get along with people and think creatively.

b) *Eudaimonic Well-Being;* Well-being characterized by a confident nature in the face of problems, having a level of intelligence that is on par with others, has the potential to achieve goals, is able to make a difference in the environment and is able to plan for the future.

c) *Social Well-Being;* Well-being is characterized by having someone who is reliable, having someone who loves and needs, being able to share it with

others, being able to spend time with family and at home with community life.

d) *Physical Well-Being;* Well-being is characterized by having a healthy body, being able to control health, being satisfied with weight and satisfied with physical appearance.

e) *Financial Well-Being;* Well-being is characterized by being able to meet the needs of life, having enough resources to have fun, being able to control finances and be satisfied with the environment around the house.

According to Diener et al. (1997) *subjective well-being* had two common components: the cognitive component and the emotional component. Diener & Ryan (2009) added that, there are three main aspects of *subjective well-being,* namely life satisfaction assessment, positive affect, and negative affect. Diener & Ryan (2009) discussed *subjective well-being* and measures it with 2 main aspects, namely affection and life satisfaction that have indicators including satisfaction with yourself, feeling life goes well, having good qualities in some ways, feeling no luckier than others, having a proud sense of satisfaction with the environment etc.

Matsuda et al. (2014) measured *subjective well-being* with three dimensions namely life satisfaction, positive effects and negative effects. The satisfaction with life scale is a scale that assesses the cognitive component. Respondents showed, for example, how satisfied they were with their lives and how close their lives were to their ideal life. Positive and negative influences consisted of 20 items of self-reports,

10 of which measured positive influences (e.g., determined, inspired, enthusiastic, active) and 10 of them measured negative influences (restlessness, fear, nervousness, shame). Halim (2015) described *subjective well-being* in two aspects, namely the cognitive aspect which is the valuation of life satisfaction and the affective aspect that is a pleasant and unpleasant mood and emotions.

Duy & Ali (2017) measured *subjective well-being* by two measures: the scale of positive and negative influences that includes 20 items and satisfaction with the life scale (SWLS) that includes 7 items. *Subjective well-being* is associated with why and how people positively live their lives including their cognitive judgment and emotional reactions. Thus, these studies cover all the terms used such as happiness, satisfaction, morality, and positive feeling (Duy & Ali, 2017).

3. Factors that affect *Subjective Well-being*

The potential stress experienced by employees of PT Aplikasi Karya Anak Bangsa (Gojek) must be anticipated one of them is to increase subjective *well-being. Subjective well-being* is a multidimensional construction consisting of three separate components: the presence of positive influences, the relative absence of negative influences; and the cognitive evaluation of people on their living circumstances (Jibeen, 2014).

When viewed from some previous literature, then found some variables that can affect *subjective well-being*. Jibeen (2014) found two variables capable of influencing *subjective well-being:* personality traits that include *neuroticism* and

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conscientiousness and optimism, suggesting that optimism moderates between neuroticism and distress and neuroticism and satisfaction with life. Furthermore, optimism is moderated between awareness and distress and awareness and satisfaction with life. Now that the findings have implications for physicians, researchers, and policymakers for the identification of resource factors that can help to understand the non-clinical durability of samples to maintain positive function, the study was conducted on college employees. Cha (2003) also found factors that influence subjective *well-being,* namely personality construction that includes self-esteem, collective self-esteem and *optimism,* the results of the study showed that Korean students scored low in life satisfaction and affective well-being compared to students of other nations. All personality constructs were significantly correlated with life satisfaction, positive influences, and negative influences, the study was conducted on Korean schools.

Jibeen (2014; Cha, 200; Daukantait&Zukauskiene, 2012) also emphasized that optimism is able to affect the *subjective well-being* component, namely global life satisfaction, positive influences and negative influences, the results showed that the direct effect of optimism on global life satisfaction is stronger than that through effectiveness. The results were found both in Swedish samples at two time points and in Lithuanian samples where indirect effects were very low and insignificant. Indirect effects through negative effectiveness were significant in the Swedish Sample at both points in time while indirect effects through positive effectiveness were low but significant only in the Swedish sample at age 43 in our

further analysis studying optimism stability and the general SWB component in the Swedish sample over a six-year period and the average difference in optimism in two female samples, Sweden and Lithuania. Data analysis showed a range of stability concepts studied with the highest stability coefficients for negative influences and lowest for global life satisfaction. An analysis of cross-cultural differences in average in optimism showed that Swedish women at age 43 reported significantly higher optimism compared to those who were Lithuanian.

Duy & Ali (2017) states that optimism can have a significant influence on subjective well-being by being mediated by self-esteem, the results of the study showed that the study findings resulted in that self-esteem significantly mediated the relationship between optimism and subjective well-being. Srivastava & Singh (2015) found that optimism and self-esteem were simultaneously able to have a significant influence on subjective well-being results showed that optimism and *self-esteem* had the same effect on global life satisfaction, positive and negative influences while self-esteem had a significant effect on satisfaction. The results have implications for improving subjective well-being among certain groups it was found that, strongly contrary to prediction, secondary control and self-esteem explained significant differences in SWBs for Buddhists while none were provided by primary control and optimism. Also, no significant intergroup differences were found in SWB and all cognitive factors. The results are discussed in terms of difficulties in eradicating the egocentric mentality.

Although many literatures state that there is a significant influence of optimism on *subjective well-being* there is also an encounternvice versa, Lai (2015;Lui et al.2016 found that optimism had no significant effect on subjective *well-being.*

Another factor that can have a significant effect on *subjective well-being* is social support. Social support is information that leads the subject to believe that he or she is loved, valued, and belonged to a network of shared obligations. Social support can briefly be defined as social and psychological support gained from an individual's environment (Gülaçti, 2010).

Khan & Husain (2010) found that social support was able to moderate the relationship between the forces of positive psychology that include hope, optimism, *self-efficacy* and resistance to subjective *well-being.* Another finding was also stated by Park (2010) that social support is able to have a significant influence on subjective *well-being* which includes life satisfaction, positive emotions and negative emotions.

In contrast to some previous studies that have been mentioned, Gülaçti, (2010) found that social support from aspects of friends and special people is not able to have a significant effect on *subjective well-being,* but social support from family is able to have a significant effect on subjective *well-being.* Because it is social support from the family that has proven to be a major influence in the subjective *well-being,* this study only takes aspects of family social support that will be analyzed for subjective *well-being* and this is one of the novelty of this study.

From the findings of some previous literature discussed earlier, it can be concluded that there are two important factors that can have a significant influence on *subjective well-being,* one of them being optimism.

B. Optimism

1. Understanding Optimism

The definition of optimism put forward by Zimmerman (1999) is a tendency of a person's positive expectations for his or her future rather than the expectation to produce negative experiences. In addition, Seligman (1991) stated that optimism is a situation that always has good hope. It can be interpreted as an attitude that expects positive results in dealing with problems, is used to cope with stress, and face daily challenges effectively.

Optimism includes the expectation of control over a person's future positive outcomes as well as the personal effectiveness component of Gillham et al. (2001).Optimism is the attitude of individuals who always have positive expectations despite being in unpleasant conditions. Optimism makes individuals know what they want and quickly change themselves to easily solve the problems at hand. Individuals who have optimism are individuals who expect good things to happen to them, while pessimistic individuals are individuals who expect bad things to happen to them (Carver et al., 2010).

According to Snyder (2002) optimism is a cognitively goal-based process that operates whenever a result is considered to have substantial value. Optimism is a tool

to help an individual achieve the goals he or she has set for themselves. In the choice of purpose itself, meaning or emptiness resides (Paulson, 2010). Optimism is a positive expectation about future events (Jibeen, 2014). Optimism is also defined as the thought-based nature of an individual who can lead to go ahead with maintaining a mindset that can be attributed to one's success in life. Because of this, optimists can achieve success in most of their pursuits (Wani & Khan, 2015).

Wani & Khan (2015) states that optimists are people with good expectations about the future. Such expectations should make success on a particular problem seem more likely and should therefore encourage ongoing problem-solving efforts, resulting in better results. Optimism is a characteristic of a fixed personality associated with positive expectations about future events. Optimists expect positive consequences to happen to them because pessimists expect negative consequencesonthem (Duy & Ali, 2017).

From all the above definitions, I can conclude that optimism is a defense of an indivu to always move forward and rise when faced with problems, seeing problems as lessons in life that must be improved in the future. So this study will use a definition given by Zimmerman (1999) that describes optimism as a person's tendency to positive expectations for his or her future rather than an expectation to produce a negative experience.

2. Aspects of Optimism

As for aspects of optimism, Zimmerman (1999) measured optimism with 6 aspects of measurement, namely:

a) Feelings and determination to hope for the best in life

b) Want to be introspective and not easily depressed and protracted with mistakes made

c) Confident in planning for the future

d) Forgive things that happen if they are not in accordance with expectations or desires

e) Not relying too much on profits and willing to work hard

f) Always hope and pray that good things happen in his life and bad things are kept away from his life.

Seligman (1991) describes the following aspects of optimism:

a) *Permanence* is a style of explanation of events that describes how individuals view events based on time, i.e.temporary and*sedentary (permanence).* People who give up easily (pessimists) believe that the cause of bad events that happen to them is permanent (the event will continue) always present affects their lives. People who fight helplessness (optimistic) believe that the cause of bad events is temporary.

b) *Pervasiveness*is a style of explanation of events related to the scope of events including universal (thorough) and specific (specific). Some people can forget problems and move on with their lives even when one aspect of their life (e.g., work). Marriage) is a mess. There are others who let one problem widen to affect all aspects of their lives. They see it as a disaster.

c) *Personalization* is a person's way of dealing with the events they experience. This is also related to the way a person views success whether because of internal factors from within him or from external factors that the environment gives him.

Research conducted by (Scheier et al., 1994) Use the Life Orientation Scale to measure self-reports of optimism. In the study, it conceptualized optimism as positive versus negative expectations. Respondents showed their approval with statements that reflected expectations of positive outcomes (as in uncertainty, I usually expect the best) versus negative outcomes (like I almost never expect things to go my way).

McGinnis' research (1995) also mentions several aspects of optimism that a person has that include:

a) Not surprised by difficulties as dare to accept reality and have great appreciation for tomorrow

b) Being able to find problem solving just like looking at small problems or big problems can be solved.

c) Feeling confident that he can control the future and confident that he is able to master a situation

d) Allows regular updates such as connecting with people who have expectations and taking action consciously and not

e) Conscious to fight his will

f) Stopping the negative thoughts he has is like thinking that many things are positive and logical-minded.

g) Increase the appreciative power as it can enjoy what is and exists in the world.

h) Using imagination to practice thinking about success is like turning worries into more positive shadows and imagining positive things for the future.

i) Always feel happy even when feeling unhappy like behaving always cheerfully both in a happy and sad state.

j) Convinced that you have unlimited ability to be measured (have very strong beliefs)

k) Happy to exchange news or information (assume what is discussed with others has an important influence)

l) Building love in life (having close relationships, paying attention to people in difficulty and having the willingness to admire many things in others)

m) Accepting what is irreversible just as it can adapt to a new system is set and has the want to have a new way.

According to Murdoko & Prasetya (2003) that the optimistic aspects there are 6 (six), namely:

a. Have a Personal Vision

One's personal vision will have ideal ideals. Because, by having a personal vision someone will have the spirit to live life without having to complain a lot or remember what has happened and what will happen later.

b. Acting Concretely

An optimist will never feel satisfied if all they want is just words. That is, really have the desire to take concrete action. So that in real terms facing the challenges that may arise.

c. Thinking Realistically

An optimist will always use realistic and rational thinking in dealing with problems. If the individual wants to instill optimism, then it must throw away feelings and emotions (feelings) that have no basis.

d. Establishing Social Relationships

Social life can basically be used as a way to measure or assess the extent to which a person is able to make people around him as a partner in living life.

e. Proactive Thinking

This means that one must dare to anticipate before a problem arises, so it is required to have a high analysis. Because without analysis of the possibility of something happening, what arises is the behavior of waiting, passive and only acting when it happens.

f. Dare to *Do Trial and Error*
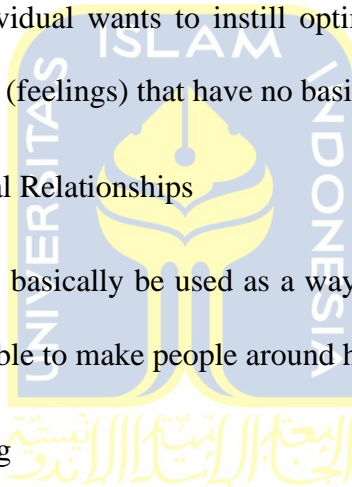
With optimism, failure will be understood as natural, even challenged and consider failure as a trigger to bounce back. It means having the ability to try and try again without getting bored when able to achieve success.

Research conducted by (Ola'h, 2002) measured aspects of optimism consisting of five positively expressed items that measure optimism as global expectations of good results come (I am convinced that most of the things that happen around me are positive in the long run; Even when I find myself in a difficult situation, I'm sure everything will change in the end. Thoughts about my future give me a good feeling; I am a human being who has a very positive outlook on life; People describe me as a very optimistic person).

C. Social Support

1. Understanding Social Support

Chunkai et al. (2019) defines social support by taking on one of the most influential types of social support: family social support and understanding that social support is a multidimensional concept that includes support from families that is accepted subjectively and practically. Sarafino (2002) defines social support as comfort, attention, appreciation or assistance in other forms given by another person or group to an individual. Baron and Bryrne (2003) expressed social support as physical and psychological comfort provided by friends and family.

Social support is defined as information that leads the subject to believe that he or she is loved, valued, and belongs to a network of shared obligations. Social support can briefly be defined as social and psychological support gained from an individual's environment (Gülaçti, 2010). Social support is a comprehensive concept that can be categorized in several different ways. It can be divided into family support, friend support, community support, and coworker support (Taylor, 2011).

Andarini and Fatma (2013) define social support as information gleaned from others that individuals love, care for, value and view as relationships in communication and mutual responsibility. Social support is defined as the provision of psychological and material resources from social networks intended to improve an individual's ability to cope with stress. Social support received from others is identified as a predictor of health and well-being (Matsuda et al, 2014).

Supportcomes not only from the actions of supportive teachers but also from the student's friends in theclass.Therefore, social support is a factor that can make a number of potential contributions to the environment, including learning, teaching and environmental education planning (Bick-har, 2019).

Social support not only promotes positive mental well-being (Lyons et al., 2013) but alsodoes not reduce negative mentaloutcomes (Fredriksen-Goldsenet al., 2012). As a vital component of social support, family social support is essential for mental health. Lyons et al., (2013) showed that emotional and practical support from family members can reduce the occurrence of psychological distress, thereby reducing the level of depression. (Gülaçti, 2010).

Based on the above understanding, it can be concluded that social support is a encouragement or support both subjectively and practically obtained from people around, especially the family. This conclusion is in line with the definition given by Chunkai et al., (2019) so that the understanding will be used as a foundation in this research.Chunkai et al.(2019) measures support so salwith supportsosial family who have 3 measurements, namely the quantity of meetings with family members, good relationships and openness with family members and the willingness of other family members to help or provide assistance.

2. Aspects of Social Support

Chunkaiet al. (2019) measured social support with the social support of families who have 3 measurements, namely the quantity of meetings with family members,

good relationships and openness with family members, the willingness of other family members to help or provide assistance.

