

Employee Wellbeing and Sustainable Performance: The Mediating Role of Work Engagement
Employee Wellbeing dan Kinerja Pegawai Berkelanjutan: Peran Mediasi Work Engagement

Herlina Amin Noor¹, Muh. Rusli², Nandang Komara³, Usman Sattar⁴, Jihan Safira Rospitasari Harun Sally⁵, Sulfaedah Lestari⁶, Syahrul⁷

Akademi Sekretari Manajemen Indonesia Publik, Makassar, Indonesia^{1,2,7}

International Women University, Bandung, Indonesia³

Politeknik Bombana, Bombana, Indonesia⁴

Sekolah Tinggi Ilmu Administrasi Abdul Haris, Makassar, Indonesia^{5,6}

asmipublikmakassar686@gmail.com^{1*}, roeslicully@gmail.com², nandangkomara@iwu.ac.id³,
usmanfkumi@gmail.com⁴, jihansafirarospitasari@gmail.com⁵, ulfhalestary23@gmail.com⁶,
syahrul.s.kom@gmail.com⁷

ABSTRACT

Changes in work patterns and increasing performance demands require organizations to focus not only on targets but also on employees' psychological conditions that support long-term performance. This study aims to examine the effect of employee wellbeing on employee performance, with employee engagement as a mediating variable. A quantitative approach with an explanatory research design was employed. Data were collected through questionnaires from 150 employees and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results indicate that employee wellbeing has a positive effect on employee engagement and employee performance. Employee engagement also has a positive effect on employee performance. Furthermore, employee engagement partially mediates the relationship between employee wellbeing and employee performance. These findings highlight that employee wellbeing influences performance not only directly but also indirectly through enhanced work engagement as a key psychological mechanism. This study suggests that sustainable performance improvement strategies should emphasize the integrated management of employee wellbeing and engagement.

Keywords: *employee wellbeing; employee engagement; employee performance; job performance; SEM-PLS.*

ABSTRAK

Perubahan cara kerja dan meningkatnya tuntutan kinerja mendorong organisasi untuk tidak hanya berfokus pada target, tetapi juga pada kondisi psikologis pegawai yang menopang kinerja jangka panjang. Penelitian ini bertujuan menganalisis pengaruh employee wellbeing terhadap employee performance dengan employee engagement sebagai variabel mediasi. Penelitian menggunakan pendekatan kuantitatif dengan desain explanatory research. Data dikumpulkan melalui kuesioner dari 150 pegawai dan dianalisis menggunakan Structural Equation Modeling–Partial Least Squares (SEM-PLS). Hasil penelitian menunjukkan bahwa employee wellbeing berpengaruh positif terhadap employee engagement dan employee performance. Employee engagement juga terbukti berpengaruh positif terhadap employee performance. Lebih lanjut, employee engagement terbukti memediasi secara parsial hubungan antara employee wellbeing dan employee performance. Temuan ini menegaskan bahwa kesejahteraan pegawai tidak hanya berdampak langsung pada kinerja, tetapi juga bekerja melalui peningkatan keterlibatan kerja sebagai mekanisme psikologis utama. Penelitian ini memberikan implikasi bahwa upaya peningkatan kinerja yang berkelanjutan perlu diarahkan pada pengelolaan kesejahteraan dan keterlibatan pegawai secara terintegrasi.

Kata Kunci: *employee wellbeing; employee engagement; employee performance; kinerja pegawai; SEM-PLS.*

This is an open access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY 4.0).

Artikel ini adalah artikel akses terbuka yang didistribusikan di bawah ketentuan Lisensi Creative Commons Attribution 4.0 International (CC BY 4.0).



INTRODUCTION

The banking industry and service organizations in general face layered pressures to maintain stable and sustainable performance amid changing work patterns, accelerated digitalization, and increasingly fast and precise service demands. In this context, employee wellbeing is no longer positioned as an “additional program,” but rather as a foundation of long-term work capacity, as employees’ wellbeing is closely related to the quality of energy, focus, and resilience in coping with work demands. Recent literature also emphasizes that wellbeing research is increasingly directed toward understanding the mechanisms (mediators and moderators) that explain how wellbeing is connected to various organizational outcomes, including productivity and performance (Pandey et al., 2025; Tribuana, Usman, & Dayanti, 2025).

