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The Impact of Employee Well-being on Job Performance and Organisational Development

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Abstract: As employment expectations continue to rise due to competitive pressures, technology advancements, and changing work environments, employee well-being has grown in importance in contemporary organisations. While productivity and efficiency were the main focus of traditional management approaches, modern organisations are realising that employees psychological, physical, social and workplace experiences have a significant impact on job performance and long-term organisational development. This study explores employee well-being as an idea encompassing psychological, physical, social, and occupational well-being, based on recent research in organisational behaviour and management. Job performance is considered a broad concept involving task-related, contextual and adaptive performance. To demonstrate how various aspects of employee well-being affect motivation, engagement, flexibility, and spontaneous performance behaviours, the paper develops a conceptual model. A qualitative research method will be employed, in which open-ended questions will be used to explore employees' perceptions and experiences regarding well-being and its impact on job performance. The aim of the study is to help understand how well-being influences workplace behaviour and organisational outcomes. The findings are expected to contribute to management and business development literature by highlighting employee well-being as a strategic organisational resource and by offering practical implications for managers seeking to enhance performance through sustainable, employee-centred practices.

Keywords: Well-being, Job performance, Organisational development, Management, Workplace behaviour

Introduction

In recent years, employee well-being has become a central concern for organisations as they adapt to increasing competitive pressures, technological advancements, and evolving work environments. Traditionally, management practices emphasised productivity, efficiency, and financial performance as primary indicators of organisational success. However, contemporary research increasingly recognises that employees psychological, physical, and social experiences at work play a critical role in shaping individual performance and long-term organisational sustainability (Grawitch et al., 2006; Keyes et al., 2000).

Employee well-being is a multidimensional concept that encompasses psychological well-being, physical health, social relationships, and occupational conditions. Psychological well-being reflects employees emotional states, sense of purpose, and ability to cope with work-related demands, while physical well-being relates to health, energy levels, and absence of illness. Social well-being concerns the quality of interpersonal relationships and support at work, and occupational well-being refers to job security, workload, autonomy, and working conditions (Hasin et al., 2023; Ferrara et al., 2022). Together, these dimensions influence how employees perceive their work environment and how effectively they perform their roles.

Existing literature demonstrates a strong relationship between employee well-being and job performance. Employees who experience higher levels of well-being tend to display greater motivation, stronger engagement, and higher levels of commitment, which in turn enhance individual and organisational outcomes (Kundi et al., 2020; Taris et al., 2018). On the other hand, poor well-being, often associated with excessive workload, job

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insecurity, or psychosocial risks, has been linked to burnout, reduced productivity, and increased turnover intentions (Hasin et al., 2023; Camelo et al., 2008).

Job performance itself is a broad and multidimensional construct. It includes task performance, which refers to the execution of core job responsibilities; contextual performance, which involves voluntary behaviours that support the organisational environment; and adaptive performance, which reflects employee's ability to adjust to change and uncertainty (Black et al., 2019). Understanding job performance in this comprehensive manner allows researchers to capture not only what employees do, but also how they contribute to organisational functioning beyond formal job descriptions. Although prior studies have established a general link between well-being and performance, there remains a need for deeper qualitative insights into how employees themselves perceive this relationship. Many studies rely primarily on quantitative survey data, which may overlook the subjective experiences and meanings employees attach to well-being and work performance. Qualitative approaches can provide richer explanations of the mechanisms through which well-being influences workplace behaviour and organisational outcomes (Ibrahim et al., 2020; Siegerink et al., 2024).

Therefore, this study aims to explore employees' perceptions and experiences of well-being and its impact on job performance using a qualitative research approach. By employing open-ended questions, the study seeks to uncover how different dimensions of well-being shape motivation, engagement, flexibility, and discretionary performance behaviours. The findings are expected to contribute to management and business development literature by positioning employee well-being as a strategic organisational resource and by offering practical insights for managers seeking to enhance performance through sustainable, employee-centred practices.

Literature Review

Employee Well-being

Employee well-being has received increasing attention in organisational behaviour and human resource management literature as a key determinant of employee attitudes, behaviour, and performance. Well-being is commonly understood as a positive state of functioning that reflects individuals' experiences, emotions, and evaluations of their lives and work (Keyes et al., 2000). In organisational contexts, employee well-being refers to the extent to which employees experience positive psychological states, physical health, supportive social relationships, and satisfactory working conditions.

