

The Effect of Positive Emotions on Employee Performance: The Mediating Role of Turnover Intention

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ABSTRACT

Objective: This study investigates the effect of positive emotions on employee performance, with turnover intention as a mediating variable, in the context of Islamic banking. It seeks to determine whether positive emotions directly enhance performance and indirectly do so by reducing turnover intention.

Methodology: A quantitative survey was conducted among employees of four Islamic banks in North Maluku: Bank Muamalat, Bank Syariah Indonesia (BSI), Bank Pembiayaan Rakyat Syariah (BPRS), and Bobato Lestari Syariah comprising 185 employees. Using Slovin's formula with a 5% margin of error, 127 respondents were selected through simple random sampling (SRS). The sample size exceeded the minimum requirement for PLS-SEM based on Cohen's guideline and G*Power analysis. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.1.1.4, evaluating both direct and mediating effects.

Findings: Results indicate that positive emotions significantly reduce turnover intention and enhance employee performance. Turnover intention negatively affects performance and partially mediates the relationship between positive emotions and performance.

Conclusion: Strengthening positive emotions is essential for improving employee performance and reducing turnover intention in Islamic banks. Theoretically, this study extends the Broaden-and-Build Theory by incorporating religious values as context-specific resources in organizational behavior. Practically, management is encouraged to foster positive emotions through programs grounded in Islamic values such as gratitude, sincerity, and togetherness, thereby supporting employee well-being and organizational sustainability.

Keyword : Positive Emotions, Turnover Intention, Employee Performance, Islamic Banking.

Introduction

In today's complex work environment, organizations are required not only to maximize productivity but also to maintain employees' psychological well-being. Grounded in Fredrickson's Broaden-and-Build Theory (2001), as cited by Malik & Garg (2020), positive emotions such as enthusiasm, happiness, and pride expand attentional scope and cognitive flexibility, while building long-term psychological resources (e.g., resilience and relationship quality). Consistent with this, both theoretical reviews and empirical findings suggest that positive emotions are associated with higher work engagement and improved performance

across various contexts (Diener et al., 2020; Wan et al., 2022; Ma et al., 2023; and Wang et al., 2024).

On the other hand, employee retention dynamics remain critical. Positive emotions alone do not automatically ensure lower turnover intention (TI); when high job demands are not balanced with adequate organizational support, the risk of TI persists. Quantitative evidence indicates that perceived organizational support (POS) reduces work–family conflict, burnout, and TI, while strengthening the protective impact of psychological factors (Giao et al., 2020). In the service sector, coworker solidarity enhances positive emotions and through the sequential mediation of positive emotions and TI ultimately leads to higher performance (Chu et al., 2024). In knowledge-based work, positive affect fosters online work engagement, which in turn reduces TI (Hong et al., 2021).

The relationship between TI and performance is not always linear. In certain contexts, moderators such as attitudes toward change and job engagement may alter the TI performance link, suggesting that TI does not invariably result in negative outcomes (Bui et al., 2024). Meanwhile, other studies show that higher TI tends to reduce performance (Widyani et al., 2019), although deviant findings in specific settings have revealed a positive association between TI and employee performance (Afifah & Arif, 2025). These variations underscore the importance of considering contextual factors and mediating or moderating variables.

In the context of Islamic banking in North Maluku, internal data indicate an increase in turnover intention from approximately one employee per year during 2022–2023 to two employees in 2024 amid limited recruitment capacity. This situation threatens operational stability and team effectiveness. A research gap remains, particularly studies that integrate positive emotions, turnover intention, and employee performance within a single empirical model in the Islamic banking sector. Accordingly, this study combines the Broaden-and-Build Theory with the Theory of Planned Behavior (TPB) to examine the effect of positive emotions on performance with turnover intention as a mediating variable, while drawing on cross-sectoral evidence (hospitality by Wang et al., 2023; healthcare: Wang et al., 2023; manufacturing/industry by Gazi et al., 2024).

This study aims to analyze the effect of positive emotions on employee performance with turnover intention as a mediating variable in Islamic banking in North Maluku. It is motivated by the limited body of research that integrates positive emotions, turnover intention, and performance into a single empirical model, particularly in the Islamic banking sector within developing regions.

Drawing on the Broaden-and-Build Theory (Fredrickson) which highlights the role of positive emotions in developing psychological resources, and the Theory of Planned Behavior (Ajzen, 1991) which emphasizes intention as a central element linking psychological factors (attitudes, subjective norms, and perceived behavioral control) with actual behavior, this study offers theoretical contributions by extending the literature through a mediation model of turnover intention. Practically, the findings are expected to serve as a foundation for strategic recommendations for Islamic bank management in fostering employees' positive emotions to reduce turnover and promote sustainable performance.

Literature Review

Theory of Planned Behavior (TPB) in the Context of Turnover Intention

The Theory of Planned Behavior (TPB), developed by (Ajzen, 1991), explains that individual behavior is influenced by intention, which is determined by three key factors:

attitude toward the behavior, subjective norms, and perceived behavioral control. In the context of human resource management, TPB has been widely applied to understand turnover intention as a form of planned behavior.

Recent studies highlight the relevance of TPB in explaining turnover intention. For instance, (Abet et al., 2024) found that attitudes, subjective norms, and perceived control significantly affect turnover intention, while organizational commitment acts as a moderator that strengthens or weakens these relationships. Similarly, Suwandana (2024) emphasized that emotional intelligence can reduce turnover intention through the mediating role of job satisfaction, implicitly supporting the TPB framework.

These findings indicate that TPB is effective as a framework for understanding the psychological dynamics underlying turnover intention. However, most studies remain limited to cross-sectional designs and specific industry contexts, thus failing to fully capture situational and emotional factors that may strengthen or weaken TPB mechanisms. Therefore, this study seeks to address these gaps by examining the role of positive emotions and employee performance within a TPB-based model.

Positive Emotions

Positive emotions are affective states characterized by pleasant and constructive experiences such as happiness, optimism, gratitude, and enthusiasm at work. Within the framework of the Broaden-and-Build Theory (Fredrickson, 200 as cited in Wan et al., (2022), positive emotions are considered mechanisms that expand employees' cognitive-affective capacities and build long-term psychological resources, which in turn enhance engagement, satisfaction, and performance across various contexts.

Empirical studies reinforce this perspective: Dilekçi et al., (2025) found that positive instructional emotions enhance teacher engagement, which subsequently improves performance; Wang et al., (2023), using the experience sampling method, demonstrated that daily work resources stimulate positive affect that predicts counselors' effectiveness; while Ma et al., (2023); and Zhang et al., (2022) confirmed that positive emotions strengthen nurses' job satisfaction and improve banking service quality.

Despite these consistent findings, prior literature reveals several limitations. First, most studies rely on self-reported instruments and cross-sectional designs, limiting causal inference and overlooking the dynamic fluctuations of emotions in real work settings. Second, indicators of positive emotions remain fragmented ranging from momentary affect (e.g., joy, enthusiasm) to broader psychological dispositions (e.g., optimism, gratitude) without an integrated measurement framework. Third, research is still context-biased, with a dominance of education and healthcare sectors, while the financial sector, particularly Islamic banking, remains underexplored. These limitations constrain the generalizability and theoretical integration of positive emotion studies.

Based on these gaps, this study defines positive emotions as pleasant and constructive affective experiences encompassing happiness, optimism, gratitude, emotional satisfaction, and enthusiasm at work. The contribution of this study lies in integrating contextual indicators of positive emotions (e.g., gratitude and optimism rooted in Islamic Work Ethics) with the universal dimensions of the Broaden-and-Build Theory. This integration is expected to address prior measurement fragmentation while expanding the application of positive emotion studies in the Islamic banking sector in North Maluku, where employees' affective states not only drive service performance but also align with Islamic work ethic values and employee retention strategies.

Turnover Intention

Turnover intention (TI) is defined as employees' conscious intention to leave the organization and seek alternative employment opportunities, serving as a primary predictor of actual turnover behavior (Giao et al., 2020; and Uzair & Bhaumik, 2023). Operationally, TI is measured through three main indicators: (1) intention to leave the current organization, (2) intention to search for alternative jobs, and (3) tendency to consider external opportunities. This definition aligns with the human resource management literature, which emphasizes TI as a complex cognitive process influenced by psychological, organizational, and contextual factors.

A wide range of empirical studies demonstrate the consistent role of TI in relation to performance and organizational retention. Yücel (2021) found that TI functions as a dependent variable influenced by transformational leadership through the mediation of employee performance. Bui et al., (2024) further argued that TI can be positively or negatively associated with performance, depending on moderating factors such as attitude toward change and job engagement. Nevertheless, most evidence indicates that high TI correlates with lower employee performance and loyalty, as reported by Widyani et al., (2019) in service and manufacturing sectors.

