

# **A Review of Employees' Well-being, Psychological Factors and Its Effect on Job Performance Literature**

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## **Abstract**

Today, employees have significantly contributed to the country economy of an organisation and nation. However, in daily life, the employee's do not have work-life balance, such as social, work and family. Also, numerous employees are facing depression, anxiety, and stress due to workload. It also affects employee's health etc. In conjunction with employees' issues, the current study seeks to provide an overview of the literature on employees' well-being, psychological factors and their effect on job performance from various sources, summarises the results and makes conclusions based on the findings. This study's design is a qualitative method with mini-review through reading and analysing 30 journal articles. Employees' well-being, psychological factors, and effect on job performance reviews were carried out by reading and analysing 20 peer-reviewed journal articles and summarised on the basis of the subject in two tables, namely article journal and publisher distribution, and article category. Using the mini-review analysis, we found that the psychological factors significantly affect employee's well-being. Also, the employee's well-being has a significant effect on job performance. It is hoped that this study's findings can assist the employees with their well-being issue and performance. Besides, the study results can help employers and policymakers formulate measures or strategies to boost their employees' work performance considering employees' well-being and psychological factors. The findings are also valuable for researchers to conduct future research to investigate other factors that influence employees' well-being and job performance.

## **Keywords**

Employees' well-being, psychological factors and job performance, mini-review approach

## 1. Introduction

Human resources play a vital role in the growth of a business (Arifin et al., 2020). Human beings who have been identified as organisational assets should participate in a prepared, observable, rational, and competent manner to further the organisation's vision, mission, and goals (Feby et al., 2019; Idris et al., 2019). As a company asset, human resources must be managed through a human resource management process that begins with selection, training, and competency testing and is geared toward enhancing the quality of an organisation's employees' results (Motowidlo and Kell, 2012). Human resources management (employees) encompasses work success, which is researched academically as part of industrial and organisational psychology (Sonntag et al., 2008; Motowidlo and Kell, 2012; Arifin et al., 2020). Employees have made a major contribution to the economy of an enterprise and a nation today.

On the other hand, employees do not have a work-life balance in their daily lives, such as social, work, and family. Also, many workers are suffering from depression, anxiety, and tension because of their workload. It also influences the well-being of workers and their job performance. Job performance determines whether or not a person does a good job. Organisational results and progress are strongly affected by efficiency (Kamaruddin et al., 2017). Several researchers have recently described the counterproductive performance as voluntary (non-task) activity that negatively impacts an organisation's well-being (e.g., Rotundo and Sackett, 2002; Dunlop and Lee, 2004). Job performance refers to patterns of actions that are specifically involved in the development of products or services and behaviours that indirectly help the organisation's core technological processes. Person actions that are not specifically linked to their key task role but are relevant because they shape the organisational, social, and psychological context that serves as a crucial stimulus for task activities and processes are referred to as contextual results (Werner, 2000).

Employees engage in contextual success when they support others in completing an assignment, collaborate with their superiors, or recommend ways to enhance organisational processes (Van Scotter et al., 2000). When the importance of understanding the effect of supportive, cooperative, and creative job performance actions on organisational and individual outcomes increases, so does the importance of understanding its impact on organisational and individual outcomes (Van Scotter, 2000). Most previous studies have been focusing on internal and external factors (supportive, cooperative, and creative), which aims to achieve organisational and individual outcomes. However, the study focuses on employee job performance by considering psychological factors and employees' well-being still limited. In light of employee concerns, the current research aims to provide a review of the literature on employee well-being, psychological influences, and their effect on job performance from various sources, summarise the results, and draw conclusions based on the findings.

## 2. Materials and Methods

This mini-review was conducted by reading through and analysing 20 peer-reviewed journal articles related to the employees' well-being, psychological factors and its effect on job performance. These articles are summarised in the tables below. The first table presents the journal article's information regarding the title, authors, publishers, and the publication year. The second table represents the journal articles' contents, including the study's objectives, the findings, and the recommendations.