Prior research suggests that employee well-being is not only an individual concern but also a strategic organisational issue. Organisations that promote employee well-being tend to benefit from higher levels of engagement, reduced absenteeism, and improved organisational performance (Taris et al., 2018). On the other hand, poor well-being has been linked to stress, burnout, and unfavourable work attitudes, all of which can compromise an individual's efficacy as well as organisational results (Hasin et al., 2023).

Employee well-being is widely defined as a broad concept that includes psychological, physical, social, and occupational dimensions (Ferrara et al., 2022). Psychological well-being relates to employees' emotional states, sense of meaning, self-acceptance, and ability to cope with work demands. Physical well-being concerns employee's health status, energy levels, and absence of illness. Social well-being reflects the quality of interpersonal relationships, social support, and sense of belonging at work. Occupational well-being refers to job-related factors such as workload, autonomy, job security, and working conditions.

These dimensions interact to shape employees overall experience of work. For example, employees who experience supportive relationships and manageable workloads are more likely to report positive psychological states and higher levels of motivation. Similarly, poor working conditions or excessive job demands may negatively affect both physical and psychological well-being, leading to decreased functioning and lower performance (Camelo et al., 2008).

Employee Well-being and Job Performance

Job performance is a broad concept that includes task performance, contextual performance, and adaptive performance (Black et al., 2019). Task performance refers to the effectiveness with which employees perform the key functions of their job. Contextual performance involves voluntary behaviours that support the organisational

environment, such as helping colleagues and demonstrating organisational citizenship. Adaptive performance reflects the ability to adjust to changes in tasks, roles, and working conditions.

Empirical studies consistently demonstrate a positive relationship between employee well-being and job performance. Employees who experience higher levels of well-being tend to exhibit greater engagement, stronger commitment, and higher levels of motivation, which contribute to improved task and contextual performance (Kundi et al., 2020; Taris et al., 2018). In contrast, poor well-being has been linked to reduced concentration, emotional exhaustion, and decreased productivity (Hasin et al., 2023).

While existing research provides strong evidence of an association between well-being and performance, much of the literature relies on quantitative survey designs. There remains limited qualitative research exploring how employees themselves perceive the relationship between their well-being and their performance at work. Gaining insight into employee's subjective experiences may provide a deeper understanding of the mechanisms through which well-being influences workplace behaviour and organisational outcomes (Ibrahim et al., 2020).

Method

Research Design and Approach

This study adopts a qualitative research design to explore employees' perceptions and experiences of workplace well-being and its influence on job performance. A qualitative and exploratory approach is appropriate because it enables an in-depth understanding of how individuals interpret their work experiences and how well-being shapes behaviour in organisational contexts. By focusing on subjective meanings, the study seeks to capture the complexity of employee well-being and its multidimensional impact on performance.

Participants and Data Collection

The target population of the study consists of employees working in various organisational sectors. A purposive sampling strategy will be used to select participants who have relevant work experience and are able to reflect on issues related to well-being and job performance. The study is expected to involve approximately 10–15 participants to obtain diverse perspectives while allowing for in-depth qualitative analysis.

Data will be collected through an open-ended qualitative questionnaire distributed electronically to employees. The questionnaire will be developed based on themes identified in the literature, including psychological well-being, physical well-being, social well-being, occupational well-being, and job performance. Open-ended questions will allow participants to freely describe their experiences, opinions, and perceptions regarding workplace well-being and its impact on their performance.

Data Analysis and Ethical Considerations

The qualitative data will be examined through thematic analysis. This involves reading the responses carefully, identifying meaningful segments of text, and grouping similar ideas into broader themes. This approach allows common patterns across participant experiences to be explored and helps provide insight into how different aspects of employee well-being are perceived to influence job performance and organisational outcomes. Ethical principles will be respected throughout the study. Participation will be voluntary, and participants will be informed about the purpose of the research. Informed consent will be obtained prior to data collection. Anonymity and confidentiality will be ensured, and participants will have the right to withdraw from the study at any time without consequence.

Results and Discussion

As this study is currently in the data collection stage, this section presents the expected themes and anticipated findings based on existing literature and the proposed conceptual framework. The discussion focuses on how different dimensions of employee well-being are expected to influence job performance and organisational outcomes.