Aspects of social support according to Cutrona and Russell (1987) are Aspects of *Attachment, Social Integration,* and *Reassurance of worth* can be equated with emotional support, Reliable *alliance* can be equated with instrumental support, while Guidance can be equated with information support. Weiss (1974) describes six different social functions or provisions that can be derived from relationships with others. He argues that all six provisions are necessary for individuals to feel adequately supported and to avoid darkness, although different provisions may be most important under certain circumstances or at different stages of the life cycle.

Each provision is most often obtained from a particular type of relationship, but multiple provision can be obtained from the same person. Weiss's provisions (1974) can be divided conceptually into two broad categories: those related to aid and those unrelated to aid. In the first category fall the functions most directly related to problem solving in the context of stress: guidance (advice or information) and reliable alliances (assurances that others can be relied upon for real help). According to Weiss (1974), guidance is most often obtained from teachers, mentors, or parent figures, while reliable alliances are most often provided by family members.

Research conducted by Chou (1999) suggests that aspects that affect social support are close relatives (not living with respondents) with whom respondents make contact at least once a month, the number of family members close to respondents, the number of friends who are in contact at least once a month, and the number of friends

to whom respondents feel close. Two measures of interacting composition are also calculated. (a) the composition of interactions is seen regularly (relatives who do not live with respondents who are in contact with respondents at least once a month or) and (b) the composition of interactions that make respondents feel close to (some of the respondent's family members who are close to respondents and special people).

Sarafino (2002) describes five aspects of social support, namely:

a) Emotional support thatis an expression of empathy, care and concern for the person concerned.

b) Appreciation that occurs through expressions of respect or positive appreciation for the other person, encouragement or approval with individual ideas or feelings, and positive comparisons of that person with others, for example the person is less able or worse (adding to self-esteem).

c) Instrumental support that includes direct assistance, such as people lending money to people in need or helping by giving jobs to people who don't have jobs.

d) An Informative Guide that Includes the provision of advice, advice, knowledge, and information and instructions.

e) Social network support is a feeling of membership in a group that shares commonalities, pleasures and social activities. Support that makes an individual feel considered a member or part of a group.

Boyar et al (2014) measure social support also with family social support which includes 7 aspects, namely the willingness of families to listen to work-related talks, family understanding related to work done, family members asking regularly related

to work, the willingness of family members to take household tasks when work requires more work, families can be relied upon when working overtime, families are able to compensate for work busyness and families are able to adjust work schedules.

Matsuda et al. (2014) use *the Multidimensional Scale of Perceived Social Support* (MSPSS) to measure social support. Examples of items used by Matsuda et al.(2014) related to family support are My family is really trying to help me and I'm getting the help and emotional support I need from my family. Examples of items related to support from friends include My friend is really trying to help me and I have friends I can share my likes and sorrows with. Examples of items relating to other important people include There are special people who are there when I need them and I have a special person who has a real source of comfort for me. Questions regarding other important people refer to a special person, which is not defined as a special relationship thus allowing the respondent to interpret this person as someone relevant to him or her, such as a romantic partner, close friend, teacher, or other important person in one's life.

This study used a type of social support, namely family social support. Of the aspects that have been described, aspects provided by Chunkai et al. (2019) is the most suitable aspect and this spec that will be used in this study because it emphasizes family social support.

D. Employee Performance

1. Understanding Employee Performance

Performance is a term generally used for some or all of the actions or activities of an organization during a period with reference to standard amounts such as past or projected costs, on the basis of efficiency, accountability or management accountability and the like (Srimindarti, 2004). Performance is a picture of the level of achievement of the implementation of tasks in an organization, in an effort to realize the goals, goals, mission, and vision of the organization (Bastian, 2001).

Performance and Strategy is a way to ensure a sustainable competitive advantage by investing the resources needed to develop profitable storage capabilities, better performance (Li, 2014). The basic principles for strategic positioning and the creation of uniqueness, positions are valuable and involve a variety of activities necessary to make something unsuitable. Strategies that involve conformity between organizational activities. Organizations use strategies against environmental change because they have the ability to hide situations within the organization. The basis of this strategy involves decision making, the content of the strategy, and the process by which actions are taken to be decided and implemented (Anwar &Hasnu, 2017).

Performance management should relate to strategic planning and organizational direction, budget processes, employee development plans and improvement programs such as wages or wage levels, awards and promotions (Sarrico, 2012). To measure organizational performance, it can be through a subjective approach to management capabilities because management capabilities are

better able to reflect in terms of strategy, ability, and performance that are appropriate in making strategic decisions in the organization subjectively.

Organizational performance covers three specific areas of a company's results:

1. Financial performance (return, return on assets, return on investment, etc.);

2. Product market performance (sales, market share, etc.); and

3. Shareholder returns (total shareholder returns, economic added value, etc.) (Richard, 2009).

Employee Performance is the scalable actions, behaviors, and outcomes involving or carried by employees related to and contributing to organizational goals (Viswesvaran & Ones, 2000). According to Opatha (2015) Employee Performance of an employee is the extent to which duties and responsibilities have been carried out. Employee Performance is one of the important constructions that continues to receive serious attention in both the field of organizational psychology and human resource management (Johari et al, 2018).

Jamal (2007) defines Employee Performance as an individual's ability to successfully perform a task using available resources in the workplace. On the other hand, Borman et al. (2013) propose that Employee Performance is a concept that includes task performance and contextual performance. The latter focuses on the importance of social skills as predictors of job performance. Employee Performance

is defined as the effectiveness of job holders in performing activities that contribute to the technical core of organization (Borman et al. 2013).

This is supported by Chandrasekar (2011) who states that the work environment greatly affects the morale, productivity, and work performance of employees. If the workplace environment is disliked by employees, they will lose motivation and their performance levels will decrease. For example, poorly designed work time, inappropriate authority or tasks, lack of appreciation, and lack of opportunity to take decisions personally will result in dissatisfaction among employees. Such constraints will cause pressure on employees, which of course adversely has an impact on employee job performance.

Employee performance in the service industry usually requires interaction between employees and customers. Based on the characteristics of the service industry, service employees have been considered an important resource for determining the perception of service quality among customers (Auh, 2005). Thus, employee performance of service employees is essential to achieve customer satisfaction and provide high-quality service as well as acquiring repeat business (Lee et al., 2011). Many service companies implement performance improvement mechanisms in the form of training, mentoring, and incentives to improve the work performance of service employees. As a result, hospitality employees are highly motivated in their work, and express values and attitudes toward Employee Performance that show that they have ideas and intentions about how the work should be done (Øgaard et al., 2008).

Employee performance is essentially a person's behavior in the context of performing a task, but it's not always clear which behavior is an important component of performance. Performance theory serves as a valuable resource to guide us through this complexity. It provides a description of the essential components of performance that must be captured and considered to produce corrective feedback (Salas et al, 2009). Employee performance is defined as self-evaluation of performance and expectations of manager assessment. Turnover intentions are defined as job-seeking thinking and a tendency to consider job offers (Vanchai & Aiful, 2017). Rich et al (2010) identify the dimensions of Employee Performance with task performance (e.g., product knowledge, sales closure and organization and time management) and organizational citizenship behavior (e.g., organizational citizenship behavior is directed at individuals and organizational citizenship behavior is directed at the organization).
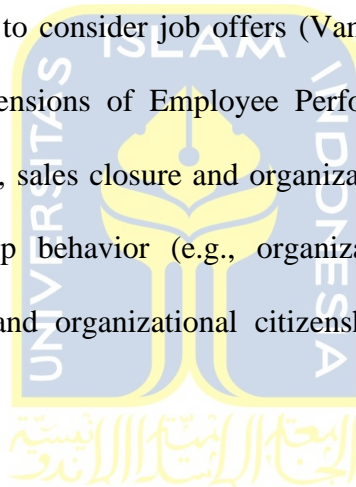
2. Aspects of Employee Performance

Rating ratings range from (1) worst to (7) best. Work performance is a summation of two items, with a high score indicating a high level of work performance.

According to Mathis and Jackson (2006: 378) performance indicators are:

1. Quantity, measured by the employee's perception of the number of activities assigned along with the results.

2. Quality can be measured from the employee's perception of the quality of the work produced and the perfection of tasks to the skills and abilities of

employees. The results of the work performed are close to perfect or meet the expected goals of the work.

3. Punctuality, measured from the employee's perception of an activity completed from the beginning of time until it becomes an output. Can complete at a predetermined time and maximize the time available for other activities.

Effectiveness, maximum utilization of resources and time available in the organization to increase profits and reduce losses. Attendance, the level of employee attendance in the company can determine employee performance.

Each question is answered on a 5-point Likert type scale from 1 to 5, where 1 means 'Very Bad', 2 for 'Bad', 3 for 'Medium', 4 to 'Good' and 5 to 'Very Good'. Structural validity and reliability of questionnaires have been adequately proven (Kaprinis et al, 2015).

In the same way, according to Kwak et al (2019) *Employee Performance* of sales employees has three dimensions derived from its three sub-constructions (sales performance, knowledge, and administration). Finally, to rule out the possibility of common method variance problems due to our single data source, we performed one of the most widely used techniques, harman single factor testing. This one-factor solution explains only 24.9% of the total variant, which is substantially smaller than the conventional threshold of 50%. As such, we believe that variance of common methods is not a potential problem in this study.

According to Opatha (2015) there are two main criteria for measuring Employee Performance are the quantity of work and the quality of work. General individual performance theory has three defined factors: declarative knowledge, procedural knowledge, and skills. Performance is determined by the level of skill learners have (Salas et al, 2009). According to S. L. Robinson (1996), Employee Performance is assessed by two measurements based on the Performance Scale:

   a) Employees evaluate their own performance,

   b) Employees expect managers' assessments of their performance.

Rating ratings range from (1) worst to (7) best. Work performance is a summation of two items, with a high score indicating a high level of work performance.

According to Mathis and Jackson (2006: 378) performance indicators are:

4. Quantity, measured by the employee's perception of the number of activities assigned along with the results.

5. Quality can be measured from the employee's perception of the quality of the work produced and the perfection of tasks to the skills and abilities of employees. The results of the work performed are close to perfect or meet the expected goals of the work.

6. Punctuality, measured from the employee's perception of an activity completed from the beginning of time until it becomes an output. Can complete at a predetermined time and maximize the time available for other activities.

7. Effectiveness, maximum utilization of resources and time available in the organization to increase profits and reduce losses. Attendance, the level of employee attendance in the company can determine employee performance.

E. Previous Research

No.	Researchers	Heading	Variable	Sample and Method	Research results
1.	Priatna et al. (2020)	*Investigation Of the Factors Affecting subjective well-being And Its Impact on Employee Performance in Indonesia: An Application Of Psychosocial Approach.*	Independent variables: *person-organization fit* and *work-life balance* intervening variable: *subjective well-being employees* Dependent variable: *performance of employees*	460 employees Quantitative using SEM	Conformity *person-organization, work-life balance* affects subjective well-being and performance in employees of life *science* companies in Indonesia; Person-organization and *work-life* balances affect employee subjective well-being, person-organization compatibility, and work-life balance affect employee performance, and subjective well-being affects employee performance.
2.	Rabenu et al. (2017)	*The Relationship between Psychological Capital, Coping with Stress, Well-Being, and Performance*	Independent variable: *Psychological Capital,* Mediation Variables: *Coping with Stress and Well-Being* Dependent	554 employees Quantitative using AMOS	A significant link between PsyCap and coping. Coping strategies mediate the relationship between PsyCap and well-being and performance outcomes. Strategi coping mediates the

No.	Researchers	Heading	Variable	Sample and Method	Research results
			variable: *Performance*		relationship between PsyCap and performance. PsyCap was found to have a strong, positive, and direct correlation with well-being and performance. Well-being was not found to be significantly related to performance.
3.	Darvishmote vali & Ali (2020)	*Job insecurity, subjective well-being and Job Performance: The moderating role of psychological capital*	Independent variable: *job insecurity (JI)* Mediation variable: *psychological capital* Dependent variables: *Employee Performance (JP)* and *subjective well-being (SWB)*	250 Employees and 21 supervisors throughout 13 hotels. Quantitative using CFA	JI negatively impacts JP employees through the decline of their SWBs. Furthermore, the results showed that employees with high PsyCap levels were able to overcome JI.
4.	Çankir & Şahin (2018)	*Psychological Well-Being and Job Performance: The Mediating Role of Work Engagement*	Independent variable: *Psychological well-being* Mediation variable: *Work Engagement* Dependent variables: *Employee Performance*	322 Textile workers. Quantitative using Structural Equation Analysis.	Psychological welfare, work attachment and work performance of textile workers are below average and low. As a result, work engagement mediates partly the relationship between psychological well-being and work performance.
5.	Garrido et al.	*Relationship*	Independent	1511 employees.	*Such as* flexible

No.	Researchers	Heading	Variable	Sample and Method	Research results
	(2017)	*between work-family balance, employee well-being and Job Performance*	variables: *Existence* and *Accessibility* Mediation variable: *Employee well-being* Dependent variable: *Performance*	Quantitative using Structural Equation Model SEM	working hours, sabbaticals, and flexible work locations are not directly related to work performance, but indirectly, when mediated by employee well-being resulting from *work-family* policies.
6.	Jibeen (2014)	*Personality Traits and Subjective Well-Being: Moderating Role of Optimism in University Employees*	Independent variables: personality (*neuroticism* and *conscientiousness)* Moderation variables: optimism Dependent variables: subjective well-being (distress and satisfaction with life)	251 employees. Quantitative using moderated hierarchical regression analysis	Optimism moderates between *neuroticism, distress, neuroticism* and life satisfaction. Furthermore, optimism is moderated between awareness and distress and awareness and life satisfaction.
7.	Duy & Ali (2017)	*The Mediating Role of Self-Esteem in the Relationship Between Optimism and Subjective Well-Being*	Independent variables: *optimism* Mediation variable: self-esteem Dependent variables: subjective well-being	389 students. Quantitative using Ordinary Least Squares Regression and Bootstrap method	Harga self significantly mediated the relationship between *optimism* and subjective well-being.
8.	Wani & Khan (2015)	*Subjective Well-being and*	Independent variable: *Religiosity*	100 students. 50 Optimists and 50 Pessimists.	Orang optimisms look to the more favorable side in the

No.	Researchers	Heading	Variable	Sample and Method	Research results
		Religiosity: A study of Optimists and Pessimists	(Optimist and Pessimist) Dependent variables: Subjective Well-being	Quantitative using smple linear regression.	face of various events and anticipate the best outcomes that might benefit them compared to people pessimism.
9.	Lai (2015)	*Buddhism and subjective well-being: Do Self-Esteem, Optimism and Perceived Control Play a Role?*	Independent variables: *self-esteem, optimism, perceived control* (primary *control* and secondary *control)* Dependent variable: *subjective well-being*	393 participants consist of 153 Buddhists and 240 with no religious beliefs. Quantitative using hierarchical regression analysis	Secondary control and self-esteem explained that there were significantly different influences with others on Buddhist SWBs and no significant differences in influences were found between groups and all cognitive factors.
10.	Joo & Park (2013)	*The Effects of Mothers' Optimism, Parenting Behaviors and Their Child's Optimism and The Effects on a Child Subjective Well-being*	Independent variables: *mother's optimism* Intervening variables: *parenting behaviors* and *child's optimism* Dependent variable: *subjective well-being*	331 participants. Quantitative using Structural Equation Model in AMOS 19.0	*Maternal optimism* and parenting behavior affect their children's subjective well-being indirectly through children's *optimism.* The higher the optimism of the mothers, the greater the *optimism* the children will be as well and in turn, the mother will also have a higher level of subjective well-being.
11.	Schnettler, et al, (2015)	*Family Support and Subjective Well-Being: An Exploratory*	Independent variables: *Satisfaction with food-related life scale* (SWFL); food-related	347 students. Quantitative	In terms of intangible and tangible resources, satisfied with their lives and the lives of those associated with food

No.	Researchers	Heading	Variable	Sample and Method	Research results
		Study of University Students in Southern Chile	satisfaction, and Satisfaction with life *scale* (SWLS) dependent variables: *Subjective Happiness scale* (SHS); subjective happiness		will score significantly higher against SHS. Family support that students receive as tangible or economic resources is positively associated with life satisfaction and satisfaction with *food-related life,* while family support in intangible or social resources is associated with happiness.
12.	Siedlecki et al. (2014)	*The Relationship Between Social Support and Subjective Well-Being Across Age*	Independent variables: *Social Support* dependent variables: subjective well-being (i.e., life satisfaction, positive impact, and negative impact)	1111 individuals. Quantitative using Structural Equation Model	Life satisfaction is predicted by enactment and perceived support, positive impacts are predicted by family support and provide support, and negative impacts are predicted by social *support.* When personality variables fall into the model the influence of social support variables is generally reduced. Invariant analyses conducted across age groups showed that there was no difference in influence on subjective types of well-being across ages.