Table 1. The Summary of Journal and Publisher Distribution

No	Article Name	Author(s)	Journal	Publisher	Year
1	Talent management practices and job performance of librarians in university libraries in Nigeria	Oluwatobi I., Omotunde, Gabriel O. Alegbeye	The Journal of Academic Librarianship	Elsevier	2021
2	The effect of social media on employees' job performance with reference to information technology (IT) sector in Bangalore	S. Pavithra, K.V.Deepak	Materials Today: Proceedings	Elsevier Ltd.	2021
3	The mediating role of procedural justice on the relationship between job analysis and employee performance in Jordan Industrial Estates	Mohamed Mahmoud Khtatbeh, Anuar Shah Bali Mahomed, Suhaimi bin Ab Rahman, Rosmah Mohamed	Heliyon	Elsevier BV	2020

4	The effect of leader competencies on knowledge sharing and job performance: Social capital theory	Eric Swanson, Sally Kim, Sae-MiLee, Jae-Jang Yang, Yong-KiLee	Journal of Hospitality and Tourism Management	Elsevier BV	2020
5	Boss phubbing, trust, job satisfaction and employee performance	James A. Roberts, Meredith E. David	Personality and Individual Differences	Elsevier BV	2020
6	Job insecurity, subjective well-being and job performance: The moderating role of psychological capital	Mahlagha Darvish motevali, Faizan Ali	International Journal of Hospitality Management	Elsevier BV	2020
7	The role of personality and motivation on key account manager job performance	Tommi Mahlamäki, Timo Rintamäki, Edwin Rajah	Industrial Marketing Management	Elsevier Inc.	2019
8	Unlocking the black box: Psychological contract fulfillment as a mediator between HRM practices and job performance	Abu Elnasr E.Sobaih, Yasser Ibrahim, Gaber Gabry	Tourism Management Perspectives	Elsevier USA	2019
9	Personality characteristics, job performance and mental health: the mediating role of work engagement	Luca Tisu, Daria Lupşa, Delia Virgă, Andrei Rusu	Personality and Individual Differences	Elsevier BV	2020
10	Determinants of job satisfaction and performance of seafarers	Kum Fai Yuen, Hui Shan Loh, Qingji Zhou, Yiik Diew Wong	Transportation Research Part A: Policy and Practice	Elsevier Ltd.	2018
11	Effect of Emotional Intelligence on Job Performance of IT employees: A gender study	Priyam Dhani, Tanu Sharma	Procedia Computer Science	Elsevier BV	2017
12	Five-factor personality domains and job performance: A second order meta-analysis	Yimin He, M. Brent Donnellan, Anjelica M.Mendoza	Journal of Research in Personality	Academic Press Inc.	2019
13	Is all support equal? The moderating effects of supervisor, coworker, and organisational support on the link between emotional labor and job performance	Hyun Jeong Kim, Won-Moo Hur, Tae-Won Moon, Jea-KyoonJun	BRQ Business Research Quarterly	Elsevier BV	2017
14	Is it worth it? Linking perceived high-performance work systems and emotional exhaustion: The mediating role of job demands and job resources	Panagiotis V. Kloutsiniotis, Dimitrios M. Mihail	European Management Journal	Elsevier Ltd.	2020
15	Workforce development: understanding task-level job demands-resources, burnout, and performance in unskilled construction workers	Wonil Lee, Giovanni C. Migliaccio, Ken-Yu Lin, Edmund Y. W. Seto	Safety Science	Elsevier	2020
16	Leading toward harmony – Different types of conflict mediate how followers' perceptions of transformational leadership are related to job satisfaction and performance	Jana Kammerhoff, Oliver Lauenstein, Astrid Schütz	European Management Journal	Elsevier Ltd.	2019
17	The impacts of perceived organisational support and psychological empowerment on job	Chun-Fang Chiang, Tsung-Sheng Hsieh	Journal of Hospitality and Tourism Management	Elsevier BV	2020