In the financial industry, particularly Islamic banking, TI has become a strategic issue tied to the sustainability of trust-based organizations. Uzair & Bhaumik (2023) demonstrated in the banking sector that emotional intelligence not only enhances performance but also significantly reduces TI. This underscores the importance of managing affective factors in sustaining stability and competitiveness within Islamic banking.

Although the literature has widely examined TI, several limitations persist. First, measurement indicators of TI often focus narrowly on resignation intentions, while dimensions such as motivation to seek alternatives and evaluation of external opportunities have not been fully explored. Second, the predominance of cross-sectional study designs limits causal inference. Third, research has been concentrated in manufacturing and healthcare sectors, leaving Islamic banking in developing regions relatively understudied.

To address these gaps, this study defines turnover intention as employees' psychological tendency to leave the organization, encompassing resignation intentions, motivation to seek alternatives, and evaluation of external opportunities. The contribution of this research lies in extending the literature by examining the role of TI as a mediating variable between positive emotions and performance within the context of Islamic banking in North Maluku. Thus, TI is not only investigated as a predictor of exit behavior but also as a psychological mechanism that explains how positive emotions may enhance or weaken employee performance.

Employee Performance

Job performance is defined as an individual's achievement in carrying out tasks in accordance with organizational standards, encompassing quality, quantity, efficiency, and contribution to organizational goals (Nelson et al., 2003; Septyorini et al., 2024). In contemporary literature, performance is not only viewed as an end result but also as positive work behaviors that support organizational effectiveness, including initiative, collaboration, and service quality. Conceptually, performance is often divided into three main dimensions: task performance, which relates to accuracy, quality, and productivity; contextual performance, which reflects commitment, compliance, and extra-role behavior; and **service**

performance, which emphasizes responsiveness, friendliness, and the ability to address client needs (Zhang et al., 2022; Wang et al., 2024).

Empirical findings indicate that performance measurement varies across organizational contexts. In the education sector, performance is associated with work engagement and teaching effectiveness (Dilekçi et al., 2025). In healthcare, dominant indicators include service quality and patient satisfaction (Wang et al., 2023). In manufacturing and finance, performance is often assessed through efficiency, compliance, and positive work behaviors (Gazi et al., 2024; Septyorini et al., 2024). Meanwhile, in the banking sector, particularly Islamic banking, performance encompasses not only service performance (accuracy, friendliness, responsiveness) but also the alignment of work behaviors with Islamic values and ethics, which serve as the foundation of customer trust.

Despite the breadth of performance literature, several limitations should be noted. First, most studies still emphasize technical and quantitative aspects, often neglecting social-behavioral dimensions and organizational values. Second, research in Islamic banking remains relatively scarce, even though performance in this sector has distinct characteristics that combine service dimensions with compliance to sharia principles. Therefore, this study defines employee performance as employees' work achievements and behaviors that encompass task, contextual, and service performance, with an emphasis on the integration of Islamic values in banking services. The contribution of this study lies in expanding performance measurement to be not only multidimensional but also contextual, reflecting the characteristics of Islamic banking in developing regions.

Research Framework and Hypotheses

Positive Emotions and Turnover Intention

Positive emotions are affective experiences such as happiness, gratitude, hope, and inspiration, which, according to the Broaden-and-Build Theory (Malik & Garg, 2020), play a role in broadening cognitive capacity and building sustainable psychological resources. In organizational contexts, positive emotions have been shown not only to enhance psychological well-being but also to influence employee behavior, including their intention to stay or leave the organization (turnover intention).

Several recent studies confirm a negative relationship between positive emotions and turnover intention. Khairana et al. (2024) found that positive emotions reduce turnover intention through the mediation of employee engagement. Wang et al. (2023) demonstrated that positive emotions act as a mediator that lowers turnover intention while enhancing healthcare workers' performance. From the perspective of the Theory of Planned Behavior, Abet et al. (2024) highlighted that positive attitudes and organizational commitment strengthen employee attachment, thereby reducing turnover intention. Likewise, Hong et al. (2021) revealed that positive affect increases online work engagement, which significantly reduces turnover intention among ICT professionals. Another study by Uzair & Bhaumik (2023) in the banking sector showed that emotional intelligence is closely related to the enhancement of positive emotions, which in turn decreases employees' intention to leave.

Although these findings are consistent, most prior studies relied on cross-sectional designs, were limited to healthcare, manufacturing, or conventional banking sectors, and rarely examined organizations grounded in religious values. Therefore, re-examining this relationship in the context of Islamic banking is particularly relevant, given that Islamic values such as gratitude, sincerity, and togetherness may reinforce employees' positive emotions while reducing turnover intention.

Based on theoretical foundations and empirical evidence, the following hypothesis is proposed:

H₁: Positive emotions have a significant effect on turnover intention.

Positive Emotions and Employee Performance

Positive emotions are pleasant affective responses that emerge when employees have sufficient job resources (Wang et al., 2024). Through the Broaden-and-Build Model, positive emotions not only enhance individual well-being but also improve adaptability, creativity, and motivation in the workplace.

Empirical studies consistently show that positive emotions play a critical role in enhancing employee performance. Khairana et al. (2024) found that positive emotions significantly increase work engagement, which in turn has a positive impact on employee performance. Similarly, Wang et al. (2023) demonstrated that positive feelings in the workplace directly contribute to improved contribution and work effectiveness among healthcare professionals. Positive emotions also help reduce job stress and burnout, which often serve as barriers to performance (Khairana et al., 2024; Ten Hoeve et al., 2020).

The impact of positive emotions on employee performance is also supported by Uzair & Bhaumik (2023), who associated emotional intelligence with performance improvement through the regulation and awareness of positive emotions. Overall, positive emotions serve as a crucial foundation for creating a productive work environment and motivating employees to achieve organizational goals.

Based on the aforementioned theories and empirical evidence, the following hypothesis is proposed:

H₂: Positive emotions have a significant effect on employee performance.

Turnover Intention and Employee Performance

Turnover intention (TI) is the tendency of individuals to leave an organization and has consistently been recognized as a primary predictor of actual turnover behavior (Mobley, 2011; Tett & Meyer, 1993, cited in Park & Min, 2022). Empirical findings from the last six years have largely revealed its negative implications. Nguyen Viet et al. (2020) showed that turnover intention reduces in-role performance, while Khairana et al. (2024) found its detrimental impact on service quality. Ten Hoeve et al. (2020) further emphasized the negative effect of TI on healthcare workers' performance through emotional exhaustion.

Nevertheless, several studies have introduced a more nuanced perspective. Dewi et al. (2022) discovered that turnover intention could trigger a performance-driven exit, where employees temporarily enhance performance to strengthen their bargaining power. Similarly, Bui et al. (2024) found that the effect of TI on performance may shift direction depending on organizational support and career orientation.

Thus, while turnover intention generally exerts a negative effect on performance, contemporary evidence suggests the possibility of positive outcomes under specific conditions. This complexity necessitates further examination within the context of Islamic banking in North Maluku, where values of integrity, trustworthiness, and long-term sustainability serve as the organizational foundation.

Based on the aforementioned theories and empirical findings, the following hypothesis is proposed:

H₃: Turnover intention has a significant effect on employee performance.

Turnover Intention as a Mediator between Positive Emotions and Employee Performance

As discussed earlier, positive emotions are pleasant affective states (e.g., gratitude, enthusiasm, and hope) which, according to the Broaden-and-Build Theory, expand cognitive capacities, build psychological resources, and enhance employee well-being. In organizational contexts, positive emotions have been shown to directly improve performance by fostering motivation, creativity, and the quality of workplace interactions (Khairana et al., 2024).

However, this relationship is not always direct. In line with the Theory of Planned Behavior (Ajzen, 1991), intention serves as a bridge between psychological factors and actual behavior. In this regard, turnover intention functions as a psychological mechanism that explains how positive emotions may influence employee performance.

When employees experience positive emotions, their tendency to develop turnover intention decreases (Bui et al., 2024). Conversely, high turnover intention is likely to reduce performance quality by generating emotional exhaustion, lowering commitment, and diminishing service consistency (Bui et al., 2024; Ten Hoeve et al., 2020). Therefore, reduced turnover intention resulting from heightened positive emotions may be a key factor in enhancing employee performance in Islamic banking. The Islamic banking context in North Maluku provides a unique and highly relevant setting for this study. Within this environment, Islamic values such as gratitude, sincerity, and trustworthiness serve not only as ethical guidelines but also as context-specific resources that enhance employees' positive emotions. These values contribute to reducing turnover intention by fostering stronger emotional attachment, organizational loyalty, and resilience in the face of work-related challenges. Consequently, they play a pivotal role in promoting sustainable employee performance, aligning individual affective experiences with broader organizational goals and the spiritual foundations of Islamic work culture.