It is expected that employees who report higher levels of psychological well-being will describe greater motivation, positive work attitudes, and stronger engagement in their job roles. Employees who feel emotionally balanced and experience a sense of purpose at work are likely to demonstrate higher levels of concentration, persistence, and enthusiasm when performing their tasks. In contrast, employees who experience stress, anxiety, or emotional exhaustion may report difficulties in maintaining focus, reduced motivation, and lower quality of work output. These findings would support existing research suggesting that psychological well-being plays a central role in shaping employee performance and work behaviour.

The study is expected to reveal that physical well-being, including employees energy levels and overall health status, has a direct influence on daily work performance. Employees who feel physically healthy are likely to report higher levels of stamina, alertness, and ability to cope with job demands. On the other hand, physical fatigue, illness, or discomfort may be associated with reduced productivity, slower task completion, and increased errors. These anticipated findings highlight the importance of workplace practices that promote healthy lifestyles and safe working conditions. It is anticipated that positive workplace relationships and social support will emerge as important contributors to job performance. Employees who experience supportive interactions with colleagues and supervisors are expected to describe higher levels of job satisfaction, stronger organisational commitment, and greater willingness to engage in discretionary behaviours such as helping others. In contrast, poor interpersonal relationships or experiences of conflict may be associated with decreased motivation and withdrawal behaviours. These findings would emphasise the role of social well-being in fostering a collaborative and productive work environment.

The results are expected to show that occupational factors such as workload, autonomy, job security, and working conditions strongly shape employees' perceptions of well-being and performance. Employees who perceive their workload as manageable and experience a sense of control over their work are likely to report higher levels of effectiveness and adaptability. On the other hand, excessive workload, limited autonomy, or job insecurity may be linked to stress, dissatisfaction, and reduced performance. These findings would suggest that organisational policies and job design play a critical role in supporting employee well-being and performance.

Overall, the expected results point to employee well-being as a broad idea that affects work performance through occupational, psychological, physical, and social means. It is anticipated that these factors will combine and work together to influence workers motivation, engagement, and capacity for productive work. This study attempts to provide a greater understanding of how well-being leads to sustainable organisational development by incorporating employees' subjective experiences. It is anticipated that the results will support the idea that employee well-being is a strategic organisational resource rather than just a personal issue.

Conclusion

The purpose of this study was to explore how workers perceive workplace well-being and how it affects their job performance. The study emphasizes the significance of psychological, physical, social, and occupational well-being in influencing how individuals feel about their work and carry out their daily responsibilities by employing a qualitative methodology and concentrating on employee views. The anticipated results imply that workers with greater well-being are more likely to feel driven, involved, and able to adjust to challenges at work. In contrast, poor well-being may reduce energy, concentration, and willingness to perform beyond basic job requirements. These insights emphasise that employee well-being is closely connected to everyday work behaviour and overall organisational functioning. From a practical point of view, the study suggests that organisations should treat employee well-being as a core management priority rather than an additional benefit. Creating supportive work environments, promoting healthy working conditions, and encouraging positive relationships at work can contribute to better performance and long-term organisational success.

This study has some limitations. As an exploratory qualitative study, the findings cannot be generalised to all organisations. Future research could build on this work by using quantitative or mixed-method approaches and by examining specific industries or employee groups. Nevertheless, this study provides a useful starting point for understanding the role of employee well-being in shaping job performance and organisational development.

Recommendations

Based on the focus of this study, several practical recommendations can be suggested for organisations and managers. Employee well-being should be recognised as a central element of organisational strategy rather than

an optional initiative. Integrating well-being into everyday management practices can help create healthier and more supportive work environments.

Managers are encouraged to regularly engage with employees to understand their well-being experiences through open communication, feedback, or informal discussions. Gaining insight into employees needs and concerns can support the development of targeted actions that address psychological, physical, social, and occupational aspects of well-being. Organisations should also promote healthy working conditions by ensuring manageable workloads, providing flexibility where possible, and encouraging work–life balance. In addition, fostering respectful and supportive relationships among employees and between employees and supervisors can strengthen social well-being and contribute to a positive workplace climate. Furthermore, providing training for managers on recognising signs of poor well-being and responding appropriately may enhance their ability to support employees effectively. Such practices are likely to contribute to higher job performance, stronger engagement, and more sustainable organisational development.

Scientific Ethics Declaration

* The author declares that the scientific ethical and legal responsibility of this article published in the EPSS journal belongs to the author.

* No ethics committee permission was required at the time of writing

Conflict of Interest

* The author declares that there is no conflict of interest

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