No.	Researchers	Heading	Variable	Sample and Method	Research results
13.	Matsuda et al. (2014)	*Association between Perceived Social Support and Subjective Well-Being among Japanese, Chinese, and Korean College Students*	Independent variables: *perceived social support* (family *support, friends support, significant other)* Dependent variables: *subjective well-being* (negative influence, positive influence and life *satisfaction)*	1332 participants. Quantitative using path analysis	Families supported negative impacts and others supported increased positive impact, and both types of support were linked to life satisfaction among the three groups.
14.	Li et al.(2014)	*Positive Psychological capital: A new approach to social support and subjective well-being*	Independent variable: social support (SS) Mediation variable: positive psychological capital (PPC) dependent variables: subjective well-being (SWB)	381 individuals. Quantitative using Bootstrap method	PPC, SS, and SWB are positively related. However, the more important result is that PPC mediates the relationship between SS and SWB. These findings are discussed in the context of the importance of PPC for SWBs.
15.	Tian et al. (2015)	*School-related social support and subjective well-being in school among adolescents: The role of self-system factors*	Independent variables: school-related social support (Teacher support and classmate support) Mediation variables: Scholastic competence moderation variables: social acceptance	1476 adolescents. Quantitative using regression analysis	The social support of schools for the subjective well-being of adolescents in school can be interpreted as an increase in scholastic competence. In addition, these indirect links have a strong impact on teens who have low social acceptance.

No.	Researchers	Heading	Variable	Sample and Method	Research results
			dependent variables: subjective well-being		
16.	Brajša et al. (2017)	*The Relationship between Social Support and Subjective Well-Being across the Lifespan*	Independent variable: *Social support (family, friends or significant others)* Dependent variables: *Personal Well-being* Index and SWB	1166 adults. Quantitative using Confirmatory Factor Analysis	Tribes source social support, only perceived social support from friends is significantly associated with both subjective measures of well-being. Participants who felt adequate social support from friends revealed higher levels of subjective well-being.
17.	Daukantait& Zukauskiene (2012)	*Optimism and Subjective Well-Being: Affectivity Plays a Secondary Role in the Relationship Between Optimism and Global Life Satisfaction in the Middle-Aged Women. Longitudinal and Cross-Cultural Findings*	Independent variables: *optimism* Dependent variables: *subjective well-being (global life satisfaction, positive affect and negative affect)*	271 women. Quantitative using Structural Equation Modelling	The indirect impact is very low and insignificant. Indirect effects through negative effectiveness were significant in the Swedish sample at both points in time while indirect effects through positive effectiveness were low but significant only in the Swedish sample at age 43.
18.	Ali & Zaman (2014)	*Optimism As a Predictor of Life Satisfaction*	Independent variables: optimism Dependent	120 students. Quantitative using regression analysis	There is a significant link between optimism and student life satisfaction.

No.	Researchers	Heading	Variable	Sample and Method	Research results
		Among Pakistani University Students	variable: life satisfaction (SWB)		
19.	Gülaçti (2010)	*The effect of perceived social support on subjective well-being*	Independent variable: Social support Dependent variable: SWB	87 participants. Quantitative using multiple regression analysis	Perceived family support predicts subjective well-being, and on the other hand perceived support for privileged people and perceived friend support do not predict subjective well-being.
20.	Luthans et al. (2008)	*Positivity in healthcare: relation of optimism to performance*	Independent variables: optimism Dependent variables: performance	78 participants. Quantitative using Spearman's Rho Correlation	There was a significant positive link between the state of optimism nurses measured and their supervisors' assessment of their commitment to the hospital's mission, the measure of contribution to improving customer satisfaction, and the measure of overall work performance.
21.	Iceksonet al. (2019).	*Does optimism predict academic performance? Exploring the moderating roles of conscientiousness and gender*	Independent variables: optimism Variables of awareness and gender moderation Dependent variables: performance	175 undergarduate students. Quantitative using hierarchical regression analysis	High dispositional optimism improves academic performance in women with high awareness but has an adverse effect on the academic performance of men with low awareness.
22.	Putra et al. (2021).	*Linking Social Support and*	Independent variable: social	112 Lecturers. Quantitative	Factors' social support consisting of

No.	Researchers	Heading	Variable	Sample and Method	Research results
		Performance in Higher Education	support Dependent variables: performance	using SEM method with SmartPLS 3.0 Software	supervisor support, peer support, and family support has a positive and significant effect on performance. While supervisor support does not have a significant effect on the performance of lecturers.
23.	Novitasariet al. (2021).	*The Influence of Social Support Factors on Performance: A Case Study of Elementary School Teachers*	Independent variable: social support Dependent variables: performance	92 School teachers. Quantitative using SEM through SmartPLS 3.0 software	Factors' social support consisting of supervisor support, peer support, and family support has a positive and significant effect on performance. While supervisor support has no significant effect on the performance of elementary school teachers. The new research proposes a model to build performance among private primary school teachers in Tangerang through increased social support for teacher appointments.

F. Research Framework

Based on theoretical studies and some previous literature, a framework of research concepts related to variable optimism, social support, *subjective well-being* and employee performance as figure 1.
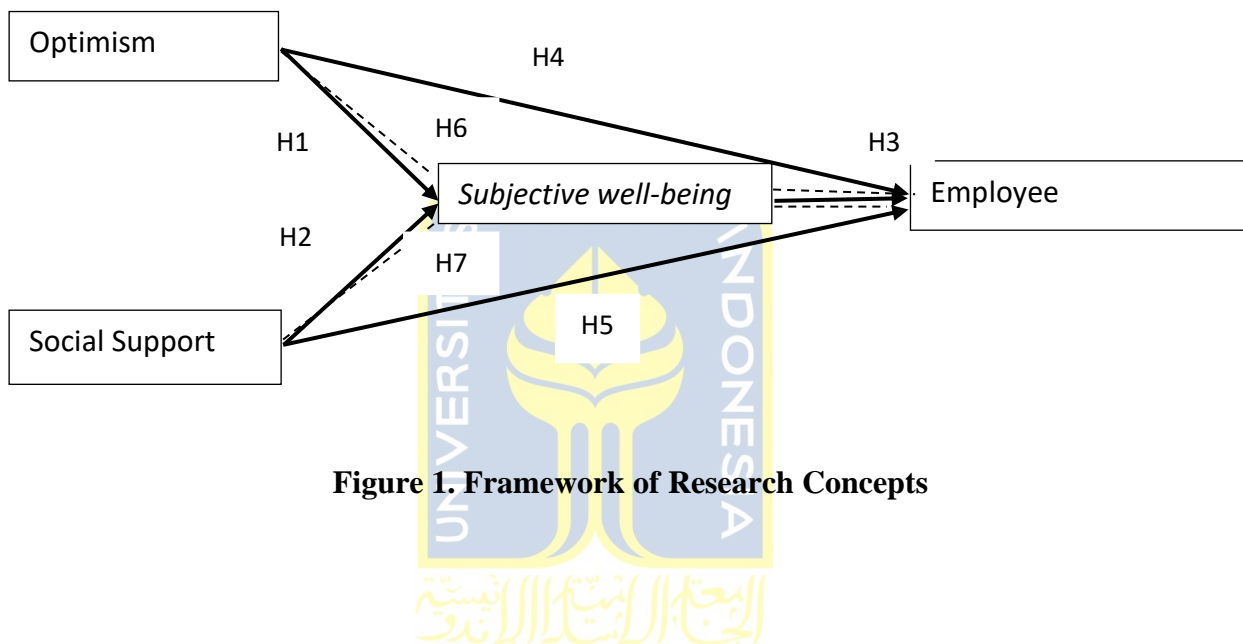
Figure 1. Framework of Research Concepts

G. Research Hypothesis

From the study of the theory and study of some previous literature, three hypotheses were formulated in this study. The hypotheses in this study are as follows:

1.   Optimism Relationship with *Subjective Well-Being*

One of the main goals and most important aspects of human life is to acquire *subjective well-being. Subjective well-being* is a multidimensional construction consisting of three separate components: the presence of positive influences, the relative absence of negative influences; and the cognitive evaluation of people's

living circumstances (Jibeen, 2014).Optimism is also defined as the thought-based nature of an individual who can lead to go ahead with maintaining a mindset that can be attributed to one's success in life. Because of this, optimists can achieve success in most of their pursuits (Wani & Khan, 2015).

Some previous literature revealed that one of the factors that can increase *subjective well-being* is optimism. The relationship between optimism to *subjective well-being* is also discussed by some previous studies that optimism can have a significant influence on subjective *well-being* such as research based on the above understanding in the study Duy & Yıldız (2017) produces self-esteem significantly mediating the relationship between optimism and subjective well-being. The results support jibeen (2014), Wani & Khan (2015) and Joo&Park (2013) and reject Lai's research (2015).

Optimism itself is defined previously as an individual's positive expectations on their future. This positive expectation usually lead to an individual feeling better about themselves both emotionally and physically especially in times of the pandemic where insecurities about health and environment is relatively high. Thus, researcher will analyze the hypothesis below.

H1: *Optimism* has a positive and significant effect on subjective *well-being*

2.   Social Support For *Subjective Well-being*

Goldwurm et al (2003) states that subjective *well-being* is at the core of a quality of life that depends on objective and subjective factors. In addition to

optimism, a factor that can increase subjective *well-being* is social support. Social support is information that leads the subject to believe that he or she is loved, valued, and belonged to a network of shared obligations. Social support can briefly be defined as social and psychological support gained from an individual's environment (Gülaçti, 2010).

Based on the above understanding supported by research conducted by Li et al., (2014) research shows that PPC, SS, and SWB are positively associated. However, the more important result is that PPC mediates the relationship between SS and SWB. These findings are discussed in the context of the importance of PPC for SWBs. Limitations in this study and implications for future research were identified. The results of the study are supported by the research of Schnettler et al, (2015; Matsuda et al. 2014; Tian et al.2015) and rejected research from Siedlecki et al., (2014).

Social support was previously defined as comfort, attention, appreciation or assistance in other forms given by a group or individual towards another group or individual. Support by friends, environement or family given towards an individual for example, in the form of love, caring would make an individual's emotional and mental well being higher as the individual would feel a certain level of security when facing difficult challenges. Therefore, researcher would analyze the hypothesis below.

H2: Social support has a positive and significant effect on subjective *well-being*.

3. Subjective *Well-being* Relationships With Employee *Performance*

Subjective well-being is also defined as a multidimensional construction consisting of three separate components: the presence of positive influences, the relative absence of negative influences; and the cognitive evaluation of their living circumstances (Jibeen, 2014). Employee Performance is the scalable actions, behaviors, and outcomes involving or carried by employees related to and contributing to organizational goals (Viswesvaran & Ones, 2000).

The above understanding is supported by research conducted Rabenuet al. (2017) a questionnaire from 554 employees showed a significant relationship between PsyCap and coping. Coping strategies in terms of change partially mediate the relationship between PsyCap and well-being and performance outcomes. Coping strategies in terms of withdrawal partially mediate the relationship between PsyCap and performance. PsyCap was found to have a strong, positive, and direct correlation with well-being and performance. Well-being was not found to be significantly related to performance. These findings suggest that the central variables in the model do not address but PsyCap. PsyCap seems to have a strong, direct, and significant influence on dependent variables. The results of the study are in line with research conducted by Priatna et al., (2020; Çankir & Şahin, 2018)and rejected the research of Garrido et al., (2017; Darvishmotevali & Ali 2020).

Subjective well being was previously defined as a cognitive assessment (e,g life staisfaction) and positive and negative reactions to an event. When an individual has high levels of subjective well being, they are less likely depressed or having

difficulties in dealing with anxiety as they are emotionally and mentally satisfied with ther current life. Resulting in the individual to have better concentration on completing tasks and achieving targets better than individuals who are facing mental and emotional challenges caused by the pandemic. Thus, researcher could formulate the hypothesis below.

H3: *Subjective well-being* has a positive and significant effect on employee performance

4. Relationship of Optimism to *Employee Performance*

Optimism includes the expectation of control over a person's future positive outcomes as well as the personal effectiveness component of Gillham et al. (2001). Performance and Strategy is a way to ensure a sustainable competitive advantage by investing the resources needed to develop profitable storage capabilities, better performance of superior performance (Li, 2014).

In a study conducted by Luthans, et al (2008) using independent variables: optimism and dependent variables: performance. The results showed a very significant positive relationship between the state of optimism nurses measured and their supervisors' assessment of their commitment to the hospital's mission, the measure of contribution to improving customer satisfaction, and the overall measure of work performance. The results were supported byicekson et al research. (2019) thus concluding:

As optimism is an individual's positive expectations on their future, this enables individuals to stay comitted to the work that has been given to them and enables individuals to put in the effort required without having to question the task that has been given to him or her, thus leading to better employee performance. Therefore, the researcher would analyze the hypothesis below.

H4: *Optimism* has a positive and significant effect on employee performance

5. **Social Support Relationships to Employee Performance**

Social support is defined as information that leads the subject to believe that he or she is loved, valued, and belongs to a network of shared obligations. Social support can briefly be defined as social and psychological support gained from an individual's environment (Gülaçti, 2010). Performance is a picture of the level of achievement of the implementation of tasks in an organization, in an effort to realize the goals, goals, mission, and vision of the organization (Bastian, 2001). In the tian research conducted by Putra et al., (2021) using independent variables: social support and dependent variables: performance.

The results of Putra et al, (2021) concluded that all social support factors consisting of supervisor support, peer support, and family support have a positive and significant effect on performance. While supervisor support does not have a significant effect on the performance of lecturers. This new research proposes a model to build the performance of PTS lecturers in Indonesia through increasing

social support for the absorption of lecturers. The results are supported by research conducted by Novitasari et al, (2021)

Support from family, friends and loved ones enables individuals to have a certain level of security when facing challenges. This is because an individual would have someone to turn to ask for assistance when facing difficulties regarding work. Thus, that certain level of security effects the individuals to perform better when given tasks. Therefore, researcher would analyze the hypothesis;

H5: Social support has a positive and significant effect on employee performance

6.   *Subjective well-being* can mediate Optimism with Employee Performance

People feel *subjective well-being* when they experience abundant feelings of comfort and only a slight sense of discomfort, when they feel pleasure and little pain, and when they are satisfied with their lives (Diener & Ryan, 2009). This assessment is subjective because subjective *well-being* reflects each individual's assessment of the individual's self from each individual. Jibeen (2014; Cha, 2003) Daukantait & Zukauskiene (2012) stated that optimism is one of the factors that can affect the subjective well-being component with indicators of global life satisfaction, positive influences and negative influences and has a direct effect of optimism on global life satisfaction is stronger than that through effectiveness.