Based on the above discussion, the following mediation hypothesis is proposed:

H₃: Turnover intention significantly mediates the effect of positive emotions on employee performance.

The conceptual framework illustrating the relationships among the variables is presented in the diagram below:

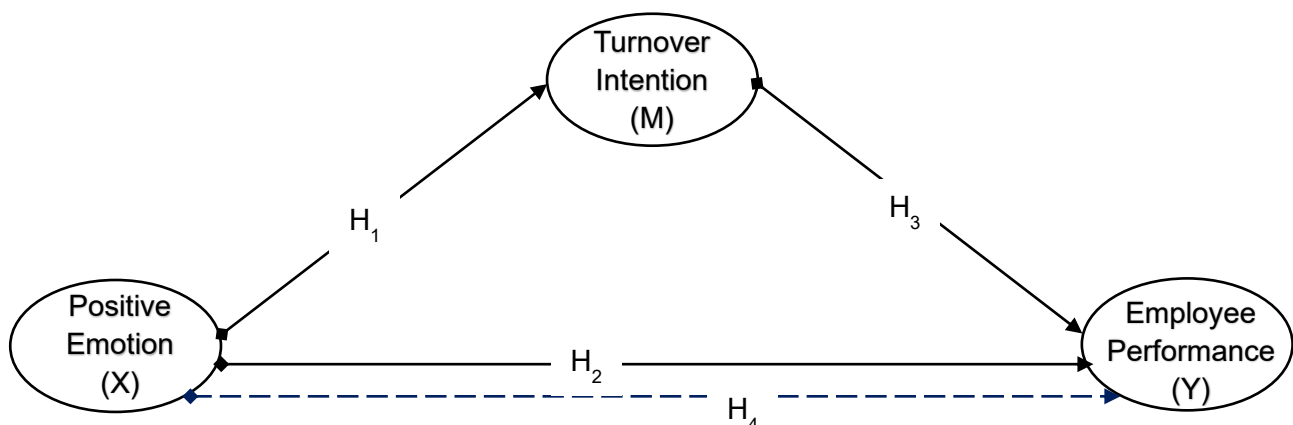


Figure 1. Model of the Study

RESEARCH METHODOLOGY

Measurement Development

Positive Emotions (X): Positive emotions refer to positive affective states experienced by individuals in the workplace, encompassing feelings of happiness, enthusiasm, emotional satisfaction, and pride in their work (Fredrickson, 2001, cited in Wan et al., 2022). Based on the Broaden-and-Build Theory, positive emotions can expand cognitive capacities, enhance resilience, and foster healthy social relationships (Roth et al., 2024). Previous research by Khairana et al. (2024) and Wang et al. (2024) demonstrated that positive emotions contribute to increased work engagement and employee performance while simultaneously reducing turnover intention. In this study, the indicators of Positive Emotions are measured through: (1) feeling happy at work, (2) enthusiasm and motivation in completing tasks, (3) emotional satisfaction with one's job, and (4) a sense of pride in contributing to the organization.

Turnover Intention (M): Turnover intention (TI) is defined as an employee's conscious intention to leave their current job and seek alternatives outside the organization. In the industrial context, Yücel (2021) and Bui et al. (2024) emphasized that TI does not always negatively affect performance; rather, its impact may vary depending on moderating conditions such as attitude toward change and job engagement. Indicators reflecting TI in this context include intentions to quit the current job, serious consideration of external offers, and active efforts to find new employment in other organizations. According to Yücel (2021), TI is reflected by recurrent thoughts of leaving the organization, the intention to look for alternative employment, and the willingness to resign if better opportunities arise. Similarly, Bui et al. (2024) confirmed that TI is characterized by tendencies to quit, seriously consider external offers, and actively seek new jobs elsewhere. Based on these findings, the commonly used indicators to measure TI are: (1) recurrent thoughts about leaving the job, (2) the intention to search for alternative jobs, and (3) serious consideration of better external opportunities. Thus, TI not only reflects job dissatisfaction but also a cognitive process influenced by psychological, organizational, and contextual factors, which ultimately affects workforce stability and employee performance.

Job Performance (Y): Job performance refers to an individual's achievement in performing tasks according to organizational standards, covering aspects of quality, quantity, efficiency, and contribution to organizational goals (Nelson et al., 2003; Septyorini et al., 2024). Over time, performance is no longer viewed solely as the final outcome of work but also as positive work behaviors that enhance organizational effectiveness through collaboration, initiative, and service quality. Generally, job performance is divided into three main dimensions. First, task performance, which reflects accuracy in task completion, quality of output, productivity, and efficiency in resource utilization. Second, contextual performance, which is demonstrated through initiative in overcoming challenges, commitment and compliance with organizational rules, and the ability to collaborate with colleagues. Third, service performance, which emphasizes responsiveness to customer needs, friendliness in service delivery, and effectiveness in handling complaints (Wang et al., 2024; Zhang et al., 2022). Thus, job performance in modern organizations, particularly in service-oriented sectors such as banking and healthcare, is viewed as a multidimensional construct that reflects not only technical work outcomes but also positive behaviors contributing to organizational sustainability and effectiveness.

Data Analysis Technique

This study employs a quantitative approach with a survey method to examine the effect of positive emotions on employee performance with turnover intention as a mediating variable in Islamic banks in North Maluku. The research population consists of 185 employees distributed across four Islamic banks: Bank Muamalat (22 employees), Bank Syariah Indonesia (BSI) (60 employees), Bank Pembiayaan Rakyat Syariah (BPRS) (44 employees), and Bobato Lestari Syariah (59 employees). The sample size was determined using Slovin's formula with a margin of error (e) of 5%, resulting in: $n = N / (1 + N \cdot e^2) = 185 / (1 + 185 \cdot (0.05)^2) = 126,50$. Thus, the final sample size was rounded to 127 respondents. The sampling technique used was simple random sampling (SRS), ensuring each member of the population had an equal chance of being selected. This technique was chosen to minimize bias and ensure proportional representation across the banks.

In addition to Slovin's calculation, this study also refers to Hair et al. (2019) regarding the minimum sample size in PLS-SEM. The guideline states that the minimum sample size depends on the maximum number of arrows pointing at a construct, with at least 5–10 respondents per parameter. Referring to Cohen's table, the minimum required sample for multiple regression with a statistical power of 0.80 and a medium effect size ($f^2 = 0.15$) is 107 respondents. An additional calculation using G*Power (Sarstedt et al., 2021) indicated a minimum of 68 respondents to detect an R^2 value of 0.25 at a 5% significance level with two predictors. With 127 actual respondents, this study exceeds the recommended threshold, thereby strengthening the external validity of the findings.

Following Hair et al. (2019), all constructs in this study adopt a reflective measurement model. The measurement model assessment was conducted through three main stages: (1) Convergent validity, assessed by a minimum factor loading of 0.708 and an Average Variance Extracted (AVE) ≥ 0.50 ; (2) Internal reliability, measured by Cronbach's Alpha and Composite Reliability with a minimum threshold of 0.70; (3) Discriminant validity, evaluated using the Heterotrait-Monotrait Ratio (HTMT) criterion with a threshold < 0.90 .

For the structural model analysis, the following assessments were conducted: multicollinearity using the Variance Inflation Factor (VIF) < 3 , the coefficient of determination (R^2) with a minimum value of 0.25, effect size (f^2), and predictive relevance (Q^2) with values > 0 . Hypotheses were tested using bootstrapping with 5,000 resamples, where hypotheses were accepted if the t -statistic ≥ 1.96 at a 5% significance level. For mediation analysis, the specific indirect effect was examined, while predictive accuracy was evaluated using PLSpredict, comparing Root Mean Square Error (RMSE) and Mean Absolute Error (MAE) against a linear benchmark model.

Research Results

Measurement Model Evaluation (Outer Model Evaluation)

The initial step in evaluating a reflective measurement model is to assess the quality of the indicators and constructs based on established criteria. Reflective indicators are recommended to have a loading value of ≥ 0.708 to be considered valid in representing latent constructs. Next, internal reliability is assessed using Cronbach's alpha as the lower bound and Composite Reliability (ρ_c) as the upper bound, with the ideal range between 0.80 and 0.90. A minimum threshold of 0.70 is still acceptable, while values above 0.95 should be interpreted with caution, as they may indicate indicator redundancy that could potentially reduce content validity (Schuberth, 2021).

Convergent validity is evaluated through the Average Variance Extracted (AVE), with a minimum acceptable value of ≥ 0.50 . Meanwhile, discriminant validity is measured using the Heterotrait-Monotrait Ratio (HTMT), where values below 0.90 indicate conceptually similar constructs, and a stricter threshold of < 0.85 is required if the constructs are conceptually distinct. By adhering to these criteria, the measurement model evaluation ensures that the indicators employed are both reliable and valid in reflecting the constructs under investigation.

The following section presents the reflective indicator loadings for Models 1, 2, and 3.