From a theoretical perspective, Job Demands–Resources (JD-R) Theory explains that the balance between job demands and job resources determines whether employees experience strain or are instead driven toward positive states such as work engagement. Recent developments in JD-R research highlight that work engagement—characterized by vigor, dedication, and absorption—acts as a “motivational engine” that emerges when job resources are sufficient and subsequently drives adaptive work behaviors and improved performance outcomes (Bakker et al., 2023; Gürbüz et al., 2023; Tribuana et al., 2024). Furthermore, recent evidence underscores the importance of managing job demands and strengthening job resources to ensure that wellbeing remains protected, particularly in high-pressure work environments (Pienaar et al., 2025; Tribuana, Usman, & D. Dayanti, 2025).

In terms of inter-variable relationships, review-based studies further confirm that psychological wellbeing is meaningfully associated with job performance, suggesting that organizations should view wellbeing as a managerial factor that influences work effectiveness rather than merely an individual issue (Anggar Wijayanti, 2025). This finding aligns with recent directions in wellbeing research that map the links between wellbeing and organizational outcomes in a more comprehensive and multi-level manner, thereby opening avenues to explain “through which pathways” wellbeing influences performance (Pandey et al., 2025).

Meanwhile, work engagement has been widely discussed as the most logical connector between positive psychological conditions and performance, as engagement represents an active, motivational form of involvement at work. Recent meta-analyses demonstrate that work engagement is positively associated with job performance, including both task and contextual performance, and consistently serves as a key explanatory variable for improved work outcomes (Neuber et al., 2022). Operationally, when employees experience higher levels of wellbeing, they tend to be more psychologically present at work, more persistent, and more proactive, which is ultimately reflected in higher performance.

However, contemporary workplace dynamics also introduce new challenges that affect wellbeing and engagement, such as digital workload and the intensity of technology use, which may either strain or support psychological conditions depending on job design and organizational support. Studies in the field of management information systems indicate a close relationship between digital workload, work engagement, and psychological wellbeing, emphasizing that modern work transformations must be carefully managed to avoid eroding employees’ work capacity (Sharma, 2024). Building on this foundation, the present study positions work engagement as a mediating variable to explain how employee wellbeing promotes employee performance in a more sustainable manner, while also enriching empirical evidence that highlights the importance of psychological mechanisms in the wellbeing–performance relationship (Diep & Horváthová, 2026; Hamza & Farah, 2025).

LITERATURE REVIEW

Employee Wellbeing in the Context of Modern Work

Employee wellbeing refers to a comprehensive state of employees' welfare encompassing psychological and emotional aspects as well as functional work capabilities that shape employees' capacity to maintain energy, focus, and resilience in coping with job demands. Contemporary wellbeing research increasingly emphasizes that wellbeing does not stand alone as an individual outcome, but is connected to organizational outcomes through various pathways antecedents, mediators, moderators, and outcomes across multiple levels. Pandey et al. argue that recent wellbeing studies should explicitly incorporate psychological and contextual mechanisms to explain how wellbeing generates impacts on organizational outcomes, including performance (Pandey et al., 2025). At the practical level, findings from the banking context in Makassar also indicate that digital transformation and organizational dynamics intersect with employees' psychological wellbeing, making wellbeing a relevant factor in determining the stability of work execution (Tribuana et al., 2024).

From an organizational sustainability perspective, wellbeing is increasingly discussed as a critical component for maintaining long-term performance, as it affects employees' ability to endure and adapt over time. Within a broader business sustainability framework, the strategic role of HR in the ESG agenda highlights the importance of treating human factors including wellbeing as key determinants of organizational competitiveness and resilience (Tribuana, Usman, & Dayanti, 2025). Moreover, cross-sector comparative studies in Makassar further confirm that wellbeing is related to performance and may vary across sectors, thereby opening opportunities for more focused research on the psychological mechanisms underlying this relationship (Tribuana, Usman, & D. Dayanti, 2025).