Performance is a general term used for some or all of the actions or activities of an organization in a period with reference to standard amounts such as past or projected costs, on the basis of efficiency, accountability or management

accountability and the like (Srimindarti, 2004). Kevin et al. (2020) stated that hope and optimism are factors that triggers subjective well being to achieve better academic performance of students. High hopes and the optimism towards achieving higher grades enables a high subjective well being that would lead to better perfomances in their academic life. Thus, a person's optimism in achieving certain targets would result to the person having higher levels of subjective well being and could lead to better performances. However, because hope and optimism itself could directly influence performance of each individual, this study will investigate the partial mediating role of subjective well being between optimism and employee performance.

Thus to conclude;

H6: *Subjective Well-being* can mediate Optimism with Employee Performance
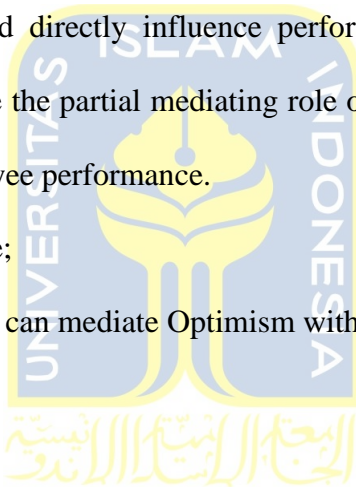
7. *Subjective well-being* **can mediate social support with Employee Performance**

Subjective well-being has two components as affective and cognitive components. The affective component consists of both positive and negative emotions. The cognitive component is about individual satisfaction with life (Gülaçti, 2010). *Subjective well-being* is a direct function of income levels, called economic fallacies (Lane, 2000). Chunkaiet al. (2019) defines social support by taking on one of the most influential types of social support: family social support and

understanding that social support is a multidimensional concept that includes support from families that is accepted subjectively and practically.

Performance is a picture of the level of achievement of the implementation of tasks in an organization, in an effort to realize the goals, goals, mission, and vision of the organization (Bastian, 2001). Schnettler et al (2014) stated that the influence of family support on an individual's emotional well being goes far beyond childhood and adolescence and that family support stands as a protective factor and avoids depression and anxiety to demotivate individuals when facing difficulties and completing tasks. Thus, subjective well being plays a mediating role between social support from family towards employee performance. However, as famil support itself has a direct effect on employee performance, this study will analyze the partial mediation of subjective well being between family social support and employee performance.

Correspondingly, correct access to employee and family support services also has an indirect positive impact on the resulting welfare-mediated work performance. Conversely, the existence of employee and family support services alone has no direct or indirect influence on work performance. The results were supported by the research of Rabenu et al., (2017) thus concluding:

H7: *Subjective Well-Being* can mediate social support with Employee Performance

CHAPTER III
RESEARCH METHODS

A. Type of research

This research method is quantitative analysis. The data in the study was collected through questionnaires and analyzed using SPSS and structural modeling equations (SEM) to simultaneously test all the relationships in the model. Researcher decided to use SEM as previous researchers on similar topics have been analyzed using SEM. SEM is a statistical method that uses a confirmatory approach in conducting multivariate analysis of structural theories based on phenomena that occur (Byrne, 2001). SEM usually consists of two models, the measurement model and the structural equation model (Schumacker and Lomax, 1996). The measurement model establishes how the construct of the hypothesis is measured in the form of observable variables and describes measurement tools such as reliability and validity. The structural equation model defines the pattern of interconstructed relationships and describes a number of unexplained variants. Holmes-Smith and Rowe (1994) state that the observed variables used in this analysis must be reliable and accurate in explaining the underlying construct.

Developing a valid and reliable questionnaire is essential for reducing measurement errors, which is the difference between respondent attributes and survey responses (Allen et al., 1987). In this study, the difficulty of developing a valid and

reliable questionnaire was overcome by switching to a previously tested and validated scale. The model was tested using questionnaires.

B. Place and Time of Research

This research was conducted in the Special Region of Yogyakarta. The research time was in October 2020.

C. Population and Research Samples

The target population in this study were employees of PT Aplikasi Karya Anak Bangsa (Gojek). This study used samples that was taken from the population through the dissemination of questionnaires to respondents. The sample taken in this study was 150 people.

According to Hair et al, (2003) for market testing allowed the number of respondents as many as 150 people to 200 people. The sampling technique used is *nonprobability sampling,* because the odds or opportunities were not equal for each member of the population to be selected into a sample. The sample is part of the number and characteristics that the population has (Sugiyono, 2013). This study used sampling techniques used *purposive sampling*techniques. Sugiyono (2013) explained that *purposive sampling* is a technique of determining samples with certain considerations. Based ontheabove understanding, the determination of a sampleof150 respondents based on criteria from Hair et al. (2003) and this study sets certainifat properties and characteristics including:

1. GOJEK employees and staff

2. GOJEK partners consisting of motorcycle and car drivers

3. Operating in Yogyakarta City Area

5. Has worked at GOJEK for more than 1 year

Researcher analyzed employees that have worked in GOJEK for more than 1 year in order to reduce any bias answers as researcher thinks workers with 1 year less experience working may not have faced problems with optimis, social support, and subjective well being long enough.

The data collection procedure in this study is as followed: the generalization area consisting of objects / subjects that have certain qualities and characteristics that are followed by researchers to be studied and then drawn conclusions (Sugiyono, 2013). Thecontributions used in this study were intervals because the statements expressed in the form of questionnaires are to find out perceptions or ask for opinions from respondents. Alternative answers were arranged using a measurement scale i.e., likert scale. The likert scale was used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. With the Likert Scale, the variable to be measured was spelled out into a variable indicator. Then the indicator was used as a starting point to arrange instrument items that can be questions or statements.

D. Operational Definition and Measurement of Research Variables

Sarwono (2006:37-41) said that variables are something different or varied. The study consisted of 2 exogenous variables and 2 endogenous variables. The exogenous variables in the study were optimism and social support. The endogenous variables in this study were subjective *well-being* and employee performance. The operational definition of variables in this study is as follows:

1. Optimism

   Optimismwas the tendency of a person's positive expectations for his or her future rather than the expectation to produce a negative experience (Medlin & Green, 2009). The measurement of optimism used three dimensions and the 6 items that consist of (Seligman, 1991):

   - *Permanence*

     - Every problem will have a solution.

     - I'm sure the bad will pass quickly.

   - *Pervasiveness*

     - Work problems do not interfere with family matters.

     - Family issues do not interfere with work.

   - *Personalization*

     - I am a confident person.

     - I'm sure I'll be successful.

2. Social Support

        Social support is information that leads the subject to believe that he or she is loved, valued, and belonged to a network of shared obligations. Social support can briefly be defined as social and psychological support gained from an individual's environment (Gülaçti, 2010). Social support measurement uses five dimensions and the 10 items that consist of (Sarafino, 2002):

- Emotional Support
    - I get empathy from others when in trouble.
    - Others support what I strive for and aspire to.
- Award Support
    - The achievements and achievements I have achieved have been well appreciated.
    - My opinion is accepted, heard and responded to well.
- Instrumental Support
    - I get a slog when I need it.
    - I have the rights and obligationsI deserve.
- Informative D ukungan
    - I easily get information from other people related to work.
    - My co-workers and I often get together and discuss.

- Social network support

  - My partner invited me to meet and joked.

  - My colleagues and I often do social activities.

3. *Subjective Well-being*

   Subjective well-being is the satisfaction a person feels about their life and the happiness that a person has in life (Darvishmotevali & Ali, 2020). Subjective *Well-being* measurements use five dimensions and the 10 items that consist of (Lui et al., 2016):

   - *HedonicWell-Being.*

     - I enjoy the activitiesI do.

     - I get along easily with people.

   - *EudaimonicWell-Being.*

     - I'm confident in dealing with problems.

     - I can plan for the future.

   - *Social Well-Being*

     - I have someone who is reliable.

     - I feel at home socializing with the community.

   - *Physical Well-Being.*

     - My physical condition is healthy.

     - I am satisfied with my physical appearance.

- *Financial Well-Being.*

  - My life needs are fulfilled.

  - I have enough savings.

4. Employee Performance

   Employee performance is the good execution of employees regarding the tasks assigned to them (Darvishmotevali & Ali, 2020). The measurement of employee performance uses four dimensions and the 8 items that consist of (Mathis & Jackson, 2006):

   - Quantity

     - We complete the work according to the job and are decrypted.

     - We achieveperformance targets according to company targets and personal targets.

   - Quality

     - Our services are preferred by consumers.

     - Our service is betterthan competitors.

   - Timeliness

     - We completed the task on time.

     - We got to work on time.

   - Effectiveness

     - We do the job according to the expertise we have.

     - Our work processes and services are effective.

E. Data Collection Instruments

Research instruments are tools or facilities that researchers use in collecting data so that their work is easy and the results are better, in a more careful, complete, and systematic sense so that it is easier to process (Suharsini, 2006). The instrument used in this study is a survey in the form of a questionnaire. The questionnaire contained the details of the statement to be given a response by the respondent. According to Sutrisno (1991) there aresix main steps in the manufacture of angket as the following instrument.

1. Create questionnaires that correspond to variables and operational definitions of variables.

2. Disseminate questionnaires to respondents that correspond to the characteristics of their population.

3. Explain and guide respondents on how to fill out questionnaires.

4. Fill out questionnaires by respondents.

5. Collect questionnaires that have been filled out then select the results of the questionnaire in order to be able to find out what is valid and which is not valid.

6. Process and analyze further data for research purposes.

F. Research Instrument Test

1. Confirmation Analysis

Confirmation analysis is used to test constructed concepts using multiple measurable indicators. In the first confirmatory analysis seen is the loading factor value of each indicator. *Loading factor* can be used to measure the validity of

constructs where a questionnaire is said to be valid if the question is able to reveal something measured by the questionnaire. According to Hair et al., (2003) the minimum number of factor loading is ≥0.5 or ideally ≥0.7. If thereis a value that is still below 0.5, it was removed from the analysis

Questionnaire Reliability Test

Suliyanto (2011: 149) said that basically the notion of reliability is the result of a reliable measurement. If the results of repeated measurements are relatively the same for the measurement is considered to have a good level of reliability. The relibility test or consistency test of a question item is done by comparing the values *of Cronbach's Alpha,* if *Cronbach's Alpha>* 0.60 can be said to be reliable.
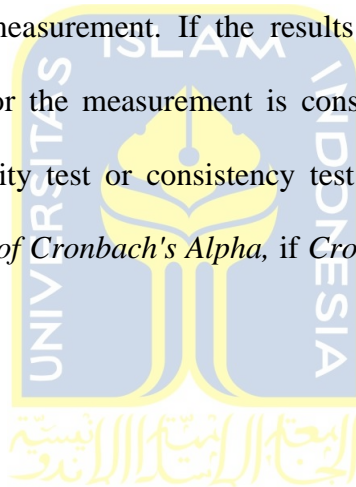
G. Data Analysis

The study was analyzed with the *Structral Equation Model* (SEM) method. Data analysis is an achievement for research aimed at answering research questions in order to uncover certain social phenomena. Data analysis is the process of simplifying data into a form that is easier to read and implement. Analytical techniques are used to interpret and analyze data. In accordance with the model developed in this study, the data analysis tool used is SEM *(Structural Equation Modeling),* which is operated

through the AMOS 16.0 program (Ferdinand, 2006). Using the stages of modeling

and analysis of the struktural equation intoseven steps, namely:

1. Theoretical development of themodel.

2. Compile a path diagram.

3. Convert the path diagram into a structuralequation.

4. Select the input matrix for dataanalysis.

5. Assess modelidentification.

6. Assess the Goodness-of-FitCriteria.

7. Interprestasi fashion estimation.

Here's a detailed explanation of each stage.

1. **Step 1: Development of Models Based on Theory**

The first step in the development of the SEM model is the search or

development of a model that has the most important justification. After that, the

model is empirically validated through the SEM program population. SEMis not

used to produce power relations. A way to justify the existence of theoretical

causality is through empirical test data, wherethe structural equation model is

based on a causality relationship, where the change of one variable is assumed to

result in the change of another variable (Ferdinand, 23: 2006). The strong

relationship of causality between the two variables that the researcher assumes lies

not in the chosen method of analysis but lies in the theoretical justification to

support the analysis. So, it is clear that the relationship between variables in the model is a deduction from the theory. Without a strong teoretis basis SEM cannot be used.

2. **Steps 2 and 3: Compiling Path Diagrams and Structural Equations**

The next step is to construct a causal relationship with a path diagram and construct a structural equation. There are two things that need to be done, namely compiling a structural model, which is by connecting latent constructs that includeboth endogenous and exogenous and determining a model that connects endogenous or exogenous land constructs with indicator or manifest variables.

2. **Step 4: Select the Type of Matrix Input and Proposed Model Estimate**

The structural equation model differs from other *multivariate* analysis techniques. SEM only uses input data in the form of variant matrix or covariance or correlation metric. Data for observation can be included in AMOS, but the AMOS program will first be converted raw data into covariance matrix or correlation matrix. Analysis of the outline data must be done before covariance matrics or correlations are calculated. Estimation technique is carried out in two stages, namely *Estimation Measurement Model* is used to test *the undimensionality* of exogenous and endogenous constructs using *confirmatory factor analysis* techniques and structural equation model *estimation* stages are carried out through

full models to see the suitability of the model and the relationship of quantity built into this model.

3. Step 5: Assessing Structural Model Identification

During the estimation process takes place with computer programs, there are often inaccurate or *meaningless* estimate results and this relates to the problem of structural model identification. The identification problem is the inability of proposed models to produce unique estimates. How to see the absence of identification problems is to look at the results of estimates that include:

a. There is a large standard error value for 1 or more coefficients.

b. Inability of the program to *invert the information matrix.*

c. An unlikely estimated value of negative variance error.

d. There is a high correlation value (> 0.90) between the estimated coefficients.

If there is a problem of identification then there are three things to look at: (1) the number of coefficients estimated relative to the number of covariance or correlations, indicated by a small *degree of freedom* value, (2) the use of reciprocal or respirokal influence between constructs *(non-recursive models)* or (3) failure to set fixed values *(fix)* on the construct scale.

4. Step 6: Assess *the Goodness-of-Fit* Criteria

In this step, an evaluation of the suitability of the model through a review of the suitability of the model through a review of various *Goodness-of-Fit*criteria, the order is:

a. Normality of data.

b. *Outliers.*

c. *Multicollinearity* and *singularity.*

Some conformity and cut-off indices to test whether a model is acceptable or rejected are:

1) *Likelihood Ratio Chi square statistic* (x2)

The fundamental measure of *overall fit* is the chi square *likelihood ratio* (x2). This high *chi square* value relative to the degree of freedom indicates that the covariance matrix or observed correlation with this markedly different predicted resulting in a probability (p) smaller than the degree of signification (q). Conversely, a small chi square value will result in a probability value (p) greater than the signification level (q) and this indicates that the covariance matric input between the prediction and the actual observation does not differ significantly. In this case the researcher should look for insignificant chi square values because they expect that the proposed model matches or fits with observational data. The AMOS 16.0 program will provide chi square values with \cmin commands and probability values with \p commands as well as the magnitude of pf freedom degrees with \df commands. *Significaned Probability:*to test the significant level of the model.