**Table 1. Reflective indicator loadings and Internal consistency reliability
Model 1, 2, and 3.**

Construct	Indicators	Outer loading			Cronbach's alpha			CR (rho_c)		
		Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3
Turnover Intention (M)	M1 <- M	0,884	0,877	-	0,949	0,955	0,926	0,957	0,961	0,941
	M10 <- M	0,867	0,872	-						
	M2 <- M	0,889	0,883	-						
	M3 <- M	0,851	0,845	0,835						
	M4 <- M	0,889	0,883	0,878						
	M5 <- M	0,864	0,858	0,852						
	M6 <- M	0,763	0,767	0,804						
	M7 <- M	0,701	0,708	0,747						
	M8 <- M	0,867	0,872	0,860						
	M9 <- M	0,709	0,715	-						
Positive Emotions (X)	X1 <- X	0,915	0,946	-	0,938	0,980	0,930	0,957	0,983	0,955
	X2 <- X	0,936	0,971	-						
	X3 <- X	0,909	0,947	0,948						
	X4 <- X	0,863	0,901	0,929						
	X5 <- X	0,933	0,971	-						
	X6 <- X	0,899	0,933	0,932						
	X7 <- X	0,906	0,942	-						
	X8 <- X	0,497		-						
	X9 <- X	0,471		-						
Employee_Performance (Y)	Y1 <- Y	0,870	0,872	0,783	0,938	0,949	0,910	0,957	0,957	0,930
	Y10 <- Y	0,865	0,869	0,908						
	Y11 <- Y	0,771	0,777	0,815						
	Y12 <- Y	0,873	0,877	-						
	Y2 <- Y	0,853	0,858	-						
	Y3 <- Y	0,808	0,812	-						
	Y4 <- Y	0,870	0,872	-						
	Y5 <- Y	0,833	0,832	0,825						

Construct	Indicators	Outer loading			Cronbach's alpha			CR (rho_c)		
		Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3
	Y6 <- Y	0,791	0,778	0,800						
	Y7 <- Y	0,495	-	-						
	Y8 <- Y	0,755	0,759	0,813						
	Y9 <- Y	0,827	0,833	-						
	Y5 <- Y	0,833	0,778	-						
	Y6 <- Y	0,791	0,759	-						
	Y7 <- Y	0,495	0,833	-						
	Y8 <- Y	0,755	-	-						
	Y9 <- Y	0,827	-	-						

Source: Authors' calculations (2025).

Based on the results of the summary of Outer Loadings and internal reliability in Table 1, the testing process was carried out in three stages, namely Model 1, Model 2, and Model 3, with the objective of assessing the convergent validity of indicators representing the latent variables Turnover Intention (M), Positive Emotions (X), and Employee Performance (Y). For the Turnover Intention variable (M), Model 1 shows that most indicators have loading values above the minimum threshold of 0.708, with the exceptions of M7 (0.701), M8 (0.663), and M9 (0.709), which are at or slightly below the ideal cut-off. Referring to Hair et al. (2019), indicators with loadings between 0.40–0.70 may still be retained if there is strong theoretical relevance and the AVE value remains adequate. In Models 2 and 3, low-contributing indicators (M6–M9) tended to be removed to strengthen convergent validity, leaving the remaining indicators with loadings ≥ 0.747 .

For the Positive Emotions variable (X), Model 1 shows that most indicators fall within a good range (0.863–0.936), but indicators X8 (0.497) and X9 (0.471) fall below the threshold, potentially reducing the construct's convergent validity. In Model 2, the weaker indicators (X8 and X9) were eliminated, resulting in more consistent and higher loadings, such as X2 (0.971) and X3 (0.947). Model 3 further enhanced construct quality, with the highest loadings observed in X3 (0.948) and X4 (0.929).

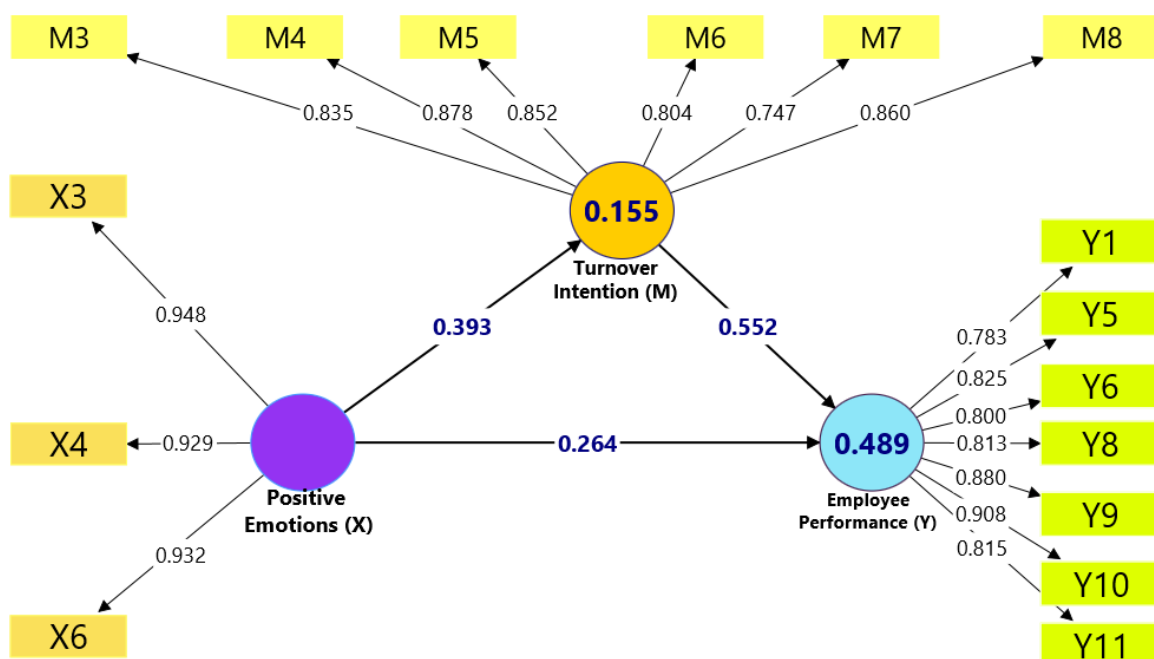
For the Employee Performance variable (Y), Model 1 shows several indicators with relatively low values, such as Y6 (0.495), Y7 (0.496), and Y8 (0.755). Indicators Y6 and Y7, with loadings < 0.50 , are recommended for elimination in line with Hair et al. (2019), since they contribute very little to the construct. In Models 2 and 3, the remaining indicators exhibit stronger loading values, ranging from 0.783 to 0.908. The highest values are observed in Y10 (0.908) and Y11 (0.815), confirming their significant contribution to the Employee Performance construct.

Nevertheless, there are also indicators with very high loadings, such as X2 (0.971), X3 (0.947), and X6 (0.933), which approach the upper limit recommended by Hair et al. (≥ 0.95). This condition may lead to indicator redundancy and reduce content validity if not carefully addressed. Therefore, further evaluation was conducted in Model 3 to balance content validity and construct reliability.

Overall, the modifications from Model 1 to Model 3 resulted in improved instrument quality. This improvement is demonstrated by the fulfillment of convergent validity (loading values ≥ 0.70 for most indicators), AVE values > 0.50 , and high internal reliability across all variables (Cronbach's Alpha and Composite Reliability > 0.90). However, the presence of indicators with loadings > 0.90 and several relationships between variables that remain statistically insignificant require further attention in subsequent model testing to ensure accurate interpretation of results and avoid measurement bias.

In addition, although these indicators demonstrated high loadings and met the requirements for convergent validity, some were excluded from Model 3 due to their contribution to the occurrence of a singular matrix problem. This condition indicates redundancy or excessively high correlations among indicators within the same construct, which may disrupt model estimation and reduce the stability of results. Thus, the removal of certain indicators (e.g., X2, X5, or others with very high inter-correlations) was not due to weak individual contributions, but rather as a strategy to optimize the overall structural model's feasibility. This step aligns with the recommendations of Hair et al. (2019), whereby model modifications are undertaken not only to achieve validity and reliability, but also to ensure proper model identification and accurate interpretability of estimation results.

Figure 2 illustrates the results of the measurement model testing summarized in Table 1, particularly related to reflective indicator loadings and internal reliability. This visualization shows the relationships between the latent constructs Positive Emotions (X), Turnover Intention (M), and Employee Performance (Y) along with their respective indicators. The loading values presented for each indicator are consistent with those in Table 1, where most are above the recommended threshold of 0.708 (Hair et al., 2019), demonstrating adequate convergent validity. Furthermore, the internal reliability information reflected in the AVE and Composite Reliability (CR) values in the table is also confirmed through the model structure, where the retained indicators exhibit strong measurement consistency.