JD-R Theory as a Foundation for the Wellbeing–Engagement–Performance Relationship

Theoretically, Job Demands–Resources (JD-R) Theory explains that the balance between job demands and job resources gives rise to two primary processes: a health-impairment process (e.g., burnout) and a motivational process (e.g., work engagement). Recent developments in JD-R theory emphasize that work engagement represents a positive motivational state that emerges when job resources are sufficient, and that engagement plays a critical role in bridging positive psychological conditions with work outcomes such as performance (Bakker et al., 2023). In high-demand work contexts, recent evidence also shows that hindering job demands and job resources are associated with wellbeing as well as work-related attitudes and behaviors, underscoring the need for organizations to manage demands and strengthen resources to protect employee wellbeing (Pienaar et al., 2025).

Work Engagement as a Psychological Mechanism Toward Performance

Work engagement characterized by vigor, dedication, and absorption is viewed as an active psychological connection that enables employees to work with energy, persistence, and strong involvement. Meta-analytic evidence indicates that engagement is correlated with various positive outcomes, such as job satisfaction and organizational commitment, and is consistently influenced by job resources and personal resources. More specific meta-analyses further confirm that work engagement is associated with job performance (both task and contextual performance), supporting its role as a “motivational engine” that explains why positive psychological conditions can be translated into performance outcomes (Neuber et al., 2022). These findings are reinforced

by meta-analytic studies that directly examine the relationship between engagement and job performance (Corbeanu & Iliescu, 2023).

The Effect of Employee Wellbeing on Employee Performance

The wellbeing–performance relationship has increasingly been discussed through systematic review approaches. For instance, systematic reviews on wellbeing and performance emphasize that contemporary research maps the links between wellbeing and performance at both individual and organizational levels, while highlighting the importance of explanatory pathways (mediators) that make this relationship consistent across different work contexts (Hamza & Farah, 2025). Accordingly, it becomes increasingly logical for organizations to view wellbeing not merely as a personal issue, but as a prerequisite for stable work effectiveness, as wellbeing supports employees' capacity to maintain work quality under conditions of pressure and change.

H1: Employee wellbeing has a positive effect on employee performance.

The Effect of Employee Wellbeing on Work Engagement

JD-R theory predicts that higher levels of wellbeing are likely to be accompanied by increased work engagement, as employees possess stronger psychological resources to engage actively in their work. Empirical syntheses from meta-analytic studies show that factors related to resources and psychological conditions are associated with engagement, while engagement itself represents a motivational state closely linked to positive work experiences (Mazzetti et al., 2023). At the same time, modern work dynamics may also influence this pathway: digital technologies can function as supportive resources but may also generate new pressures. Research in the financial services sector indicates that digital technologies are related to wellbeing and mental health and therefore need to be carefully managed to avoid undermining employees' psychological capacity (Sansovini & Magida, 2025).

H2: Employee wellbeing has a positive effect on work engagement.

The Effect of Work Engagement on Employee Performance

Work engagement has consistently been linked to improved performance, as engaged employees tend to work more persistently, proactively, and are better able to maintain output quality across both task performance and contextual performance. Meta-analytic evidence demonstrates a meaningful relationship between engagement and job performance, and engagement is frequently identified as a stable variable for explaining performance variation across diverse work contexts (Neuber et al., 2022). These findings are also consistent with meta-analyses that specifically examine the engagement–job performance relationship (Corbeanu & Iliescu, 2023).

H3: Work engagement has a positive effect on employee performance.

Work Engagement as a Mediating Variable

By integrating JD-R logic with empirical evidence, the mediating pathway becomes theoretically sound: wellbeing provides a psychological foundation that enables employees to become more engaged, while engagement translates this positive psychological condition into performance-oriented work behaviors. Systematic reviews on the wellbeing–performance relationship confirm that this relationship is often explained through mediating variables, suggesting that testing engagement as a mediator can clarify the mechanism linking wellbeing and performance (Hamza & Farah, 2025).

In addition, systematic reviews in the HRM–wellbeing–performance domain emphasize that performance outcomes are frequently intertwined with psychological processes such as engagement, making this variable well-suited to serve as a mediator in research models (Diep & Horváthová, 2026).

H4: Work engagement mediates the effect of employee wellbeing on employee performance.