2) RMSEA

RMSEA *(The root Mean Square Error of Approximation),* is a measure that attempts to correct the statistical tendency of chi square to

reject models with large sample numbers. A RMSEA value between 0.05 and 0.08 is an acceptable measure. RMSEA empirical test results are suitable for testing strategy models with large sample numbers. The AMOS program will provide RMSEA with the command \rmsea.

3) GFI

GFI *(Goodness of Fit Index),* developed by Ferdinand (2006) is a non-statistical measure whose value ranges from 0 (poor fit) to 1.0 (perfect fit). High GFI values indicate better fit and what acceptable GFI values are as decent values are not yet standardized, but many researchers advocate values above 90% as a good *fit* measure. The AMOS program will provide a GFI value with the command \gfi.

4) AGFI

AGFI *(Adjusted Goodness of Fit Index)* is the development of GFI which is adjusted to the ratio degree of freedom to proposed models with degree of freedom for null models. The recommended value is equal or >0.90. The AMOS program will provide an AGFI value with the command \agfi.37

5) CMIN/DF

The value of chi square is divided by *the degree of freedom.* According to Imam Ghozali (2008), proposing this ratio value < 2 is a measure of Fit. The AMOS program will provide a CMIN/DF value with the command \cmindf.

6) TLI

TLI *(Tucker Lewis Index)* or known as nun normed fit index (nnfi). This size combines persimary sizes into the composition index between the proposed model and null models and TLI values range from 0 to 1.0. The recommended TLI value is equal to or > 0.90. The AMOS program will provide a TLI value with the command \tli.

7) CFI

The large Comparative Fit Index (CFI) index is not influenced by sample size because it is excellent for measuring the acceptance rate of the model. The index is highly recommended, as is the TLI, because it is relatively insensitive to the size of the sample and less influenced by the complexity of the CFI tilapia model which ranges from 0-1. A value close to 1 indicates a better level of conformity.

Measurement Model Fit, after the entire fit model is evaluated, the next step is the measurement of each construct to assess the unit *dimensionality* and reliability of the construct. *Unidimensiolity* is an assumption that underlies the calculation of reliability and is indicated when the indicator of a construct has an *acceptable fit* of one single *factor (one dimensional)* model. The use of *the Size of Cronbach Alpha* does not guarantee unidimensionality but assumes the existence of unidimensiolity. Researchers should conduct dimensionality tests for all multiple construct indicators before assessing their reliability.

The approach to assessing measurement models is to measure *composite reliability* and *variance extracted* for each construct. Reliability is a measure of the internal consistency of a construct indicator. High internal reliability gives confidence that individual indicators are all consistent with their measurements. Reliability <0.70 is acceptable for research that is still exploratory. Reliability does not guarantee validity. Validity is a measure of the extent to which an indicator accurately measures what it wants to measure. Another measure of reliability is *variance extracted* as a complement to variance *extracted*> 0.50. Here's the formula for calculating *construct reliability* and *variance extracted*.

$$\textit{Construct reliability} = \frac{(\sum \textit{loading baku})^2}{(\sum \textit{loading baku})^2 + \sum ej}$$

$$\textit{Variance extracted} = \frac{\sum(\textit{loading baku})^2}{\sum(\textit{loading baku})^2 + \sum ej}$$

5. Step 7: Interpretation and Modification of the Model

In the later stages the model is interpreted and modified. Once the model is estimated, the residual covariance must be small or close to zero and the residual covariance distribution must be symmetrical. The security limit for the residual amount generated by the model is 1%. Residual *values* greater than 2.58 are interpreted as statically significant at the 1% level and this significant residual indicates a substantial prediction *error* to install indicator.

Table 1. *Comparative Fit Index (Structural)*

Goodness Of Fit Index	Cut-Off Value
Chi-square	≤ 56,942
Probability	≥ 0.05
RMSEA	≤0.08
GFI	≥ 0.90
AGFI	≥ 0.90
CMIN/DF	≤ 2.00
TLI	≥ 0.95
CFI	≥ 0.95
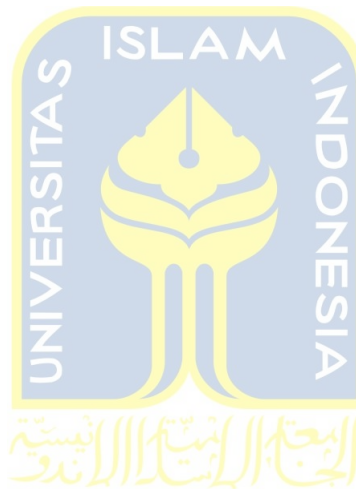
CHAPTER IV

DATA ANALYSIS AND DISCUSSION

This chapter explained about the influence of optimism (O) and social support (DS) on subjective *well-being* (SW) and employee performance (KK). The study also analyzed the effect of *subjective well-being* (SW) on employee performance (KK) as well as the effect of *subjective well-being* (SW) mediation. The analysis in this study was conducted by *structural equation modeling* (SEM) using AMOS software.

4.1 Descriptive Analysis

Transcribed analysis is an analysis by detailing and explaining the interrelationship of research data in the form of sentences. In this section researcher described the results of a cryptic analysis that covers the characteristics of respondents including the gender of respondents, the age of respondents, the last education of respondents, respondent's jobs, the average expenditure of respondents, the number of respondent visits.

4.1.1 Gender of Respondents

Based on the gender of respondents that was divided into two groups, male and female, the respondent gender is shown in table 4.1.

Table 4.1 Gender of Respondents

Gender	Number of respondents	Percentage
Man	61	30,5%
Woman	139	69,5%
Total	200	100.0%

Source: Processed Data, 2021

From table 4.1 it is known that male respondents in this study were amounted to 61 respondents or 30.5% while female respondents were amounted to 139 or 69.5% of the total population of 200.

4.1.2 Age of Respondents

The study also grouped respondents by age by distinguishing respondents in several age groups. The results of the respondent's age grouping are as table 4.2.

Table 4.2 Respondent's Age

Age	Number of respondents	Percentage
17 - 30 years	58	29%
31 - 40 years	66	33%
41 - 50 years	36	18%
> 50 years	40	20%
Total	200	100.0%

Source: Processed Data, 2021

From table 4.2, it can be seen that respondents in this study are mostly aged 31-40 years with the number of 67 respondents or 33.5% of the total respondents.

4.1.3 Last Education Respondent

The next grouping of respondents is based on the last education of respondents. The results of the respondent's last educational grouping were as table 4.3.

Table 4.3 Last Education Respondents

The Last Education	Number of respondents	Percentage
Diploma	53	26.5%
S1	50	25%
SD	17	8.5%
SMA	56	28%
JUNIOR	24	12%
Total	200	100.0

Source: Processed Data, 2021

From table 4.3, it is known that most respondents in this study had the last high school education with a percentage of 28%, while the fewest respondents had the last elementary education with a percentage of 8.5% of the total respondents.

4.1.4 Respondent Jobs

The next grouping of respondents is based on the work of respondents. The result of den response grouping is as table 4.4.

Table 4.4 Last Education Respondents

Work	Number of respondents	Percentage
Other	63	31.5%
Private Employees	58	29%
Student/Student	14	7%
Civil Worker	22	11%
Self employed	43	21,5%
Total	200	100.0%

Source: Processed Data, 2021

From table 4.4, it is known that most respondents in this study had jobs as private employees with a percentage of 31.5%, or as many as 63 respondents out of a total of 200 respondents.

4.1.5 Average Respondent's Expenses

The study also grouped respondents based on the respondent's average spending. The result of the grouping of expenditures on average den response is as table 4.5.

Table 4.5 Average Respondents' Expenses

Average Expenses	Number of respondents	Percentage
<2jt	86	43%
>10jt	2	1%
>5jt-10jt	12	6%
2jt-5jt	100	50%
Total	200	100.0%

Source: Processed Data, 2021

From table 4.5, it can be seen that most respondents in this study had the average expenditure between 2jt-5jt with the number of respondents amounting to 100 or 50% of the total respondents.

4.2 Respondents 'Assessment of Research Variables

Based on the data collected, researcher inputted research variables consisting of *authenticity, brand awareness, brand image, quality perception, brand loyalty and Brand Choice intention.* Assessment criteria used Scale Intervals with the formula:

Ideal Maximum Value - Ideal Minimum Value

_____

Interval Class

So, the interval in the study is = ((5-1)/5) =0.8

Table 4. 6 Interval scale criteria

Range	Description
1,8	Very bad
1.81-2,6	Bad
2,61-3,4	Pretty Good
3,41-4,2	Good
4,21- 5	Very Good

In this study there are 4 variables with 34 indicators. The respondents in this study were 200 employees and partners of Gojek with assessment results as table 4.7.

Table 4. 7 Respondents' Assessment of Variables

	N	Minimum	Maximum	Mean	Information	Mean Variable
O1	200	2	5	4,23	Excellent	
O2	200	2	5	4,25	Excellent	
O3	200	2	5	4,165	Good	
O4	200	2	5	4,215	Excellent	4,21
O5	200	2	5	4,245	Excellent	
O6	200	2	5	4,145	Good	
DS1	200	2	5	4,185	Good	
DS2	200	2	5	4,12	Good	
DS3	200	2	5	4,17	Good	
DS4	200	2	5	4,18	Good	
DS5	200	2	5	4,11	Good	
DS6	200	2	5	4,155	Good	4,16
DS7	200	2	5	4,175	Good	
DS8	200	2	5	4,21	Excellent	
DS9	200	2	5	4,175	Good	
DS10	200	2	5	4,165	Good	
SW1	200	2	5	4,185	Good	4,18
SW2	200	2	5	4,18	Good	

	N	Minimum	Maximum	Mean	Information	Mean Variable
SW3	200	2	5	4,14	Good	
SW4	200	2	5	4,13	Good	
SW5	200	2	5	4,14	Good	
SW6	200	2	5	4,185	Good	
SW7	200	2	5	4,235	Excellent	
SW8	200	2	5	4,225	Excellent	
SW9	200	2	5	4,24	Excellent	
SW10	200	2	5	4,165	Good	
KK1	200	2	5	4,135	Good	
KK2	200	2	5	4,12	Good	
KK3	200	2	5	4,215	Excellent	
KK4	200	2	5	4,205	Excellent	
KK5	200	2	5	4,29	Excellent	4,20
KK6	200	2	5	4,175	Good	
KK7	200	2	5	4,24	Excellent	
KK8	200	2	5	4,255	Excellent	

Table 4.7 showed that the majority of indicators in this study showed good and excellent criteria. When viewed from variables, then the variable that had the lowest average was social support and the highest average was optimism. Therefore, Gojek managers and partners must strive for better social support.

4.3 Analysis with SEM Model

The analysis used to prove the hypothesis is the calculation *of the Structural Equation Model* (SEM) with AMOS 24software. The order of the analysis steps includes:

Step 1: Model Development Based on Theory

The development of models in this research is based on the concept of data analysis. In general, this research model consisted of 2 exogenous variables and 2 endogenous variables. The exogenous variables in the study were optimism (O) and

social support (DS). The endogenous variables in the study were subjective wellbeing (SW) and employee performance (KK).

Step 2 & 3: Compiling Path Diagrams and Structural Equations

The next step is to structure causality relationships with path diagrams and structure structural equations. There were 2 things that need to be done, namely by arranging a structural model, namely by connecting between latent constructs both endogenous and exogenous and determining the model that connects endogenous and exogenous latent constructs with indicators or manifests as in Figure 4.1.
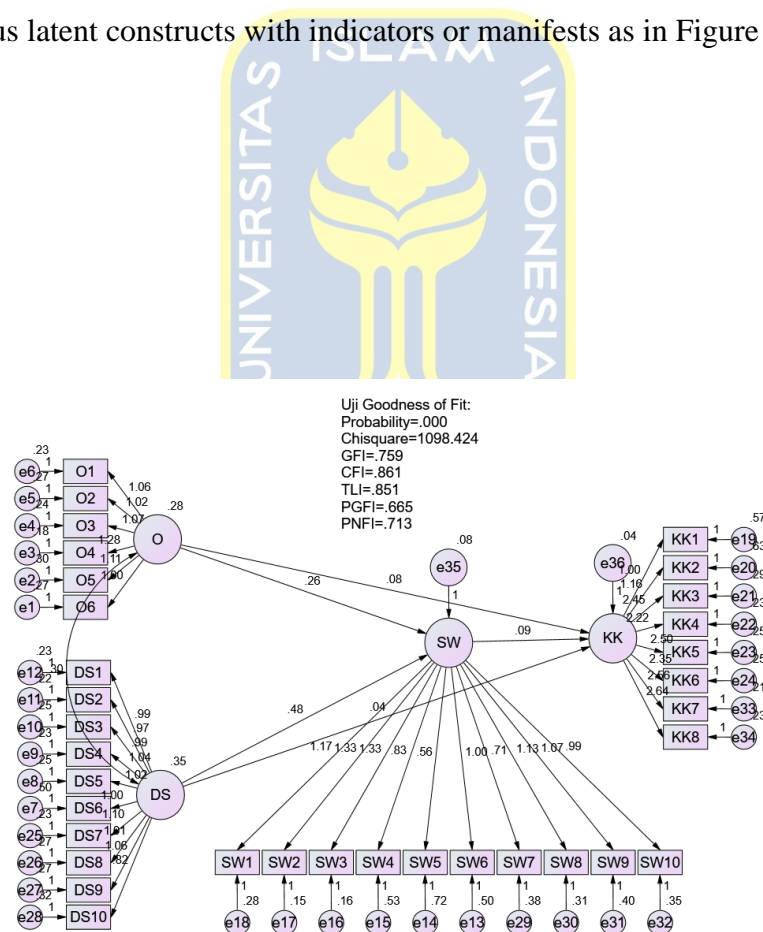
Figure 4.1. Path Diagram

Step 4: Select the Type of Matrix Input and Proposed Model Estimate

The structural equation model differs from other multivariate analysis techniques. SEM only uses input data in the form of variant matrix or covariance or correlation matrix. The model estimate used is the maximum likelihood estimate (ML) that has been met with the following assumptions:

Data Normality

Assumption normality of data must be met so that the data can be processed further for SEM modeling. This normality test is to observe the Critical Ratio *(CR)* value of the data used, if the multivariate CR value of the data is between the range of ± 2.58, then the research data can be said to be normal. The results of the data normality test in this researcher can be seen in Table 4.8.

Table 4.8 Data Normality Test Results

Variable	Min	Max	skew	c.r.	kurtosis	c.r.
KK8	2.000	5.000	-.862	-4.976	.320	.925
KK7	2.000	5.000	-.779	-4.500	.282	.813
SW10	2.000	5.000	-.747	-4.315	.287	.829
SW9	2.000	5.000	-1.045	-6.036	.641	1.851
SW8	2.000	5.000	-.781	-4.509	-.006	-.017
SW7	2.000	5.000	-.707	-4.083	.367	1.059
DS10	2.000	5.000	-.494	-2.849	-.400	-1.155
DS9	2.000	5.000	-.725	-4.187	-.075	-.216
DS8	2.000	5.000	-.815	-4.706	.220	.635
DS7	2.000	5.000	-.790	-4.561	.183	.529
KK6	2.000	5.000	-.663	-3.826	.241	.695

Variable	Min	Max	skew	c.r.	kurtosis	c.r.
KK5	2.000	5.000	-.879	-5.074	.276	.796
KK4	2.000	5.000	-.569	-3.283	.087	.252
KK3	2.000	5.000	-.837	-4.833	.362	1.045
KK2	2.000	5.000	-.735	-4.245	-.051	-.149
KK1	2.000	5.000	-.849	-4.902	.573	1.654
SW1	2.000	5.000	-.701	-4.050	-.099	-.285
SW2	2.000	5.000	-.768	-4.436	.258	.745
SW3	2.000	5.000	-.690	-3.984	.119	.344
SW4	2.000	5.000	-.910	-5.253	.454	1.310
SW5	2.000	5.000	-.990	-5.716	.344	.994
SW6	2.000	5.000	-.910	-5.251	.117	.339
DS1	2.000	5.000	-.668	-3.857	.069	.199
DS2	2.000	5.000	-.566	-3.268	.098	.282
DS3	2.000	5.000	-.696	-4.019	.125	.360
DS4	2.000	5.000	-.768	-4.436	.258	.745
DS5	2.000	5.000	-.637	-3.678	.054	.156
DS6	2.000	5.000	-.961	-5.549	.093	.267
O1	2.000	5.000	-.691	-3.990	.076	.221
O2	2.000	5.000	-.802	-4.629	.349	1.006
O3	2.000	5.000	-.566	-3.265	-.144	-.415
O4	2.000	5.000	-.758	-4.376	-.063	-.181
O5	2.000	5.000	-.876	-5.058	.206	.596
O6	2.000	5.000	-.677	-3.907	.345	.996
Multivariate					4.136	.796

Table 4.8showed that the value CR multivariate is 0.796 which means it is already between +2.58 and - 2.58. So that the data in this study can be said to be distributed normally.