	performance: The mediating effects of organisational citizenship behavior				
18	A moderated-mediation analysis of psychological empowerment: Sustainable leadership and sustainable performance	Qaisar Iqbala, Noor Hazlin Ahmad, Adeel Nasim, Syed Abdul Rehman Khan	Journal of Cleaner Production	Elsevier Ltd.	2020
19	Increasing perceived work meaningfulness by implementing psychological need-satisfying performance management practices	Eva Kubiak	Human Resource Management Review	Elsevier Ltd.	2020
20	Much More than Meets the Eye: The Role of Psychological Well-being in Job Performance, Employee Retention and Cardiovascular Health	Thomas A. Wright	Organizational Dynamics	Elsevier Ltd.	2010

Table 1 summarises the article name, author (s), journal, publisher, and year collected from various sources focusing on employees' well-being, psychological factors, and its effect on job performance.

Table 2. The Summary of Articles Category Based on the Subject

No	Article Name	Objectives	Findings	Recommendations
1	Talent management practices and job performance of librarians in university libraries in Nigeria	To investigate the job performance of librarians and its relationship with talent management practices of librarians in university libraries in South-West, Nigeria	The findings revealed that there was a positive significant relationship between talent management practices and job performance of librarians. The talent management practices had an effect on job performance of librarians	
2	The effect of social media on employees' job performance with reference to information technology (IT) sector in Bangalore	To examine the correlation between social media usage with employee job performance	The empirical research shows the Effect of Social Media on Employees' Job Performance	
3	The mediating role of procedural justice on the relationship between job analysis and employee performance in Jordan Industrial Estates	To examine the relationships between job analysis, job performance, and procedural justice among local employees in Jordan Industrial Estates.	The results indicated to a significant positive relationship between job analysis and job performance, job analysis and procedural justice, and a positive relationship between procedural justice and job performance. Also, it is found that procedural justice mediates the relationship between job analysis and job performance.	
4	The effect of leader competencies on knowledge sharing and job performance: Social capital theory	To examine the leadership from a competency perspective allows scholars to understand different dimensions of leader qualities and capacities.	The study shows leader competencies are critical for promoting knowledge sharing and enhancing employee job performance. Both knowledge sharing and employee job performance are found to have	

			a direct effect on employee loyalty.	
5	Boss phubbing, trust, job satisfaction and employee performance	To study the undergird the proposed model of relationships between boss phubbing, supervisory trust, job satisfaction, and performance: Reciprocated Social Exchange theory, Expectancy Violations theory, and Social Presence theory.	Two studies of US adults working in a range of industries (n=156, n=181) reveal that boss phubbing has a negative association with employee's job performance through supervisory trust and job satisfaction.	
6	Job insecurity, subjective well-being and job performance: The moderating role of psychological capital	To study analyses the buffering role of psychological capital (PsyCap) as a strategy by which employees overcome the negative impact of JI on SWB and JP.	The results highlighted the mediating role of SWB, affirming that JI negatively impacts employees' JP via decreasing their SWB. Furthermore, the results show that employees with high level of PsyCap are able to cope with JI.	
7	The role of personality and motivation on key account manager job performance	To investigate the role of personality and motivation on key account manager job performance	Results show that two motivational constructs— learning orientation and performance orientation—play major roles in key account manager job performance. In addition, relationships between personality traits and motivational constructs are observed: Extraversion, agreeableness, conscientiousness, and emotional stability are found to have significant relationships to motivational constructs. Two of the personality traits, extraversion and conscientiousness are linked to both learning orientation and performance orientation.	
8	Unlocking the black box: Psychological contract fulfillment as a mediator between HRM practices and job performance	To examine the influence of psychological contract fulfillment (PCFul) on the relationship between human resources management practices (HRMP) and job outcomes.	The results revealed that the HR managers should identify and put more emphasis on the important role of PCFul in the mediating mechanisms between high performance HRMP and performance outcomes to enhance hotel employees' job satisfaction and make them more inclined to exhibit organisational citizenship behavior (OCB).	