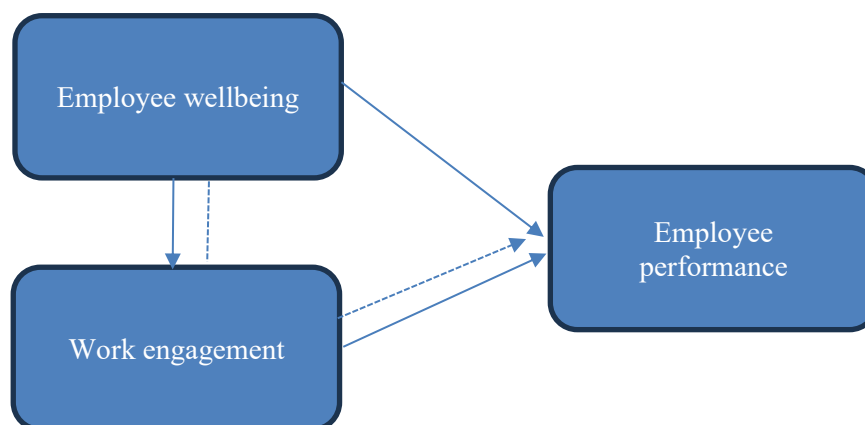


Figure 1. Conceptual Model of the Effect of Employee Wellbeing on Employee Performance with Work Engagement as a Mediating Variable

Figure 1 illustrates the conceptual model of this study, which positions employee wellbeing as the independent variable reflecting employees' overall state of wellbeing, including work comfort, sense of security, organizational support, work–life balance, and work-related energy. Employee wellbeing is assumed to enhance the quality of employees' involvement in their work. Work engagement is positioned as a mediating variable representing active employee involvement characterized by vigor, dedication, and absorption as a psychological mechanism that explains how wellbeing is translated into more focused, persistent, and proactive work behaviors. Furthermore, employee performance is placed as the dependent variable, representing work outcomes in terms of quality, timeliness, efficiency, and contribution. Accordingly, the model examines two paths of influence: the direct effect of employee wellbeing → employee performance and the indirect effect of employee wellbeing → work engagement → employee performance, highlighting that performance improvement can occur through enhanced work engagement as a result of employee wellbeing.

METHODS

This study adopts a quantitative approach with an explanatory research design, aiming to explain the causal relationships among employee wellbeing, work engagement, and employee performance. This approach is considered appropriate for examining both direct and indirect (mediated) effects among variables within the context of employee behavior and performance in organizational settings.

The research employs a cross-sectional design, in which data were collected at a single point in time to capture respondents' perceptions of their wellbeing at work, level of work engagement, and performance. This design is commonly used in human resource management and organizational behavior research, particularly when the focus is on testing relational models involving psychological and work-related behavioral variables.

The study was conducted in a service-sector organization (banking/service context), with active employees as the unit of analysis. The respondents consisted of employees directly involved in operational and service activities, ensuring that they possessed relevant work experience to evaluate their levels of wellbeing, engagement, and performance. The selection of a service-sector context was based on the characteristics of service work, which

typically involves high performance demands, precision, and consistency in service delivery.

The research population comprised all employees within the organizational units under investigation. A purposive sampling technique was applied using the following criteria:

- (1) being an active employee in the organization where the study was conducted;
- (2) having a minimum tenure of one year; and
- (3) being directly involved in operational or service-related work activities.

A total of 150 respondents participated in the study, which is considered adequate to meet the minimum sample size requirements for Structural Equation Modeling–Partial Least Squares (SEM-PLS) analysis.

The study utilized primary data, collected directly from respondents through a structured questionnaire. The data reflect employees' perceptions of employee wellbeing, work engagement, and employee performance. In addition, secondary data, including scientific literature and organizational supporting documents, were used to strengthen the theoretical foundation and discussion of the research findings.

Data collection was conducted using a structured questionnaire with closed-ended questions. The research instruments were developed based on indicators that have been established and validated in prior studies. A five-point Likert scale was employed, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was distributed to respondents either online and/or offline, depending on organizational policies and conditions.