Outliers

An outlier is an observation or data that has unique characteristics that look different from other observations and appear in the form of extreme values, both for a

variable and combination variables. Outliers can be evaluated using analysis against

multivariate outliers judging by the value of *Mahalanobis Distance.*

The *Mahalanobis Distance* test is calculatedusing the chi-squarevalue at the

degree *of freedom* of 34 indicators at the p < level of 0.001 using the formula X2 (34;

0.001) = 56.6.The results of the *outliers* analysis as can be seen in Table 4.9.

Table 4.9. Mahalanobis Distance test results

Observation number	Mahalanobis d-squared	p1	p2
92	47.229	.005	.603
102	44.421	.010	.580
155	43.841	.011	.394
69	41.625	.020	.557
135	41.373	.021	.409
78	40.259	.027	.470
172	39.423	.033	.503
60	39.129	.036	.424
140	37.621	.050	.681
158	37.512	.052	.585
99	37.063	.057	.590
169	36.730	.061	.571
86	36.553	.064	.509
80	36.510	.064	.409
112	36.071	.071	.441
134	35.610	.078	.490
74	35.540	.079	.411
145	35.162	.085	.442
149	34.941	.089	.424
75	34.899	.090	.346
166	34.568	.096	.372
136	34.116	.105	.450

In Table 4.9 it is known that the highest mahalanobis d square value is 47,229, so it does not exceed the value of c-square which is 56.6. From these results, it can be concluded that the data is not outliers.

Confirmation Analysis

Confirmation analysis is used to test constructed concepts using multiple measurable indicators. In the first confirmatory analysis seen is the loading factor value of each indicator. *Loading factor* can be used to measure the validity of constructs where a questionnaire is said to be valid if the question is able to reveal something measured by the questionnaire. According to Hair et al., (2003) the minimum number of factor loading is ≥0.5 or ideally ≥0.7. If thereis a value that is still below 0.5, it was removed from the analysis. With a factor loading value in Table 4.10.

Table 4.10. Loading factor value

Indicator		Variable	Estimate
O6	<---	O	.711
O5	<---	O	.733
O4	<---	O	.849
O3	<---	O	.758
O2	<---	O	.723
O1	<---	O	.762
DS6	<---	DS	.639
DS5	<---	DS	.769
DS4	<---	DS	.789
DS3	<---	DS	.757

Indicator		Variable	Estimate
DS2	<---	DS	.775
DS1	<---	DS	.775
SW6	<---	SW	.580
SW5	<---	SW	.318
SW4	<---	SW	.499
SW3	<---	SW	.859
SW2	<---	SW	.863
SW1	<---	SW	.746
KK1	<---	KK	.292
KK2	<---	KK	.320
KK3	<---	KK	.725
KK4	<---	KK	.730
KK5	<---	KK	.753
KK6	<---	KK	.736
DS7	<---	DS	.804
DS8	<---	DS	.756
DS9	<---	DS	.769
DS10	<---	DS	.649
SW7	<---	SW	.503
SW8	<---	SW	.719
SW9	<---	SW	.649
SW10	<---	SW	.650
KK7	<---	KK	.787
KK8	<---	KK	.787

From table 4.10 it is known that all indicators in this study already have loading factor values of more than 0.5 except SW4 and SW5 and KK1 and KK2 so it must be dropped from the analysis. After 4 invalid indicators are dropped, it can be concluded that all indicators in this study can be said to be valid.

Reliability Test

The reliability coefficient ranged from 0-1 so the higher the coefficient (close to number 1), the more reliable the measuring instrument. Reliabity of the contract is good if *the construct reliability* value> 0.7 and the variance *extracted* valueis > 0.5 (Yamin & Kurniawan, 2009). From the results of the calculation, it was obtained hasilReliability Test in Table 4.11.

Table 4.11. Reliability Test Results

Indicators	Loading Standards	Loading Standard²	Measurement Error	CR	VE
O5	0,734	0,539	0,461		
O4	0,844	0,712	0,288		
O3	0,751	0,564	0,436	0,9	0,6
O2	0,737	0,543	0,457		
O1	0,766	0,587	0,413		
DS7	0,822	0,676	0,324		
DS8	0,769	0,591	0,409		
DS9	0,723	0,523	0,477		
DS10	0,647	0,419	0,581	0,9	0,6
DS6	0,651	0,424	0,576		
DS5	0,73	0,533	0,467		
DS4	0,806	0,650	0,350		
DS3	0,793	0,629	0,371		
SW7	0,527	0,278	0,722		
SW8	0,746	0,557	0,443		
SW9	0,667	0,445	0,555		
SW10	0,683	0,466	0,534	0,9	0,5
SW6	0,604	0,365	0,635		
SW3	0,74	0,548	0,452		
SW2	0,766	0,587	0,413		
SW1	0,749	0,561	0,439		
KK3	0,738	0,545	0,455		
KK4	0,78	0,608	0,392	0,9	0,6
KK5	0,74	0,548	0,452		
KK6	0,71	0,504	0,496		

Indicators	Loading Standards	Loading Standard²	Measurement Error	CR	VE
KK7	0,757	0,573	0,427		
KK8	0,832	0,692	0,308		

From Table 4.11 it can be known that the construct *reliability* of all variables has shown ≥ 0.7. As for variance extracted in this study, each variable also has a value of ≥ 0.5. So it can be concluded that the questionnaire used for this research is declared reliable.

Test Goodness of Fit

Furthermore, the conformity test of the confirmatory model is tested using the *Goodness of* Fit *Index*. Hair et al., (2003) divided the GOFI *(Goodness of* Fit *Index)* criteria into 3 types of criteria namely *absolute fit indices, incremental fit indices* and *parsimony fit indices.*Of the three types of GOFI as a whole there were 25 criteria, but according to Hair et al., (2003) in the SEM-Amos analysis required all criteria to be met, 4-5 criteria were sufficient as long as there were criteria that represent the three types of GOFI criteria.

In this study, researcher took several criteria from each type of GOFI namely Chisquare probability and GFI representing *absolute fit indices,* CFI and TLI representing incremental *fit indices,*then PGFI and PNFI representing *parsimony fit indices.*The results of the confirmation analysis can be seen in Figure 4.2.
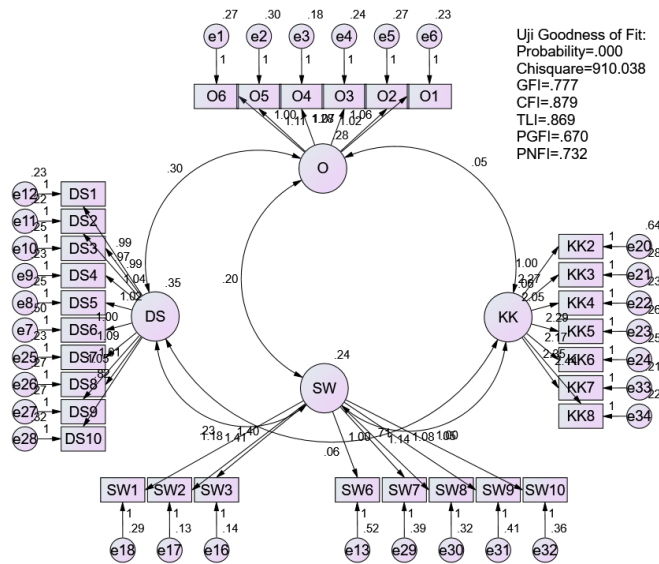
Figure 4.2. Confirmatory analysis results

The results of Goodness of Fit are as in Table 4.12.

Table 4.12 Goodness of fit test results confirmatory analysis

Index Fit	**Goodness of Fit**	**Criterion**	**Cut-off value**	**Information**
Absolute Fit	Chisquare	Small	910,038	Not Fit
	Probability	≥ 0.05	0,000	Not Fit
	GFI	≥ 0.90	0,777	Not Fit
Incremental Fit	CFI	≥ 0.90	0,879	Marginal Fit
	TLI	≥ 0.90	0,869	Marginal Fit
Parsimony Fit	PGFI	≥ 0.60	0,670	Fit
	PNFI	≥ 0.60	0,732	Fit

From the results of the goodness of fit test in table 4.12 it is seen that there were still 3 criteria that were not fit. Therefore, to increase the GOF value, it is necessary to modify the model that refers to the *modification index* table byproviding

a covariance relationship or eliminating indicators that have a high MI (Modification Index) value.

Steps 5 and 6: Model Modifications and a complete GOF model test

Here is a research model that has been modified by referring to the *modification index* table by providing covariance relationships or eliminating indicators that have high MI (Index Modification Index) values.

After modification of the results showed that the value of Goddness of Fit has met all the criteria even with 1 criterion is still marginal fit, but according to Hair et al., (2003) the marginal value of fit is still tolerable so that the model in this study can be said to be Fit as in table 4.13
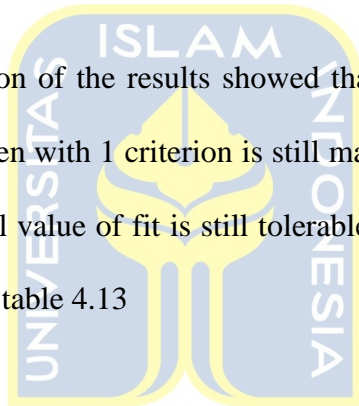
Table 4.13 Goodness of Fit Values after Modifications

Index Fit	**Goodness of Fit**	**Criterion**	**Cut-off value**	**Information**
	Chisquare	Small	305,610	Fit
Absolute Fit	Probability	≥ 0.05	0,431	Fit
	GFI	≥ 0.90	0,903	Fit
Incremental	CFI	≥ 0.90	0,999	Fit
Fit	TLI	≥ 0.90	0,999	Fit
Parsimony	PGFI	≥ 0.60	0,722	Fit
Fit	PNFI	≥ 0.60	0,788	Fit

Step 7 of the Hypothesis Test

The next analysis is the analysis *of the Structural Equation Model* (SEM) in full model to test the hypotheses developed in this study. The results of the *regression weight* test in this study were as in figure 4.4 and Table 4.14.
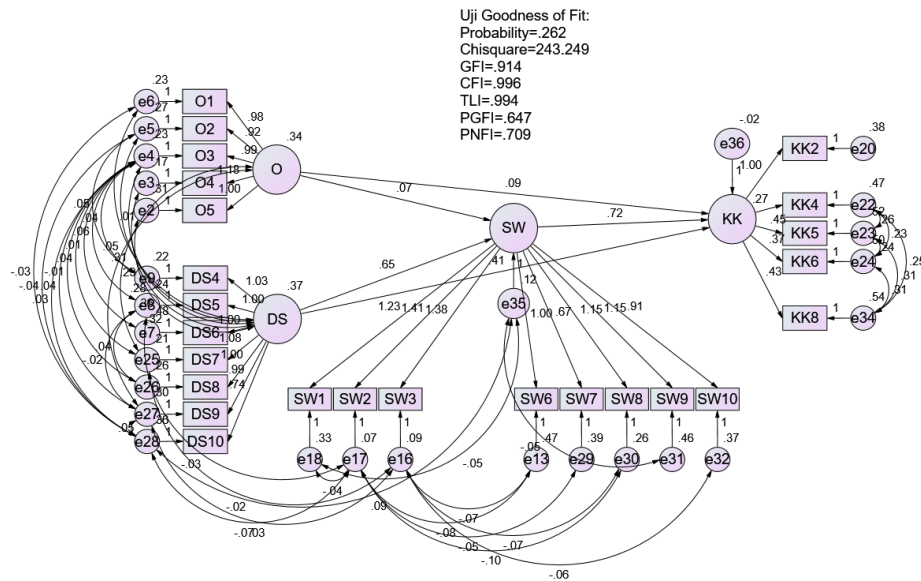
Figure 4.4. Final Model After Modification

Table 4.14. Regression *weight* test results

		Estimate	S.E.	C.R.	P	Information
SW <---	O	.073	.030	2.445	.014	Positive Significant
SW <---	DS	.651	.096	6.780	.000	Positive Significant
KK <---	SW	.718	.146	4.934	.000	Positive Significant
KK <---	O	.085	.042	2.040	.041	Positive Significant
KK <---	DS	.413	.116	3.551	.000	Positive Significant

The results of hypothesis testing can be seen by looking at the Critical *Ratio* (CR) and *probability* (P) values of data processing results.The direction of the relationship between varabel can be seen from theestimate value, if the estimatevalue is positive then the relationship between the variables is positive, while if the estimate value is negative then the relationship is negative. Furthermore, apabila test result shows a CR value above 1.96 and a probability value (P) below 0.05/5% then the relationship between exogenous and endogenous variables is significant. In detail testing of research hypotheses will be discussed gradually according to the hypothesis that has been submitted. The results of the analysis in Table 4.14 show that:

1. Optimism (O) had a positive and significant effect on *subjective well-being* (KP). The result is provenby a positive estimate value of 0.073, a t-statistical value above 1.96 which is 2.445 and a P-Value value below 0.05 which is 0.014. H1 is supported.

2. Social support (DS) had a positive and significant effect on *subjective well-being* (KP). The result is proven by a positive estimate value of 0.652, a t-statistical value above 1.96 which is 6,780 and a P-Value value below 0.05 which is 0.000.H2 is supported.

3. *Subjective well-being* (KP) had a positive and significant effect on employee performance (KK).The result is provenby a positive estimate value of 0.718, a t-statistical value above 1.96 which is 4.934 and a P-Value value below 0.05 which is 0.000.H3 is supported.

4. Optimism (O) had a positive and significant effect on employee performance (KK). The result is provenby a positive estimate value of 0.085, a t-statistical value above 1.96 which is 2.040 and a P-Value value below 0.05 which is 0.041.H4 is supported.

5. Social support (DS) had a positive and significant effect on employee performance (KK). The result is provenby a positive estimate value of 0.413, a t-statistical value above 1.96 which is 3.551 and a P-Value value below 0.05 which is 0.000.H5 is supported.