Source: Processed by the Authors, 2025.

Figure 1. Reflective Indicator Loadings between Indicators and Constructs

The illustration of the relationships between indicators and constructs is presented in Figure 2, which depicts the interconnections among the latent variables Positive Emotions (X), Turnover Intention (M), and Employee Performance (Y) along with their respective indicators. The figure reflects the final results of Model 3 testing, in which only indicators meeting the criteria of convergent validity and internal reliability were retained. The construct of Positive Emotions is measured by three indicators with very high loadings, Turnover Intention by six indicators with moderate to strong consistency, and Employee Performance by seven indicators with good reliability. The R^2 values for Turnover Intention (0.155) and Employee Performance (0.489) indicate the model's explanatory power for the endogenous constructs, while also confirming that Turnover Intention functions as a partial mediator in the relationship between positive emotions and employee performance.

Table 2 presents a summary of the convergent validity test results based on outer loading values and average variance extracted (AVE) in Model 3. All indicators show loading values above 0.70, indicating that they are valid in reflecting their respective constructs. The Turnover Intention (M) construct is retained with six indicators consistently contributing significantly, while Positive Emotions (X) is measured by three indicators with very high loadings (>0.90), underscoring the strong representativeness of the indicators for the construct. Employee Performance (Y) is measured by six stable indicators with adequate reliability. The AVE values for all constructs exceed 0.50, confirming that the model meets the convergent validity criteria in accordance with measurement standards in PLS-SEM.

Table 2. Summary of Convergent Validity Test

Construct	Indicators model 3	Outer loading	Average variance extracted (AVE)		
			Model 1	Model 2	Model 3
Turnover Intention (M)	M3 <- Turnover Intention (M)	0,835	0,651	0,692	0,694
	M4 <- Turnover Intention (M)	0,878			
	M5 <- Turnover Intention (M)	0,852			
	M6 <- Turnover Intention (M)	0,804			
	M7 <- Turnover Intention (M)	0,747			
	M8 <- Turnover Intention (M)	0,860			
Positive Emotions (X)	X3 <- Positive Emotions (X)	0,948	0,695	0,892	0,877
	X4 <- Positive Emotions (X)	0,929			
	X6 <- Positive Emotions (X)	0,932			
Employee Performance (Y)	Y1 <- Employee Performance (Y)	0,783	0,691	0,690	0,690
	Y10 <- Employee Performance (Y)	0,908			
	Y11 <- Employee Performance (Y)	0,815			
	Y5 <- Employee Performance (Y)	0,825			
	Y6 <- Employee Performance (Y)	0,800			
	Y8 <- Employee Performance (Y)	0,813			

Source: Authors' calculations (2025).

Table 4.1 summarizes the key criteria used to assess the quality of reflective measurement models in PLS-SEM. First, reflective indicator loadings should have values of ≥ 0.708 , indicating that the indicator is able to explain at least 50% of the variance of the latent construct. Indicators with loadings below this threshold should be considered for elimination, unless they remain theoretically relevant and support content validity.

Second, internal consistency reliability is evaluated using Cronbach's alpha and composite reliability (ρ_c). Hair emphasizes that acceptable values range between 0.70 and 0.90. Values below 0.70 indicate weak consistency, whereas values above 0.95 suggest redundancy among indicators, which may reduce content validity. Composite reliability is generally preferred over Cronbach's alpha because it provides a more accurate assessment of indicator consistency in reflective models.

Third, convergent validity is measured through the average variance extracted (AVE), with a threshold of ≥ 0.50 . This indicates that the construct explains more than half of the variance of its indicators, thereby demonstrating good convergent validity.

Finally, discriminant validity is assessed using the HTMT (heterotrait-monotrait ratio of correlations) criterion. According to Hair, HTMT values should be < 0.90 for conceptually similar constructs and < 0.85 for conceptually distinct constructs. If HTMT values exceed these thresholds, it may signal discriminant validity issues, meaning the constructs under examination are not sufficiently distinct from one another.

Thus, this table provides practical guidelines that have become widely accepted standards in PLS-SEM-based research to ensure that measurement models demonstrate adequate reliability, convergent validity, and discriminant validity. The subsequent step is to analyze discriminant validity, as presented in Table 3.

Table 3. Summary of Discriminant Validity Test

Construct Relationship	HTMT		
	Model 1	Model 2	Model 3
Positive _Emotions (X) <-> Employee Performance (Y)	0,614	0,493	0,515
Turnover _Intention (M) <-> Employee Performance (Y)	0,688	0,682	0,700
Turnover _Intention (M) <-> Positive Emotions (X)	0,554	0,406	0,415

Source: Authors' calculations (2025).

Table 3 presents the results of the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT) criterion. According to Hair, acceptable HTMT values should be < 0.90 for constructs that are conceptually related and < 0.85 for constructs that are conceptually distinct. If HTMT values exceed these thresholds, the constructs are considered to lack sufficient discriminant validity due to potential overlap.

Based on the results in Table 3, all HTMT values across the three models fall within the range of 0.406 to 0.700, which is well below the 0.85 and 0.90 thresholds. This indicates that each construct under examination—namely Positive Emotions (X), Turnover Intention (M), and Employee Performance (Y)—is clearly distinct from one another, thereby fulfilling the discriminant validity criterion.

Specifically, the relationship between Positive Emotions (X) and Employee Performance (Y) shows HTMT values ranging from 0.493 to 0.614; the relationship between Turnover Intention (M) and Employee Performance (Y) ranges from 0.682 to 0.700; while the relationship between Turnover Intention (M) and Positive Emotions (X) records the

lowest values, between 0.406 and 0.554. These results collectively reinforce that the constructs in the model do not face discriminant validity issues, consistent with Hair's guidelines.

Structural Model Evaluation (Inner Model Evaluation)

The structural model in this study was evaluated by following PLS-SEM guidelines (Hair et al., 2022), which emphasize the importance of testing for multicollinearity, assessing R^2 values, effect sizes (f^2), and the predictive strength of the model. Variance Inflation Factor (VIF) values were used to detect potential multicollinearity among predictor variables, with a threshold of < 3 indicating no serious concern. Next, R^2 values were examined to determine the explanatory power of endogenous constructs, with benchmarks of 0.75, 0.50, and 0.25 interpreted as substantial, moderate, and weak, respectively.

In addition, f^2 values were analyzed to identify the relative contribution of each predictor to the dependent constructs. Furthermore, the PLSpredict procedure was employed to assess the out-of-sample predictive relevance of the model, ensuring that the analysis not only explains historical data but also demonstrates predictive capability for future phenomena. Finally, model comparison using information criteria such as BIC or GM provides an additional basis for selecting the best-fitting model.

Thus, this evaluation ensures not only the statistical adequacy of the model but also reinforces its theoretical and practical validity within the context of this research. The results of the structural model evaluation are presented in Table 4 below.

Table 4. Summary of Structural Paths in Reflective Models 1, 2 & 3

Structural Model	VIF			R^2			Effect Size- f^2		
	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3
X→Y	1,535	1,192	1,183	Y=0,505	Y=0,487	Y=0,489	0,147	0,109	0,116
X→M	1,000	1,000	1,000	M=0,348	M=0,161	M=0,155	0,535	0,192	0,183
M→Y	1,535	1,192	1,183				0,279	0,500	0,504

Source: Authors' calculations (2025).

Table 4 presents a summary of the structural path analysis results for Model 2 and Model 3, considering the values of Variance Inflation Factor (VIF), R^2 , and effect size (f^2). Model 1 was excluded from interpretation because it contained indicators with loadings below 0.70, thus failing to meet the convergent validity criteria and potentially reducing model reliability. According to the guidelines of Hair et al. (2019), all VIF values in Model 3 were below 3, indicating no multicollinearity issues. Specifically, the path X→Y recorded a VIF of 1.183, X→M was 1.000, and M→Y was 1.183—all well below the critical threshold of ≥ 5 . In contrast, Model 2 encountered a singular matrix problem, indicating perfect collinearity, which rendered the model estimation invalid. Therefore, the analysis focused on Model 3 as the more stable alternative.

Based on the coefficient of determination (R^2), Model 3 yielded an R^2 value of 0.155 for the mediator variable (M), which falls into the weak category, while the dependent variable (Y) achieved an R^2 of 0.489, categorized as moderate. This indicates that the exogenous variable explained only a small portion of the variance in the mediator, but still made a moderate contribution to the variance of the dependent variable.

The effect size (f^2) in Model 3 further highlights the importance of the mediating variable (M). The path $M \rightarrow Y$ contributed the most with an f^2 value of 0.504 (large effect), whereas the paths $X \rightarrow M$ ($f^2 = 0.183$) and $X \rightarrow Y$ ($f^2 = 0.116$) were in the medium–small range. According to Hair et al. (2019), f^2 values ≥ 0.35 are categorized as large, 0.15–0.34 as medium, and 0.02–0.14 as small. These findings suggest that although the direct effect of $X \rightarrow Y$ is relatively small, the mediation role of M is significant in bridging the relationship.