The research variables consisted of three main constructs. Employee wellbeing was measured through employees' perceptions of work comfort, sense of security, organizational support, work–life balance, and work-related energy. Work engagement was measured using the dimensions of vigor, dedication, and absorption, reflecting the level of employees' psychological involvement in their work. Employee performance was measured through indicators such as target achievement, work quality, timeliness, efficiency, and contribution to organizational goals.

The collected data were analyzed using SEM-PLS with the assistance of SmartPLS software. The stages of analysis included:

1. assessment of the measurement model (outer model) to evaluate construct validity and reliability;
2. assessment of the structural model (inner model) to examine the relationships among variables; and
3. testing the mediating effect of work engagement using a bootstrapping procedure to evaluate the indirect effect of employee wellbeing on employee performance.

The results of the analysis were subsequently interpreted to address the research objectives and to test the formulated hypotheses.

RESULTS AND DISCUSSION

This study involved 150 respondents. The demographic profile indicates that the majority of respondents were male (60.7%) and belonged to the productive age group, particularly 30–39 years old (40.0%). In terms of tenure, most respondents had 6–10 years of service (30.7%), followed by those with 3–5 years (29.3%). Regarding educational background, the majority held a bachelor's degree (S1; 59.3%), while most respondents occupied staff-level positions (80.7%). This composition suggests that the respondents represent operational employees who are directly involved in daily work processes, making them appropriate informants for assessing employee wellbeing, employee engagement, and employee performance in routine organizational contexts. Detailed respondent characteristics

are presented in Table 1.

Table 1. Demographic Characteristics of Respondents (n=150)

Variable	Category	Frequency	Percentage (%)
Gender	Male	91	60.7
	Female	59	39.3
Age Group	20–29 years	44	29.3
	30–39 years	60	40.0
	40–49 years	37	24.7
	≥50 years	9	6.0
Tenure	<3 years	38	25.3
	3–5 years	44	29.3
	6–10 years	46	30.7
	>10 years	22	14.7
Education	Diploma (D3)	18	12.0
	Bachelor (S1)	89	59.3
	Master (S2)	43	28.7
Position	Staff	121	80.7
	Supervisor	24	16.0
	Manager	5	3.3

Convergent validity was assessed using outer loadings, which showed that all indicators exceeded the recommended threshold of 0.70. Specifically, outer loading values ranged from 0.784–0.875 for Employee Engagement, 0.764–0.833 for Employee Performance, and 0.769–0.838 for Employee Wellbeing, indicating that all indicators adequately represent their respective constructs. A summary of convergent validity results is presented in Table 2.

Internal consistency reliability was confirmed, with Cronbach's alpha values ranging from 0.893 to 0.914 and Composite Reliability (ρ_c) values between 0.918 and 0.933. In addition, Average Variance Extracted (AVE) values exceeded the minimum criterion of 0.50, indicating satisfactory convergent validity at the construct level. These results demonstrate strong reliability and validity for all constructs. Detailed results are shown in Table 3.

Table 2. Convergent Validity (Outer Loadings)

Construct	Indicator	Outer Loading
Employee Engagement	ENG1–ENG6	0,784 – 0,875
Employee Performance	PERF1–PERF6	0,764 – 0,833
Employee Wellbeing	WB1–WB6	0,769 – 0,838

Table 3. Construct Reliability and Validity

Construct	Cronbach's Alpha	Composite Reliability (ρ_c)	AVE
Employee Engagement	0.914	0.933	0.699
Employee Performance	0.895	0.920	0.657
Employee Wellbeing	0.893	0.918	0.651

Discriminant validity was assessed using the HTMT criterion, with all values ranging between 0.641 and 0.718, well below the threshold of 0.85, indicating no overlap among constructs. These results are summarized in Table 4. Furthermore, the evaluation of Variance Inflation Factor (VIF) values indicated that all indicators were within acceptable limits, suggesting the absence of multicollinearity issues and supporting the adequacy of the model for structural analysis.

Table 4. Discriminant Validity (HTMT)

Construct	Engagement	Performance	Wellbeing
Employee Engagement	—	0.718	0.641
Employee Performance		—	0.664
Employee Wellbeing			—

The model demonstrated acceptable fit, as indicated by SRMR = 0.062 and NFI = 0.886. The coefficient of determination shows that Employee Wellbeing explains 34.9% of the variance in Employee Engagement ($R^2 = 0.349$), while Employee Wellbeing and Employee Engagement together explain 50.3% of the variance in Employee Performance ($R^2 = 0.503$). These results indicate moderate to substantial explanatory power. Model fit and R^2 values are presented in Table 5.