Mediation Testing

Mediation testing is seen from the significance of indirect influences between variables as seen from table *indirect effect-two tailed* significance. The effect of mediation can be seen from the value of significance in the *indirect effect-two tailed significance* table, if the significance value<0.05 then the effect of mediation can be said to be significant the results of indirect influence analysis are shown in table 4.15. The author uses regression spss analysis to examine the mediating effect from this model of research

Table 4.15. Mediation test results

Mediation Relationship	Significance Value	Information
O – SW – KK	0,012	Significant mediation
DS – SW - KK	0,008	Significant mediation

Source:Attachments on the indirect *effect-two tailed significance* table

From table 4.16. It can be concluded that:

1. *Subjective well-being* (SW) was able to significantly mediate the relationship
    between optimism (O) and employee performance (KK). The results were
    proven with a significance value of <0.05 which is 0.012, so that H6 in this
    study is supported.

2. *Subjective well-being* (SW) was able to significantly mediate the relationship
    between social support (DS) and employee performance (KK). The results
    were proven with a significance value of <0.05 which is 0.008, so that H7 in
    this study is supported.

The results of this study stated that all hypotheses in this study were supported by
the results of recapitulation as showed:

Table 4.16
Results Recapitulation Table

Hypothesis	Variable Relationship	Significance Value	Information
H1	O – SW	0,014	Positive Significant
H2	DS – SW	0,000	Positive Significant
H3	SW – KK	0,000	Positive Significant
H4	O – KK	0,041	Positive Significant
H5	DS – KK	0,000	Positive Significant

| H6 | O – SW – KK | 0,012 | Significant mediation |
| H7 | DS – SW – KK | 0,008 | Significant mediation |

4.3 Discussion

The study analyzed 4 variables related to the performance of online drivers, namely the influence of optimism (O) and social-support (DS) on subjective *well-being* (SW) and employee performance (KK). The study also analyzed the effect of *subjective well-being* (SW) on employee performance (KK) as well as the effect of *subjective well-being* (SW) mediation. The analysis in this study was conducted by *structural equation modeling* (SEM) using AMOS software.4 variables and 7 hypotheses developed by researcher based on previous theories and research was analyzed in this study. The results of the analysis showed that all the hypotheses in the study were supported.

4.3.1 The Effect of Optimism on *Subjective Wellbeing*

The first hypothesis in this study was optimism has a positive and significant effect on *subjective well-being*. The results of the analysis in this study showed that the first hypothesis was supported so it was proven that by increasing optimism then *subjective well-being* was increased significantly. The results of the first hypothesis test were supported by Jibeen (2014; Wani & Khan, 2015; Joo & Park,2013). Lai's

research (2015) gave the distinct result that optimism does not have a significant influence on subjective *well-being,* but the majority of the literature supports the results of the analysis in this study.

Some previous literature revealed that one of the factors that can increase *subjective well-being* was optimism. The relationship between optimism to *subjective well-being* was also discussed by some previous studies that optimism can have a significant influence on subjective *wells-being* such as research based on the above understanding in the study Duy & Yıldız (2017)produced self-esteem significantly mediating the relationship between optimism and subjective well-being.

From the results of this research analysis, Gojek employees and partners were expected to be able to increase their optimism. Good optimism included three aspects: *permanence, pervasiveness* and *personalization* (Seligman, 1991). With good optimism, *subjective wellbeing* also improved.

4.3.2 The Effect of Social Support on *Subjective Wellbeing*

The second hypothesis in the study wassocial support had a positive and significant effect *on subjective well-being.*The results of the analysis in this study supported the second hypothesis so that it was statistically proven that social support for gojek employees and partners was able to improve their *subjective well-being.* These results were supported by some previous research by Schnettler et al. (2015; Matsuda et al. 2014; Tian et al., 2015).

Different results were shown by findings from Siedlecki et al. (2014) which stated that there was no significant influence between social support and subjective *well-being.* Goldwurm et al., (2003) stated that subjective *well-being* was at the core of a quality of life that depends on objective and subjective factors. In addition to optimism, a factor that can increase subjective *well-being* was social support. Social support was information that led the subject to believe that he or she is loved, valued, and included in the Commons network of obligations (Gülaçti, 2010).

From the results of the second hypothesis analysis, Gojek employees and partners were expected to be able to increase the social support received. Social support covered several aspects including emotional support, award support, instrumental support, informative support and social networking support (Sarafino, 2002). With the increase in social support, subjective *well-being* of gojek employees and staff increased.
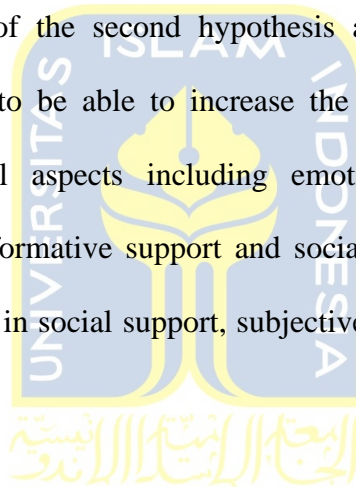
4.3.3 The Effect of *Subjective Wellbeing* on Employee Performance

The third hypothesis in this study was *subjective well-being* positively and significantly effected employee performance. The results of the analysis in this study showed that the third hypothesis was supported so that subjective *well-being* was able to improve employee performance. The results of the study were in line with research conducted by Priatna et al. (2020;Çankir & Şahin, 2018)and rejected the research of Garrido et al. (2017; Darvishmotevali & Ali 2020).

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Rabenuet al. (2017) research presented questionnaire results of 554 employees which showed a significant relationship between psychological and coping. Coping strategies in terms of change partially mediated the relationship between psychological equality and well-being and performance outcomes. Coping strategies in terms of withdrawal partially mediated the relationship between psychological equality and performance. Psychological well-being was found to have a strong, positive, and direct correlation with well-being and performance. Psychological equality seemed to have a strong, direct, and significant influence on dependent variables.

The results of the third hypothesis analysis showed that *subjective well-being* employees and staff of gojek should be improved. In improving *subjective well-being,* it is necessary to pay attention to several aspects including *hedonic well-being, eudainomic well-being,* social well-being*, physical well-being* and financial *well-being.* With the increase in subjective *well-being,* the performance of gojek employees and partners was increasing.

4.3.4 The Effect of Optimism on Employee Performance

The fourth hypothesis in the study was optimism had a positive and significant effect on employee performance. The results of the analysis in this study supported the fourth hypothesis and it was proven that increased optimism could spur significantly improved employee performance. The results of the analysis in this study were supported by some previous research by Ali & Zaman (2014;Icekson et al.

2019; Joo & Park, 2013) and gave different results from the findings by Daukantait &

Zukauskiene (2012).

Wani & Khan (2015) stated that optimists are people with good expectations about the future. Such expectations should make success on a particular problem seem more likely and should therefore encourage ongoing problem-solving efforts, resulting in better results. Optimism is a characteristic of a fixed personality associated with positive expectations about future events. Optimists expect positive consequences to happen to them because pessimists expect negative consequences on them (Duy & Ali, 2017).

From the results of the fourth hypothesis test, the management of gojek human resources should be able to increase the optimism of gojek employees and partners. The growing optimism in gojek employees and partners proved to be able to have a positive and significant impact on performance.

4.4.5 The Effect of Social Support on Employee Performance

The fifth hypothesis in this study was social support had a positive and significant effect on employee performance. The results of the analysis in this study supported the fifth hypothesis so as to prove that the greater social support received by employees, the better their performance. The results of the fifth hypothesis test were supported by several previous studies by Putra et al., (2021;Novitasari et al.2021;Tian et al.2015;Li et al.2014)

Putra et al, (2021) concluded that all social support factors consisting of supervisor support, peer support, and family support had a positive and significant

effect on performance. While supervisor support did not have a significant effect on the performance of lecturers. This new research proposed a model to build the performance of *PTS* lecturers in Indonesia through increasing social support for the absorption of lecturers. These results were supported by research conducted by Novitasari et al, (2021).

The results of the fifth hypothesis analysis showed that social support had an important role in improving employee performance and partner performance at Gojek. Social support covered several aspects including emotional support, award support, instrumental support, informative support and social networking support (Sarafino, 2002).

4.4.6 Effect of *Subjective Well-being* Mediation on the Relationship Between Optimism and Employee Performance

The sixth hypothesis in the study was *subjective well-being* that was able to significantly mediate the relationship between optimism and employee performance. The results of the analysis in this study showed that the sixth hypothesis was supported so it was proven that the influence of optimism on employee performance were strongly mediated by subjective *well-being*. These results were supported by several previous studies by Çankir & Şahin (2018).

Jibeen (2014; Cha, 2003; Daukantait & Zukauskiene, 2012) stated that optimism is one of the factors that can affect the subjective well-being component with indicators of global life satisfaction, positive influences and negative influences and subjective well being had a direct effect of optimism on global life satisfaction.

The results of the third hypothesis analysis have shown that *subjective well-being* employees and staff of gojek should be improved. In improving *subjective well-being,* it is necessary to pay attention to several aspects including *hedonic wellbeing, eudainomic well-being,* social well-being*, physical well-being* and financial *well-being.* With the increase in subjective *well-being,* the performance of gojek employees and partners was increasing.

4.4.7 Effect of *Subjective Wellbeing* Mediation on the Relationship Between Social Support and Employee Performance

The sixth hypothesis in the study was *subjective wellbeing* that was able to significantly mediated the relationship between social support and employee performance. The results of the analysis in this study showed that the sixth hypothesis was supported so it was proven that the influence of social support on employee performance was increasingly mediated by subjective *wellbeing.* These results were supported by several previous studies by Garrido et al. (2017; Rabenu et al. 2017).

Garrido et al. (2017) usedindependent Variables: *Existence* and *Accessibility,* Mediation Variables: *Employee well-being and* Dependent Variables: *Performance.*Results obtained showedthat existence and accessibility to different types of *work-family* policies such as flexible working hours (flexible time), sabbaticals, and flexible work locations (flexible places) were not directly related to work performance, but indirectly, when mediated by employee welfare resulting from

work-family policies. Correspondingly, correct access to employee and family support services also hadan indirect positive impact on the resulting welfare-mediated work performance. Conversely, the existence of employee and family support services alone had no direct or indirect influence on work performance. The results were supported by the research of Rabenu et al. (2017).

The results of the seventh analysis showed that *subjective wellbeing* has an important role in mediating the relationship between social support and employee performance. Performance is the key to the success of the company. Good employee pefformanceespecially in the case of Gojek covered several aspects including transaction quantity, quality of service, punctuality and effectiveness of work(Mathis & Jackson, 2006).
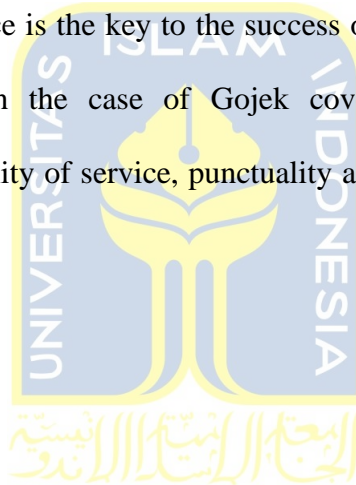
CHAPTER V

CONCLUSION

5.1 Conclusion

The study analyzed 4 variables related to the performance of online drivers, namely the influence of optimism (O) and social support (DS) on subjective *wellbeing* (SW) and employee performance (KK). The study also analyzed the effect of *subjective wellbeing* (SW) on employee performance (KK) as well as the effect of *subjective wellbeing* (SW) mediation. The analysis in this study was conducted by *structural equation modeling* (SEM) using AMOS software.4 variables and 7 hypotheses developed by researcher based on previous theories and was analyzed in this study. The results of the analysis showed that:

1. Optimism (O) had a positive and significant effect on *subjective wellbeing* (KP). H1 was supported.

2. Social support (DS) had a positive and significant effect on *subjective wellbeing* (KP). H2 was supported.

3. *Subjective wellbeing* (KP) hada positive and significant effect on employee performance (KK). H3 was supported.

4. Optimism (O) hada positive and significant effect on employee performance (KK). H4 was supported.

5. Social support (DS) hada positive and significant effect on employee performance (KK). H5 was supported.

6. *Subjective wellbeing* (SW) had able to significantly mediate the relationship between optimism (O) and employee performance (KK). The H6 in this study was supported.

7. *Subjective wellbeing* (SW) was able to significantly mediate the relationship between social support (DS) and employee performance (KK). Thus, H7 in this study was supported.

5.2 Recommendation

From the results of the analysis in this study the authors recommend some good advice to managers and employees and partners of Gojek and subsequent research includes:

1. For managers, employees, and gojek partners are advised to pay more attention and emphasize optimism and social support for gojek employees andpartners because it is proven to be able to improve subjective *wellbeing* and employee performance.

2. From the results of the questionnaire spread it was obtained that the variable that had the lowest average was the social support variable with an average of 4.16. The results showed that Gojek employees and partnerswere still lacking in social support. Therefore, the company is expected tobe able to strive for better social support for Gojek employees and partners.

3. Researchers are further advised to expand the scope of the study and compare or blend other variables in an effort to improve patient satisfaction and interest in re-visits.

Problem Limitations

Based on the background and identification of the problems that have been outlined in the previous sub-chapter discussion, the authors limited the problems in the study, namely related to employee performance, *subjective well-being,* optimism and social support.
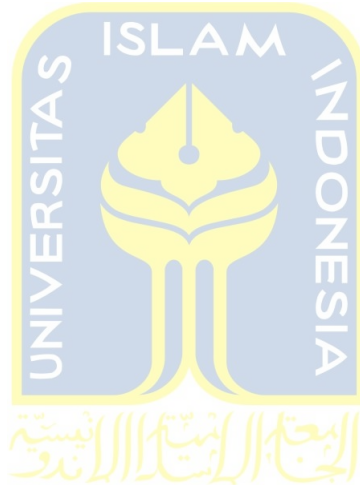
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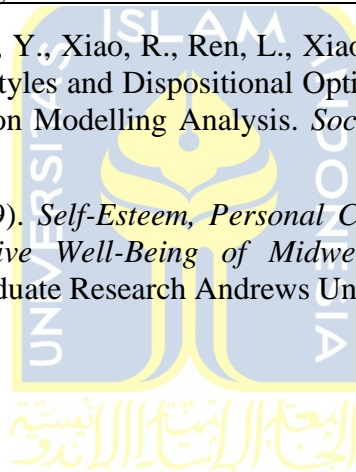
ATTACHMENT

KUESIONER PENELITIAN

Kepada:

Yth: Bapak/Ibu/Saudara/i

Di Tempat

Saya adalah mahasiswa Universitas Islam Indonesia yang saat ini sedang melakukan penelitian dengan judul "Peran Optimisme, Dukungan Sosialdan Subjective Well-being (SWB) Dalam Meningkatkan Kinerja Karyawan "untuk kepentingan penelitian tersebut kami menyusun kuesioner yang di dalamnya terdapat pertanyaan-pertanyaan yang dimaksudkan kepada Bpk/Ibu/saudara/i, khususnya berkenan dengan Optimisme, Dukungan Sosial, Subjective Well-being (SWB) dan Kinerja Karyawan.

Berkaitan dengan hal tersebut, saya mohon bantuan kepada Bapak/ibu/saudara/i untuk bersedia mengisi kuisoner sesuai dengan pernyataan-pernyataan yang tertera berikut ini. BantuanBapak/ibu/saudara/I sangat saya harapkan demi terselesainya penelitian ini. Jawaban dan identitas responden akan terjamin kerahasiaannya demi kenyamanan privasi anda.

Atas bantuan dan kesediaan Bapak/ibu/saudara/saudari dalam mengisi kuisoner ini, dengan rendah hati saya ucapkan terimaksih.