Considering the weaknesses of Model 1 (invalid indicators) and the singular matrix issue in Model 2 during PLSpredict analysis, Model 3 can be regarded as the most appropriate model for further examination. These results confirm that the mediation mechanism makes a substantial contribution to explaining the relationships among variables, thereby strengthening the theoretical foundation of this study, which emphasizes the critical role of mediators in structural models. Once the best model was identified, its predictive capability was evaluated using PLSpredict by comparing RMSE and MAE values between PLS-SEM and linear regression (LM), as presented in Table 5.

**Table 5. Ratio the Root Mean Squared Error (RMSE)
With Linear Regression Model (LM)**

Indicators	Q ² predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
Y1	0,119	0,782	0,635	0,810	0,650
Y10	0,168	0,781	0,596	0,818	0,618
Y11	0,151	0,875	0,627	0,906	0,645
Y5	0,153	0,709	0,547	0,741	0,565
Y6	0,154	0,731	0,554	0,761	0,571
Y8	0,090	0,957	0,692	0,992	0,709
Y9	0,157	0,846	0,642	0,886	0,663
M3	0,032	1,136	0,971	1,152	1,002
M4	0,058	1,083	0,923	1,099	0,954
M5	0,010	1,126	0,963	1,135	0,996
M6	0,136	0,797	0,659	0,814	0,668
M7	0,156	0,930	0,767	0,951	0,750
M8	0,117	0,914	0,777	0,936	0,786

Source: Authors' calculations (2025).

The results of predictive relevance evaluation using PLSpredict, as shown in Table 5, indicate that all indicators have positive Q²predict values, suggesting that the model possesses predictive relevance (Hair et al., 2019; Schuberth, 2021). Furthermore, most employee performance indicators (e.g., Y5, Y6, and Y9) demonstrate lower RMSE and MAE values in PLS-SEM compared to the linear regression (LM) model, confirming the superiority of the model in providing more accurate predictions. This finding is consistent with Hair et al. (2024), who state that superior predictive ability is reflected in smaller prediction errors in

PLS-SEM models. However, several indicators such as M3, M4, and M5 exhibit weak predictive performance, as their RMSE values approach those of the LM model. Thus, although the model shows good predictive power, further evaluation is required to ensure the consistency of the results. To assess the model's predictive capability, an analysis was conducted using the PLS Predict procedure. This evaluation aimed to examine the extent to which the model can predict latent variables based on Q^2 predict, RMSE, and MAE values. A summary of the predictive test results is presented in Table 6."

Table 6. Summary of PLS Predict Results on Latent Variables

Construct	Q^2 predict	RMSE	MAE
Employee Performance (Y)	0,209	0,905	0,695
Turnover Intention (M)	0,134	0,940	0,802

Source: Authors' calculations (2025).

Table 6 presents a summary of the predictive ability test of the model using PLSpredict for the latent variables Employee Performance (Y) and Turnover Intention (M). The Q^2 predict value for Employee Performance (Y) is 0.209, while for Turnover Intention (M) it is 0.134. Both values are above 0, indicating that the model has predictive relevance for the endogenous variables. Based on the classification, Q^2 predict values in the range of 0.02–0.15 are considered small, 0.16–0.35 moderate, and ≥ 0.36 large. Accordingly, the model's predictability for Employee Performance can be categorized as moderate, while its predictability for Turnover Intention falls into the small category.

In terms of prediction accuracy, Root Mean Squared Error (RMSE) and Mean Absolute Error (MAE) were employed as prediction error measures. For Employee Performance (Y), the RMSE value is 0.905 and the MAE value is 0.695, whereas for M the RMSE is 0.940 and the MAE is 0.802. These values indicate a relatively reasonable level of prediction error, although M tends to be more difficult to predict accurately compared to Y, as reflected in the higher error values.

Overall, these results suggest that the model demonstrates a fairly good predictive ability, particularly in explaining the variation of Y with moderate predictive relevance. Meanwhile, the predictive relevance for M remains limited, implying that the inclusion of additional exogenous variables or the development of a more comprehensive conceptual model may be necessary to enhance predictive power. In other words, although the model is capable of providing a reasonable predictive outlook, its predictive contribution varies across latent variables.

Table 7. Comparison of Prediction Results between Model 1 and Model 2

Indicators	RMSE Model 1	RMSE Model 2	MAE Model 1	MAE Model 2
Y1	0,782	0,791	0,635	0,630
Y10	0,781	0,796	0,596	0,583
Y11	0,875	0,892	0,627	0,637
Y5	0,709	0,722	0,547	0,534
Y6	0,731	0,747	0,554	0,541
Y8	0,957	0,959	0,692	0,690

Y9	0,846	0,861	0,642	0,635
M3	1,136	1,137	0,971	0,971
M4	1,083	1,083	0,923	0,923
M5	1,126	1,126	0,963	0,963
M6	0,797	0,797	0,659	0,659
M7	0,930	0,930	0,767	0,767
M8	0,914	0,914	0,777	0,778

Note: Model 1 = $X \rightarrow M$, $X \rightarrow Y$, and $M \rightarrow Y$; Model 2 = $X \rightarrow M$, and $M \rightarrow Y$

Source: Authors' calculations (2025).

Table 7 presents the results of the comparative analysis of the predictive performance between Model 1 ($X \rightarrow M$, $X \rightarrow Y$, and $M \rightarrow Y$) and Model 2 ($X \rightarrow M$ and $M \rightarrow Y$), based on the RMSE and MAE values of each indicator. Overall, Model 1 demonstrates lower RMSE and MAE values for most Employee Performance indicators (Y1, Y10, Y11, Y5, Y6, Y8, Y9) compared to Model 2. For instance, indicator Y1 has an RMSE of 0.782 in Model 1 versus 0.791 in Model 2, and an MAE of 0.635 in Model 1 compared to 0.630 in Model 2. A similar pattern is observed for Y10 and Y11, consistently supporting the superiority of Model 1.

Conversely, for several Turnover Intention indicators (M3–M8), the predictive values of both models are relatively identical, suggesting that the main predictive differences between the two models are more pronounced for the Employee Performance variable than for Turnover Intention.

Following the guidelines of Hair et al. (2019), a model with lower RMSE and MAE values is considered to have better predictive accuracy. Accordingly, these results confirm that Model 1 outperforms Model 2, as the inclusion of the direct path $X \rightarrow Y$ in Model 1 makes a significant contribution to improving the prediction accuracy of Employee Performance. This finding further supports the argument that retaining the direct path from X to Y is more appropriate than relying solely on full mediation through M.

Table 8. Comparison of BIC Values and Akaike Weights between Model 1 and Model 2

Construct	BIC Model 1	BIC Model 2	Akaike weight Model 1	Akaike weight Model 2
Employee Performance (Y)	-71,734	-63,389	0,985	0,015
Turnover Intention (M)	-12,659	-12,640	0,502	0,498

Source: Authors' calculations (2025).

The comparative table shows that Model 1 ($X \rightarrow M$, $X \rightarrow Y$, and $M \rightarrow Y$) demonstrates superior predictive performance compared to Model 2 ($X \rightarrow M$ and $M \rightarrow Y$), particularly for the Employee Performance (Y) construct. This is evident from the lower BIC value of Model 1 (-71.734) compared to Model 2 (-63.389), as well as the much higher Akaike weight for Model 1 (0.985) relative to Model 2 (0.015). In line with the guidelines of Cepeda-Carrión et al. (2022), a smaller BIC value indicates a better model in balancing complexity and data fit, while the Akaike weight reflects the relative probability that a model is more appropriate than its alternative. Accordingly, there is nearly a 99% probability that Model 1 is the most suitable model to explain Employee Performance.

For the Turnover Intention (M) construct, however, the predictive performance differences between the two models are relatively small. The BIC value of Model 1 (-12.659) is only marginally better than Model 2 (-12.640), and the Akaike weights are almost identical (Model 1 = 0.502; Model 2 = 0.498). These findings suggest that both models have nearly equal predictive power in explaining the mediating variable Turnover Intention.

From a methodological perspective, the choice of Model 1 provides stronger theoretical and empirical advantages, as it explains employee performance more comprehensively through a combination of direct and indirect effects (both full and partial mediation). This aligns with Hair et al., who argue that when a more complex model demonstrates a significant improvement in fit criteria (such as BIC and Akaike weight), it should be preferred despite having additional paths. Conversely, for the Turnover Intention variable, the predictive equivalence between the two models confirms that the direct path $X \rightarrow M$ is sufficient, although it does not diminish the overall superiority of Model 1 in providing a more holistic representation.