Effect size analysis shows that the influence of Employee Wellbeing on Employee Engagement is large ($f^2 = 0.537$). The effect of Employee Engagement on Employee Performance is moderate ($f^2 = 0.278$), while the direct effect of Employee Wellbeing on Employee Performance is small to moderate ($f^2 = 0.144$). These findings emphasize the central role of engagement as a key pathway linking wellbeing to performance. The results are summarized in Table 6.

Blindfolding analysis revealed positive Q^2 values for endogenous constructs, namely Employee Engagement ($Q^2 = 0.233$) and Employee Performance ($Q^2 = 0.320$), indicating that the model has satisfactory predictive relevance. The results are presented in Table 7.

Table 5. Model Fit

Indicator	Value
SRMR	0.062
NFI	0.886
R^2 Employee Engagement	0.349
R^2 Employee Performance	0.503

Table 6. Effect Size

Relationship	f^2	Category
Wellbeing → Engagement	0.537	Besar
Engagement → Performance	0.278	Menengah
Wellbeing → Performance	0.144	Kecil–Menengah

Table 7. Predictive Relevance

Endogenous Construct	Q^2
Employee Engagement	0.233
Employee Performance	0.320

Bootstrapping results indicate that all hypothesized relationships are positive and statistically significant ($p < 0.001$). Employee Wellbeing positively influences Employee Performance ($\beta = 0.332$), Employee Wellbeing positively influences Employee Engagement ($\beta = 0.591$), and Employee Engagement positively influences Employee Performance ($\beta =$

0.461).

Furthermore, the indirect effect of Employee Wellbeing on Employee Performance through Employee Engagement is significant ($\beta = 0.272$), confirming partial mediation. A complete summary of hypothesis testing results is provided in Table 8.

Table 8. Summary of Hypothesis Testing

Hypothesis	Relationship	β	T-Statistic	P-Value	Decision
H1	Wellbeing \rightarrow Performance	0.332	4.672	<0.001	Supported
H2	Wellbeing \rightarrow Engagement	0.591	12.265	<0.001	Supported
H3	Engagement \rightarrow Performance	0.461	6.461	<0.001	Supported
H4	Wellbeing \rightarrow Engagement \rightarrow Performance	0.272	5.571	<0.001	Supported (Partial Mediation)