Hormat Saya

Mochamad Rizki

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I. Identitas Responden

1. Jenis Kelamin   : a. Laki-laki

                            b. Perempuan

2. Usia   : a. 20 – 30 tahun

                            b. 31 – 40 tahun

                            c. 41 – 50 tahun

3. Pendidikan   : a. SD

                            b. SMP

                            c. SMA

                            d. S1

                            e. S2

II. Beri jawaban atas pernyataan-pernyataan di bawah ini dengan cara memberi tanda √ pada salah satus kor yang ada, yaitu 1 sampai dengan 7 untuk setiap pernyataan dengan ketentuan:

1. Sangat Tidak Setuju diberi skor 1
2. Tidak Setuju diberi skor 2
3. Cukup Setuju diberi skor 3
4. Setuju diberi skor 4
5. Sangat Setuju diberi skor 5

A. Optimisme

	Pernyataan	1	2	3	4	5
1	Setiap permasalah anakan ada solusinya					
2	Saya yakin hal buruk akan cepat berlalu					
3	Masalah pekerjaan tidak mengganggu urusan keluarga					
4	Masalah keluarga tidak mengganggu urusan pekerjaan					
5	Saya adalah orang yang percayadiri					

6	Saya yakin saya akan sukses					

B. DukunganSosial

	Pernyataan	1	2	3	4	5
1	Saya mendapat empati dari orang lain ketika dalam masalah					
2	Orang lain mendukung yang saya upayakan dan cita-citakan					
3	Prestasi dan capaian yang saya capai sudah dihargai dengan baik					
4	Pendapat saya di terima, di dengar dan di tanggapi dengan baik					
5	Saya mendapat pertologan ketika membutuhkan					
6	Saya mendapat hak dan kewajiban yang layak					
7	Saya mudah mendapat informasi dari orang lain terkait pekerjaan					
8	Saya dan rekan kerja sering berkumpul dan berdiskusi					
9	Rekan saya mengajak saya bertemu dan bercanda					
10	Saya dan rekan-rekan sering melakukan aktivitas sosial					

C. Subjective Well-being

	Pernyataan	1	2	3	4	5
1	Saya menikmati aktivitas yang sayalakukan					
2	Saya mudah bergaul dengan orang					
3	Saya percaya diri dalam menghadapi masalah					
4	Saya mampu merencanakan masa depan					
5	Saya memiliki seseorang yang dapat diandalkan					
6	Saya betah bersosialisasi dengan masyarakat					
7	Kondisi fisik saya sehat					
8	Saya puas dengan penampilan fisik saya					
9	Kebutuhan hidup saya tercukupi					
10	Saya memiliki tabungan yang cukup					

D. KinerjaKaryawan

	Pernyataan	1	2	3	4	5
1	Kami menyelesaikan pekerjaan sesuai dengan job dan diskripsi					
2	Kami mencapai target kinerja sesuai target perusahaan dan target pribadi					
3	Pelayanan kami disukai konsumen					
4	Pelayanan kami lebih baik dari pesaing					
5	Kami menyelesaikan tugas tepatwaktu					
6	Kami berangkat kerja tepat waktu					
7	Kami melakukan pekerjaan sesuai keahlian yang kami miliki					
8	Proses dan layanan kerja kami sudah efektif					

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
O1	200	2	5	4.23	.742
O2	200	2	5	4.25	.749
O3	200	2	5	4.16	.749
O4	200	2	5	4.21	.801
O5	200	2	5	4.25	.805
O6	200	2	5	4.14	.746
DS1	200	2	5	4.19	.757
DS2	200	2	5	4.12	.741
DS3	200	2	5	4.17	.771
DS4	200	2	5	4.18	.781
DS5	200	2	5	4.11	.782
DS6	200	2	5	4.16	.925
DS7	200	2	5	4.18	.805
DS8	200	2	5	4.21	.793
DS9	200	2	5	4.17	.811
DS10	200	2	5	4.16	.749
SW1	200	2	5	4.18	.796
SW2	200	2	5	4.18	.781

SW3	200	2	5	4.14	.783
SW4	200	2	5	4.13	.841
SW5	200	2	5	4.14	.897
SW6	200	2	5	4.18	.874
SW7	200	2	5	4.23	.716
SW8	200	2	5	4.23	.798
SW9	200	2	5	4.24	.834
SW10	200	2	5	4.16	.775
KK1	200	2	5	4.14	.794
KK2	200	2	5	4.12	.842
KK3	200	2	5	4.22	.782
KK4	200	2	5	4.21	.704
KK5	200	2	5	4.29	.767
KK6	200	2	5	4.18	.740
KK7	200	2	5	4.24	.752
KK8	200	2	5	4.25	.777
Valid N (listwise)	200				

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
SW	<---	O	.073	.030	2.445	.014	
SW	<---	DS	.651	.096	6.780	***	
KK	<---	SW	.718	.146	4.934	***	
KK	<---	O	.085	.042	2.040	.041	
KK	<---	DS	.413	.116	3.551	***	
O5	<---	O	1.000				
O4	<---	O	1.179	.104	11.327	***	
O3	<---	O	.987	.096	10.251	***	
O2	<---	O	.924	.096	9.613	***	
O1	<---	O	.978	.095	10.247	***	
DS6	<---	DS	1.000				
DS5	<---	DS	1.000	.105	9.489	***	
DS4	<---	DS	1.028	.106	9.738	***	

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			Estimate	S.E.	C.R.	P	Label
SW6	<---	SW	1.000				
SW3	<---	SW	1.380	.159	8.691	***	
SW2	<---	SW	1.415	.162	8.732	***	
SW1	<---	SW	1.227	.156	7.879	***	
KK2	<---	KK	1.000				
KK4	<---	KK	.269	.083	3.219	.001	
KK5	<---	KK	.450	.092	4.915	***	
KK6	<---	KK	.374	.088	4.253	***	
DS7	<---	DS	1.077	.109	9.887	***	
DS8	<---	DS	1.004	.107	9.387	***	
DS9	<---	DS	.987	.109	9.031	***	
DS10	<---	DS	.743	.097	7.665	***	
SW7	<---	SW	.674	.111	6.093	***	
SW8	<---	SW	1.152	.142	8.143	***	
SW9	<---	SW	1.151	.160	7.196	***	
SW10	<---	SW	.911	.125	7.266	***	
KK8	<---	KK	.430	.093	4.642	***	

Indirect Effects - Two Tailed Significance (BC) (Group number 1 - Default model)

	DS	O	SW	KK
SW	...	...	...	...
KK	.008	.012	...	...
KK8	.004	.014	.007	...
SW10	.007	.010	...	...

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	DS	O	SW	KK
SW9	.007	.006	...	...
SW8	.007	.009	...	...
SW7	.014	.006	...	...
DS10	...	...	...	...
DS9	...	...	...	...
DS8	...	...	...	...
DS7	...	...	...	...
KK6	.004	.008	.014	...
KK5	.010	.014	.012	...
KK4	.023	.034	.031	...
KK2	.012	.029	.026	...
SW1	.007	.010	...	...
SW2	.007	.012	...	...
SW3	.006	.011	...	...
SW6	.005	.008	...	...
DS4	...	...	...	...
DS5	...	...	...	...
DS6	...	...	...	...
O1	...	...	...	...
O2	...	...	...	...
O3	...	...	...	...
O4	...	...	...	...
O5	...	...	...	...
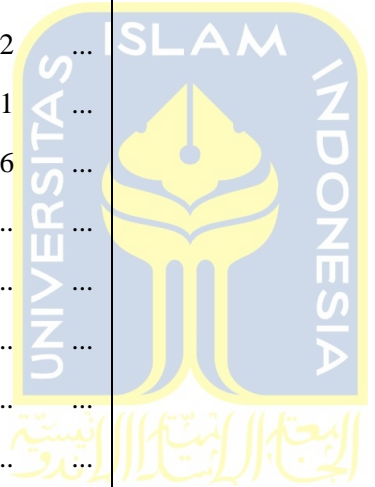
Model Fit Summary

CMIN

Type	NPAR	CMIN	DF	P	CMIN/DF
Default model	95	243.249	230	.262	1.058
Saturated model	325	.000	0		
Independence model	25	3248.794	300	.000	10.829

RMR, GFI

Type	RMR	GFI	AGFI	PGFI
Default model	.030	.914	.879	.647
Saturated model	.000	1.000		
Independence model	.264	.177	.109	.164

Baseline Comparisons

Type	NFIDelta1	RFIrho1	IFIDelta2	TLIrho2	CFI
Default model	.925	.902	.996	.994	.996
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Type	PRATIO	PNFI	PCFI
Default model	.767	.709	.763
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Type	NCP	LO 90	HI 90

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Type	NCP	LO 90	HI 90
Default model	13.249	.000	54.750
Saturated model	.000	.000	.000
Independence model	2948.794	2769.278	3135.661

FMIN

Type	FMIN	F0	LO 90	HI 90
Default model	1.222	.067	.000	.275
Saturated model	.000	.000	.000	.000
Independence model	16.326	14.818	13.916	15.757

RMSEA

Type	RMSEA	LO 90	HI 90	PCLOSE
Default model	.017	.000	.035	1.000
Independence model	.222	.215	.229	.000

AIC

Type	AIC	BCC	BIC	CAIC
Default model	433.249	461.804	746.590	841.590
Saturated model	650.000	747.688	1721.953	2046.953
Independence model	3298.794	3306.308	3381.252	3406.252

ECVI

Type	ECVI	LO 90	HI 90	MECVI
Default model	2.177	2.111	2.386	2.321
Saturated model	3.266	3.266	3.266	3.757
Independence model	16.577	15.675	17.516	16.615

HOELTER

Type	HOELTER.05	HOELTER.01
Default model	218	232
Independence model	21	23

INITIAL MODIFICATIONS
Covariances: (Group number 1 - Default model)

			M.I.	Par Change
e33	<-->	DS	6.412	.026
e33	<-->	O	7.294	-.026
e32	<-->	SW	8.813	-.043
e32	<-->	DS	7.859	.034
e30	<-->	SW	5.047	-.031
e30	<-->	e32	5.495	.060
e28	<-->	SW	28.091	.073
e27	<-->	O	4.350	.021
e27	<-->	e32	4.023	-.047
e27	<-->	e28	5.246	.050
e26	<-->	O	5.550	-.024
e25	<-->	e28	4.013	-.041
e25	<-->	e27	6.933	-.050
e22	<-->	e34	5.893	-.045
e21	<-->	e22	6.955	.054
e20	<-->	KK	17.397	-.058
e20	<-->	SW	18.259	.082
e20	<-->	e28	14.975	.128

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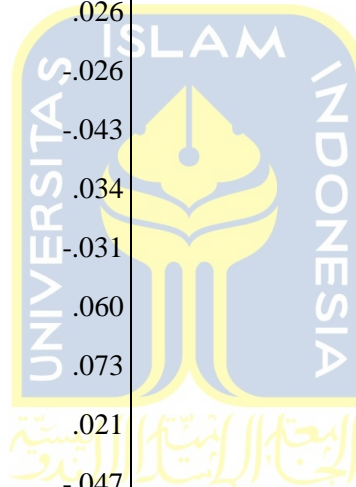
		M.I.	Par Change
e18 <-->	SW	4.961	-.029
e17 <-->	SW	8.277	.027
e17 <-->	O	4.113	-.016
e17 <-->	e30	10.742	-.056
e17 <-->	e29	8.762	-.055
e17 <-->	e18	7.955	-.046
e16 <-->	SW	11.989	.033
e16 <-->	DS	6.639	-.022
e16 <-->	e32	17.952	-.077
e16 <-->	e31	6.329	-.049
e16 <-->	e30	4.881	-.038
e16 <-->	e28	13.549	.064
e16 <-->	e27	5.827	.039
e16 <-->	e25	9.641	-.047
e16 <-->	e17	83.401	.108
e13 <-->	KK	4.186	-.026
e13 <-->	SW	7.448	-.047
e13 <-->	DS	4.271	.030
e13 <-->	e21	7.263	-.080
e13 <-->	e20	5.240	.096
e13 <-->	e17	5.019	-.048
e13 <-->	e16	4.674	-.047
e12 <-->	O	4.920	.021
e12 <-->	e33	15.928	.071
e11 <-->	KK	4.219	-.017
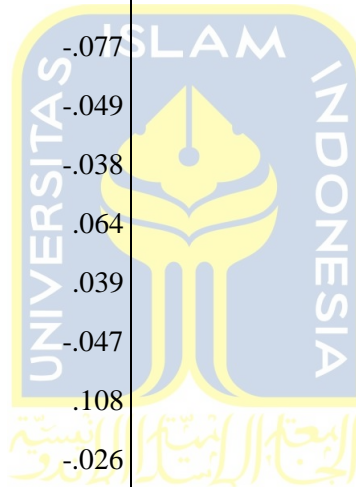
		M.I.	Par Change
e11 <--> O		7.438	.025
e11 <--> e27		5.681	.044
e11 <--> e26		4.045	-.037
e11 <--> e22		13.775	.065
e10 <--> e34		13.432	.071
e10 <--> e25		8.054	.052
e10 <--> e17		4.629	.033
e10 <--> e12		4.189	-.037
e10 <--> e11		16.725	-.073
e9 <--> KK		5.498	-.020
e9 <--> e25		4.503	.037
e9 <--> e16		5.727	-.036
e8 <--> SW		5.891	-.030
e8 <--> DS		6.928	.027
e8 <--> e33		8.029	.053
e8 <--> e27		6.364	-.049
e8 <--> e26		9.718	.061
e8 <--> e25		7.737	.051
e7 <--> e10		5.304	.061
e7 <--> e8		4.219	.054
e6 <--> SW		5.041	.027
e6 <--> e33		6.754	-.047
e6 <--> e23		5.866	.047
e6 <--> e10		5.785	-.045
e5 <--> e28		5.603	-.052
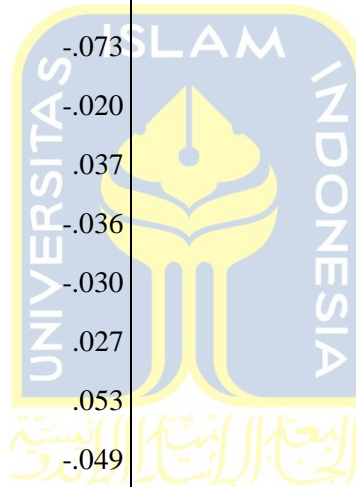
	M.I.	Par Change
e5 <--> e9	6.534	.048
e4 <--> e33	6.911	-.048
e4 <--> e26	6.257	-.048
e4 <--> e21	8.847	.061
e4 <--> e11	12.048	.061
e4 <--> e10	4.067	-.038
e2 <--> e23	7.316	.059
e2 <--> e21	4.526	-.049
e1 <--> e24	20.452	.092

FINAL MODIFICATION
Covariances: (Group number 1 - Default model)

	M.I.	Par Change
e17 <--> DS	5.022	.016
e17 <--> O	4.782	-.016
e17 <--> e29	4.208	-.029
e16 <--> DS	6.535	-.018
e13 <--> KK	4.815	-.062
e13 <--> e21	5.012	-.063
e10 <--> e34	12.087	.062
e9 <--> KK	6.213	-.048
e9 <--> e34	4.548	-.037
e8 <--> e34	6.028	-.043
e8 <--> e33	8.658	.051
e8 <--> e23	4.361	.039

	M.I.	Par Change
e7 <--> e17	4.109	.033
e6 <--> SW	4.685	.023
e6 <--> e33	4.898	-.039
e6 <--> e28	4.665	-.038
e6 <--> e16	4.916	.025
e4 <--> e33	7.220	-.049
e4 <--> e21	6.797	.052
e2 <--> e23	6.579	.056
e2 <--> e21	4.598	-.048