Therefore, based on the BIC and Akaike weight analysis, Model 1 can be recommended as the optimal model in this study, as it achieves the best balance between complexity, predictive accuracy, and theoretical relevance. This advantage reinforces that Model 1 is more representative in explaining the interrelationships among the studied variables, making it the primary reference for subsequent testing.

After identifying the optimal model through BIC and Akaike weight comparisons, the next step is to evaluate the overall model fit of Model 1. This evaluation aims to verify the extent to which the selected model adequately represents the empirical data. The process is conducted by comparing the Saturated Model and the Estimated Model, as presented in Tables 6 and 7. Key indicators such as the Standardized Root Mean Square Residual (SRMR) and d_{ULS} are employed to assess how well the estimated model captures the research data.

Table 6. Model Fit Indices for Saturated and Estimated Models

Fit summary	Model 2		Model 3	
	Saturated model	Estimated model	Saturated model	Estimated model
SRMR	0,089	0,089	0,081	0,081
d_{ULS}	3,205	3,205	0,884	0,884
d_G	n/a	n/a	0,552	0,552
Chi-square	infinite	infinite	406,175	406,175
NFI	n/a	n/a	0,782	0,782

Source: Authors' calculations (2025).

Based on the Fit Summary Table, the Standardized Root Mean Square Residual (SRMR) indicator for Model 2 is 0.089, while for Model 3 it is 0.081. According to Hair et al. (2019), an SRMR value below 0.10 indicates an acceptable goodness of fit, with values closer to 0 reflecting a better fit. Thus, both models meet the adequacy criteria, although Model 3 performs better due to its lower SRMR value.

Furthermore, the d_{ULS} (Unweighted Least Squares Discrepancy) value for Model 2 is 3.205, which is significantly higher than that of Model 3 at 0.884. Hair et al. (2022) emphasize that smaller d_{ULS} values indicate a better alignment of the estimated model with the empirical data. A similar trend is observed with the d_G (Geodesic Discrepancy)

value, which is available only for Model 3 and stands at 0.552, further confirming that Model 3 provides a more consistent representation of the data structure.

In terms of Chi-square, Model 2 shows an infinite value, indicating poor model fit, whereas Model 3 yields a measurable value of 406.175. This supports the argument that Model 3 is statistically more stable. Lastly, the Normed Fit Index (NFI) is available only for Model 3, with a score of 0.782. According to Hair et al., an NFI value ≥ 0.70 is considered adequate within the context of PLS-SEM, thereby reinforcing the validity of Model 3.

Overall, all indicators demonstrate that Model 3 exhibits better adequacy and fit compared to Model 2, both in terms of data alignment, estimation reliability, and overall fit indices.**

Hypothesis Testing

Table 6 presents the results of structural relationship testing among variables using path coefficient analysis with the bootstrapping method. These results include path coefficient values (β), bootstrap means, standard deviations, t-values, and p-values, which serve as the basis for assessing the significance of relationships among constructs in the research model.

Table 6. Path Coefficients and Significance Testing of the Structural Model

Path coefficients	Coefficient (β)	Bootstrapped Mean	STDV.	T	P values
Positive Emotions (X) -> Employee Performance (Y)	0,264	0,270	0,072	3,689	0,000
Positive Emotions (X) -> Turnover Intention (M)	0,393	0,395	0,087	4,500	0,000
Turnover Intention (M) -> Employee Performance (Y)	0,552	0,552	0,063	8,752	0,000

Source: Authors' calculations (2025).

The structural model testing results indicate that all paths have significant effects, with t-values > 1.96 and p-values < 0.05 (Hair et al., 2019). First, positive emotions exert a positive and significant influence on employee performance, with a path coefficient of $\beta = 0.264$, t-statistic of $3.689 > 1.96$, and p-value of $0.000 < 0.05$, thereby supporting H1. This finding confirms that an increase in employees' positive emotions directly contributes to performance improvement. Second, positive emotions have a significant effect on turnover intention, with a path coefficient of $\beta = 0.393$, t-statistic of $4.500 > 1.96$, and p-value of $0.000 < 0.05$, thus supporting H2. This result suggests that positive emotional states can suppress employees' intention to leave their jobs. Third, turnover intention has a positive and significant effect on employee performance, with a path coefficient of $\beta = 0.552$, t-statistic of $8.752 > 1.96$, and p-value of $0.000 < 0.05$, thereby supporting H3. These results highlight the crucial role of turnover intention as a mediating mechanism that explains the relationship between positive emotions and employee performance. Overall, these findings support the structural validity of the model and underscore the importance of considering mediating variables in understanding psychological influences on performance, in line with Hair et al. (2021) regarding comprehensive evaluation of PLS-SEM models.

In addition, the bootstrapped mean values represent the average coefficients obtained through repeated resampling in the bootstrapping procedure. These values serve as a benchmark against the original coefficients (β), where consistency between the two indicates stability of the model estimation. Meanwhile, the standard deviation (STDV) reflects the variability in the distribution of the bootstrapped coefficients; smaller values indicate greater stability of the estimated paths. Accordingly, the table shows that the path estimates exhibit only minor differences between β and the bootstrapped mean, along with relatively low STDV values, which confirm the reliability and robustness of the model (Hair et al., 2021).

To further examine the mediating role of turnover intention, an indirect path analysis between positive emotions and employee performance through turnover intention was conducted using the bootstrapping procedure. Table 7 summarizes the path coefficients (β), bootstrapped means, standard deviations (STDV), t-statistics, and p-values to assess the significance of the mediation effect.

Table 7. Mediation Analysis Results

Path coefficients	β	Bootstrapped Mean	STDV	T	P values
Positive Emotions (X) -> Turnover Intention (M) -> Employee Performance (Y)	0,217	0,217	0,051	4,296	0,000

Source: Authors' calculations (2025).

The results of the mediation analysis in Table 7 indicate that turnover intention serves as a mediator in the relationship between positive emotions and employee performance, with an indirect effect value of $\beta = 0.217$. Meanwhile, the direct effect (c') of positive emotions on employee performance is recorded at $\beta = 0.264$. The Variance Accounted For (VAF) calculation is obtained using the formula $VAF = 0.217 / (0.217 + 0.264) = 0.451$ or approximately 45.1%. Referring to the guidelines by Hair et al. (2014), a VAF value within the range of $20\% \leq VAF \leq 80\%$ indicates partial mediation, meaning that turnover intention explains only part of the influence of positive emotions on employee performance, while the direct effect remains significant.

Furthermore, according to Hair et al. (2021), the evaluation of mediation in PLS-SEM is not only based on the VAF value but also considers the significance of both direct and indirect effects. If both are significant, the mediation is categorized as complementary mediation; whereas if only the indirect effect is significant while the direct effect is not, it is classified as full mediation. The findings of this study show that both the direct effect ($\beta = 0.264$; $p < 0.05$) and the indirect effect ($\beta = 0.217$; $p < 0.05$) are significant. Therefore, in line with the classification by Hair et al. (2021), the relationship falls under complementary mediation. Consistent with Zhang et al. (2022), complementary mediation occurs when both the direct and indirect effects are significant and move in the same direction. Thus, these findings confirm that turnover intention does not eliminate the direct effect of positive emotions on employee performance but instead strengthens their theoretical relationship through the mediation mechanism.

In addition, based on the results of the effect size mediation test, the upsilon value is calculated as $(0.217)^2 \times (0.325)^2 = 0.011$. This value indicates that the role of turnover

intention in mediating the indirect effect of positive emotions on employee performance is at a low structural level. This refers to the classification by Ogbeibu et al. (2020), which defines 0.01 as low mediation, 0.075 as medium mediation, and 0.175 as high mediation. Accordingly, although turnover intention plays a significant role as a mediator, its contribution to the relationship between positive emotions and employee performance remains relatively small. However, from the perspective of Zhang et al. (2022), this result still falls within the category of complementary mediation, since both the direct effect (positive emotions → employee performance) and the indirect effect (positive emotions → turnover intention → employee performance) are significant and move in a consistent (positive) direction. This indicates that turnover intention strengthens the theoretical relationship between positive emotions and employee performance, although the resulting mediation strength remains at a low level.

Discussion

Positive Emotions and Turnover Intention

Positive emotions are pleasant affective experiences such as happiness, gratitude, hope, and inspiration. Based on the Broaden-and-Build Theory (Malik & Garg, 2020), positive emotions broaden cognitive capacity and build sustainable psychological resources, enabling individuals to be more resilient in facing work-related pressures. In the organizational context, positive emotions not only enhance psychological well-being but also play a strategic role in shaping employees' decisions to stay or leave the organization.