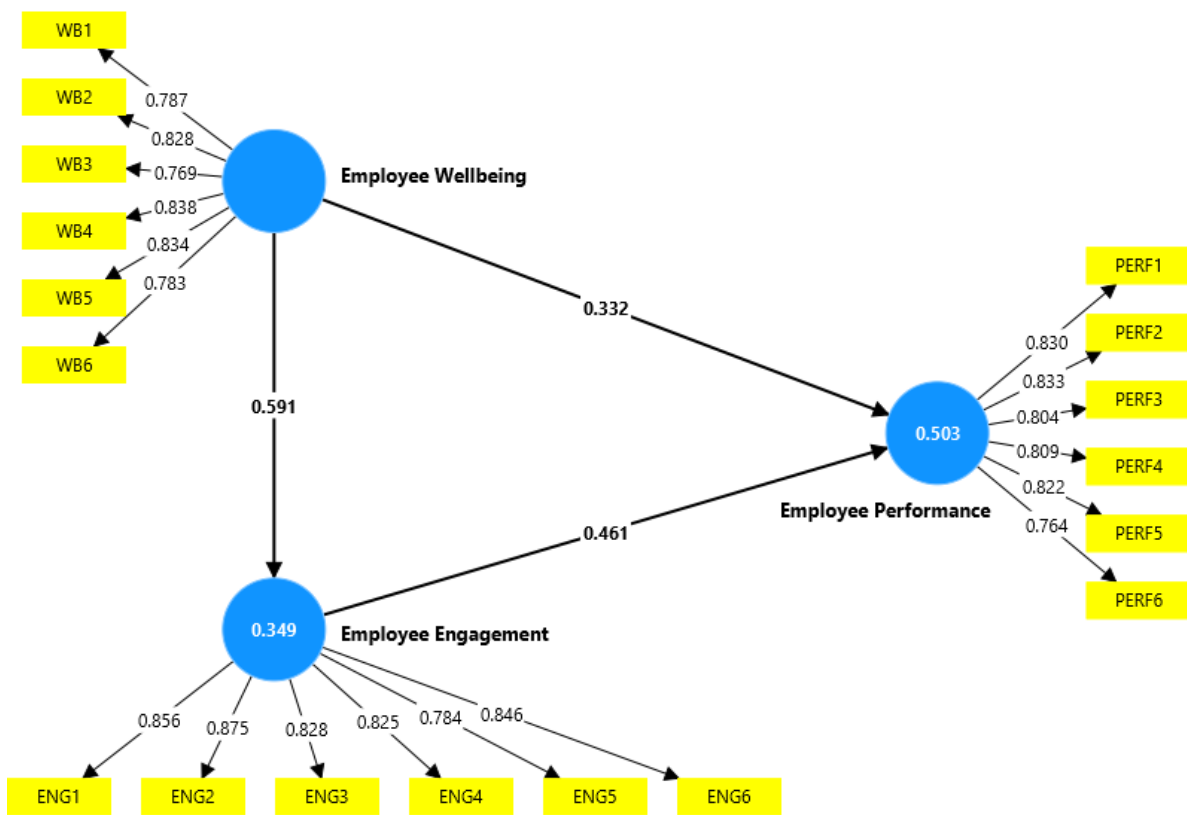


Figure 2. Structural Path Analysis

First, the findings demonstrate that employee wellbeing has a strong positive effect on employee engagement. This result indicates that employees who experience higher levels of comfort, security, organizational support, and work-related energy are more likely to be psychologically engaged in their work. This pattern aligns with contemporary wellbeing research emphasizing psychological wellbeing as a critical resource that fosters sustained engagement and work capacity.

Second, employee engagement significantly influences employee performance, suggesting that employees who are energetic, dedicated, and absorbed in their work tend to achieve higher performance levels. This finding reinforces meta-analytic evidence positioning engagement as a motivational mechanism that translates positive psychological states into effective work behavior and performance outcomes.

Third, the study confirms a direct positive effect of employee wellbeing on employee performance, supporting the argument that wellbeing is not merely an affective condition but

a substantive contributor to focus, emotional stability, and resilience in demanding work environments.

Fourth and most importantly the partial mediating role of employee engagement indicates that wellbeing enhances performance both directly and indirectly by increasing engagement. In this mechanism, wellbeing provides the psychological “fuel,” engagement serves as the motivational “engine,” and performance emerges as the final outcome. This pattern is consistent with contemporary literature emphasizing engagement as a key explanatory pathway linking wellbeing to performance.

Fifth, the explanatory power of the model is meaningful, as reflected by the R^2 and f^2 values. The large effect of wellbeing on engagement underscores that investments in employee wellbeing are most strongly realized through increased engagement, which subsequently improves performance.

Finally, the positive Q^2 values confirm that the model possesses predictive relevance, reinforcing the practical implication that wellbeing- and engagement-oriented strategies are not only theoretically sound but also empirically robust in predicting employee performance.

CONCLUSION

This study concludes that employee wellbeing plays a central role in improving employee performance, both directly and indirectly through employee engagement as a psychological mechanism that bridges the relationship. Employees who experience higher wellbeing reflected in work comfort, a sense of security, organizational support, and work-related energy tend to exhibit stronger engagement in their work, such as sustained enthusiasm, dedication, and focus. This heightened engagement is then translated into performance that is more consistent, effective, and high in quality. These findings highlight that performance improvement does not depend solely on targets and managerial control, but is strongly influenced by employees' psychological conditions and the quality of their work experiences. Therefore, human resource management strategies that prioritize employee wellbeing and engagement are key to building stable and sustainable performance, particularly in service organizations characterized by high work demands.

ACKNOWLEDGMENT

The authors would like to express their sincere gratitude to all parties who provided support and contributed to the completion of this study.

REFERENCE

- Anggar Wijayanti. (2025). The Effect of Job Placement and Psychological Well-Being on Employee Performance with Organizational Commitment as Mediator at PNM Lampung Regional Branch 1. *International Journal of Integrative Sciences*, 4(8), 1885–1912. <https://doi.org/10.55927/ijis.v4i8.515>
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023). Job Demands–Resources Theory: Ten Years Later. *Annual Review of Organizational Psychology and Organizational Behavior*, 10(1), 25–53. <https://doi.org/10.1146/annurev-orgpsych-120920-053933>
- Corbeanu, A., & Iliescu, D. (2023). The Link Between Work Engagement and Job Performance. *Journal of Personnel Psychology*, 22(3), 111–122. <https://doi.org/10.1027/1866-5888/a000316>
- Diep, T. P. T., & Horváthová, P. (2026). Human resource management, employee well-being, and performance: A systematic review. *Human Systems Management*, 45(1), 89–108. <https://doi.org/10.1177/01672533251355886>
- Gürbüz, S., Bakker, A. B., Demerouti, E., & Brouwers, E. P. M. (2023). Sustainable employability and work engagement: a three-wave study. *Frontiers in Psychology*, 14. <https://doi.org/10.3389/fpsyg.2023.1188728>
- Hamza, A., & Farah, A. (2025). The relationship between well-being at work and performance: a systematic literature review. *Journal of Management Development*, 1–30. <https://doi.org/10.1108/JMD-12-2024-0433>
- Mazzetti, G., Robledo, E., Vignoli, M., Topa, G., Guglielmi, D., & Schaufeli, W. B. (2023). Work Engagement: A meta-Analysis Using the Job Demands-Resources Model. *Psychological Reports*, 126(3), 1069–1107. <https://doi.org/10.1177/003329412111051988>
- Neuber, L., Englitz, C., Schulte, N., Forthmann, B., & Holling, H. (2022). How work engagement relates to performance and absenteeism: a meta-analysis. *European Journal of Work and Organizational Psychology*, 31(2), 292–315. <https://doi.org/10.1080/1359432X.2021.1953989>
- Pandey, A., Maheshwari, M., & Malik, N. (2025). A systematic literature review on employee well-being: Mapping multi-level antecedents, moderators, mediators and future research agenda. *Acta Psychologica*, 258, 105080. <https://doi.org/10.1016/j.actpsy.2025.105080>
- Pienaar, J., Falkenberg, H., Ström, P., & Sverke, M. (2025). How do job demands and job resources relate to well-being, turnover intention and performance in retail? Insights from Swedish trade union members. *The International Review of Retail, Distribution and Consumer Research*, 1–25. <https://doi.org/10.1080/09593969.2025.2544929>
- Sansovini, E., & Magida, A. (2025). Effect of digital technologies on employee wellbeing and mental health. *Behaviour & Information Technology*, 44(18), 4538–4550. <https://doi.org/10.1080/0144929X.2025.2483795>
- Sharma, R. (2024). Technostress In The Digital World And Impact On Employee Work Performance And Mental Health. *Journal of Business Management and Information Systems*, 11(2), 64–73. <https://doi.org/10.48001/jbmis.1102005>
- Tribuana, D., Narimawati, U., & Syafei, M. Y. (2024). Digital Transformation and Psychological Welfare at MNC Bank Makassar Branch. *Indonesian Interdisciplinary Journal of Sharia Economics (IJSE)*, 7(2). <https://doi.org/10.31538/ijse.v7i2.4874>
- Tribuana, D., Usman, U., & Dayanti. (2025). Transformasi SDM Dalam Mendorong Keberlanjutan Bisnis: Peran Strategis HR Dalam Implementasi ESG. *Jurnal Teknologi Dan Bisnis Cerdas*, 1(1), 1–16. <https://doi.org/10.64476/jtbc.v1i1.1>
- Tribuana, D., Usman, U., & Dayanti, D. (2025). Analisis Perbandingan Employee Wellbeing terhadap Kinerja Pegawai pada Tiga Sektor Industri. *Jurnal Teknologi Dan Bisnis Cerdas*, 1(1), 17–27. <https://doi.org/10.64476/jtbc.v1i1.2>