The findings of this study reveal that positive emotions significantly influence turnover intention ($\beta = 0.393$; $t = 4.500$; $p = 0.000$). This means that the higher the level of positive emotions experienced by employees, the lower their intention to leave. This result is consistent with Khairana et al. (2024), who emphasized that positive emotions reduce turnover intention through employee engagement, and with Wang et al. (2023), who found that positive emotions function as a suppressing mechanism of turnover intention in the healthcare sector. From the perspective of the Theory of Planned Behavior, Abet et al. (2024) also stressed that positive attitudes and organizational commitment decrease employees' intention to quit.

However, contemporary literature also reveals complexities. Some studies highlight the role of external factors, such as career pressure and labor market conditions, which can weaken the protective effect of positive emotions. This suggests that the positive emotions–turnover intention relationship is not universal but rather shaped by cultural and religious contexts. This study extends the literature by emphasizing the context of Islamic banking in North Maluku, where religious values (gratitude, sincerity, togetherness) strengthen the role of positive emotions. Thus, this research offers a theoretical contribution by integrating religious values as a context-specific resource into the Broaden-and-Build Theory.

From a practical standpoint, the findings highlight the importance of Islamic banks adopting strategies to foster employees' positive emotions through spiritual activities and Islamic value-based work culture. Academically, this study opens opportunities for future longitudinal research to assess the dynamic relationship between positive emotions and turnover intention, as well as for cross-industry comparisons.

Positive Emotions and Employee Performance

Positive emotions are understood as pleasant affective responses that arise when employees have sufficient job resources (Wang et al., 2023). The Broaden-and-Build Theory

suggests that positive emotions broaden cognitive capacity, stimulate creativity, and enhance work motivation. Consequently, employees experiencing positive emotions are more adaptive, committed, and motivated to contribute optimally.

This study demonstrates that positive emotions significantly influence employee performance ($\beta = 0.264$; $t = 3.689$; $p = 0.000$). The higher the level of positive emotions, the higher the employees' performance. This finding is consistent with Khairana et al. (2024), who confirmed that positive emotions enhance work engagement and performance. Similarly, Wang et al. (2023) reported that positive feelings strengthen work effectiveness, while Uzair & Bhaumik (2023) argued that emotional intelligence reinforces the regulation of positive emotions, thereby improving performance.

Nonetheless, much of the existing literature is still concentrated in the healthcare and manufacturing sectors, with limited attention to religiously oriented organizations. This study broadens the literature by emphasizing Islamic banking in North Maluku, where Islamic values such as gratitude and sincerity amplify the role of positive emotions. The main theoretical contribution lies in extending the Broaden-and-Build Theory by incorporating religious dimensions that remain underexplored.

Practically, the results underscore the necessity for Islamic banks to create a conducive work environment that nurtures positive emotions through gratitude-based cultural programs and Islamic psychological support. The academic implication is the need for cross-cultural and multi-level studies (individual, team, organizational) to deepen the understanding of the role of positive emotions on performance across different settings.

Turnover Intention and Employee Performance

Turnover intention (TI) refers to the tendency of individuals to leave an organization, and the literature consistently highlights its negative impact on work behavior (Park & Min, 2022). The results of this study show that TI significantly affects employee performance ($\beta = 0.552$; $t = 8.752$; $p = 0.000$), confirming that the higher the intention to quit, the lower the employees' performance. Consistent with Vien (2021) and Khairana et al. (2024), these findings reinforce the evidence that TI diminishes service quality and work effectiveness.

However, recent literature provides additional nuance. Park & Min (2022) identified the phenomenon of performance-driven exit, while Bui et al. (2024) highlighted that organizational support and career orientation can moderate the TI–performance relationship. This indicates that the relationship is context-dependent. This study expands the literature by situating Islamic banking as a religious context, where values such as trustworthiness (*amanah*) and long-term sustainability can mitigate the negative impact of TI. The theoretical contribution lies in enriching turnover theory by incorporating religious factors as contextual variables.

From a practical perspective, retention strategies in Islamic banking cannot rely solely on material incentives but must also emphasize spirituality and gratitude-based culture. Academically, this research opens opportunities for cross-industry comparative studies and longitudinal designs to explore the dynamics of the TI–performance relationship in greater depth.

Turnover Intention as a Mediator

This study confirms that turnover intention partially mediates the relationship between positive emotions and employee performance ($\beta = 0.217$; VAF = 45.1%), meaning that positive emotions improve performance both directly and through reducing turnover

intention. These findings align with Khairana et al. (2024) and Wang et al. (2023), who showed that positive emotions can suppress turnover intention while simultaneously enhancing performance, as well as with Giao et al. (2020), Hu et al. (2022), and Uzair & Bhaumik (2023), who emphasized the importance of psychological variables in bridging the relationships among key constructs.

Unlike earlier studies, which predominantly focused on healthcare and manufacturing sectors, this research contributes by testing the mediation mechanism in the Islamic banking sector. Theoretically, the results enrich the Broaden-and-Build Theory by integrating turnover intention as a psychological mechanism in a religious context, while practically highlighting the necessity of implementing positive emotion management programs based on Islamic values to reduce turnover intention and enhance performance simultaneously.

Conclusion

This study affirms the central role of positive emotions in influencing employee work behavior within the context of Islamic banking in North Maluku. The empirical findings demonstrate that positive emotions not only reduce turnover intention but also enhance employee performance. These results support the Broaden-and-Build Theory, which emphasizes that positive emotions broaden cognitive capacity and build sustainable psychological resources.

Furthermore, the study shows that turnover intention has a significant negative effect on employee performance, reinforcing the evidence that turnover intention weakens loyalty, engagement, and work productivity. At the same time, turnover intention is proven to partially mediate the relationship between positive emotions and employee performance, indicating that affective influences on work performance operate through the psychological mechanism of reducing turnover intention.

The theoretical contribution of this study lies in highlighting the religious dimension within the frameworks of positive psychology and turnover theory. Islamic values such as gratitude (*syukur*), sincerity (*ikhlas*), trustworthiness (*amanah*), and togetherness (*kebersamaan*) function as context-specific resources that strengthen the role of positive emotions, reduce turnover intention, and enhance work performance. Thus, this study extends the application of the Broaden-and-Build Theory and enriches the global literature with empirical evidence from the Islamic banking sector.

Recommendations

Positive emotions are shown to play a significant role in reducing turnover intention while simultaneously enhancing employee performance. Moreover, turnover intention functions as a partial mediator bridging the relationship between positive emotions and performance, meaning that pleasant affective experiences not only have a direct impact on performance but also work indirectly by lowering the intention to quit. This confirms that religious values such as gratitude, sincerity, and togetherness are crucial as context-specific resources for strengthening emotional attachment and sustaining performance in Islamic banking.

Academic Implications. This study offers three theoretical contributions. First, it extends the Broaden-and-Build Theory by incorporating religious dimensions as contextual factors that reinforce the role of positive emotions in value-based organizations. Second, it enriches turnover theory by showing that turnover intention is not merely a negative determinant of performance but also serves as a mediating mechanism in the affective–

cognitive relationship of employees. Third, it introduces contextual novelty by providing empirical evidence from the Islamic banking sector in North Maluku, which has been relatively underexplored in the international literature.

Practical Implications. Management of Islamic banks is encouraged to strengthen Islamic work culture through the internalization of gratitude, sincerity, and togetherness as strategies to reduce turnover intention. In addition, holistic well-being programs that integrate spiritual, psychological, and material aspects are needed to reduce work stress and enhance motivation. Retention strategies should emphasize meaningfulness of work rather than relying solely on financial incentives, so employees develop stronger emotional attachment. Emotional intelligence training can serve as an important tool to strengthen the regulation of positive emotions, ultimately improving both individual and team performance.

Policy Implications. These findings are relevant for regulators, local governments, and Islamic banking associations. Regulators may encourage governance standards that integrate spirituality-based management practices and employee well-being. Local governments, particularly in North Maluku, should support the development of Islamic human resources through training based on positive psychology and religious values. Meanwhile, Islamic banking associations can develop national training modules on positive emotion management and Islamic retention strategies as best practices to strengthen the industry's competitiveness.

Future Research Directions. This study has limitations as it is cross-sectional, relies on self-reported data, and focuses only on the context of Islamic banking in North Maluku. Future research is encouraged to adopt longitudinal designs to capture the dynamics of relationships among variables more comprehensively. Cross-sectoral and cross-cultural studies are also needed to test the generalizability of findings, as well as multi-level approaches (individual, team, organization) to understand the complex interactions affecting performance. Mixed-methods approaches may also be employed to further explore psychological and spiritual mechanisms in the workplace.

In general, this study highlights that managing positive emotions based on religious values is a fundamental strategy for reducing turnover intention and fostering sustainable performance. These findings not only strengthen the literature on positive psychology and human resource management but also provide practical contributions to managerial practices and policy development in the Islamic banking industry. Accordingly, this research bridges the gap between theory, practice, and values, opening new avenues for developing spirituality-based organizations with stronger competitiveness in the global era.

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