9	Personality characteristics, job performance and mental health: the mediating role of work engagement	To propose a model of personality characteristics (i.e., proactive personality, core self-evaluation, and psychological capital) which can directly predict work engagement, and indirectly, employees' job performance and their mental health.	Personality characteristics show an association to work engagement, which in turn predicts employees' performance and mental health. However, core self-evaluations and psychological capital also showed a direct link to the measured outcomes.	
10	Determinants of job satisfaction and performance of seafarers	To analyse the core determinants of job satisfaction and performance of seafarers.	The results show that job satisfaction is considerably correlated with job performance of seafarers. In addition, the amount of stress associated with working onboard a ship and attractiveness of rewards are key determinants of job satisfaction. The dispositions of seafarers and appeal of the job design also have considerable impacts on job satisfaction.	
11	Effect of Emotional Intelligence on Job Performance of IT employees: A gender study	To investigate the nature and extent of the relationship between Emotional Intelligence and Job performance with respect to the gender of the respondents.	The results of this study show significant gender differences in Emotional Intelligence and Job performance, suggesting that female employees score more on EI than their male counterparts.	
12	Five-factor personality domains and job performance: A second order meta-analysis	To investigate the job-related validities of the traits associated with the Five-Factor Model (FFM).	Results suggested that the variation in the predictive validity of several FFM traits and facets across multiple performance criteria was attributable to second-order sampling error. However, true variation existed for some moderators such as sources of personality information (self-reports versus informant reports).	
13	Is all support equal? The moderating effects of supervisor, coworker, and organisational support on the link between emotional labor and job performance	To examine the moderating roles of perceived supervisor, coworker, and organisational support in the relationship between emotional labor and job performance in the airline service context.	The results showed differential moderation effects of the three sources of support at work. Specifically, the positive relationship between deep acting and job performance was strengthened by perceived supervisor and coworker support. The negative relationship between	

			surface acting and job performance was exacerbated by perceived supervisor support, indicating the reverse buffering effect. Perceived organisational support showed only main effects on employee performance with no moderation effects.	
14	Is it worth it? Linking perceived high-performance work systems and emotional exhaustion: The mediating role of job demands and job resources	To examine the effects of employees' perceptions of high-performance work systems (HPWS) on emotional exhaustion	The findings do not support the critical arguments regarding HPWS, which suggest that these systems lead to work intensification and emotional exhaustion through increased job demands. In contrast, HPWS was positively related to job resources, although no support was found for a direct and negative relationship with emotional exhaustion.	
15	Workforce development: understanding task-level job demands-resources, burnout, and performance in unskilled construction workers	To examine how task demands and personal resources affect unskilled construction worker productivity and safety performance. It extends the job demands-resources (JD-R) burnout model to show how job characteristics interact with burnout to influence performance.	Exhaustion and disengagement exhibited different relationships with productivity and safety performance outcomes as measured by unit rate productivity and ergonomic behavior, respectively. Subjects with high burnout and high engagement showed high productivity but low safety performance.	
16	Leading toward harmony – Different types of conflict mediate how followers' perceptions of transformational leadership are related to job satisfaction and performance	To investigate the role of conflict and focus on task and relationship conflicts as possible mediators between transformational leadership and job satisfaction on the one hand and performance on the other.	Transformational leadership, on the other hand, has been shown to have strong positive relations with both job satisfaction and performance, but is negatively related to conflicts at the workplace.	
17	The impacts of perceived organisational support and psychological empowerment on job performance: The mediating effects of organisational citizenship behavior	To assess how hotel employees, perceive organisational support, psychological empowerment, organisational citizenship behavior, and job performance; and examine the causal relationships among these variables.	Results indicated that perceived organisational support and psychological empowerment both positively affected organisational citizenship behavior. Perceived organisational support did not positively influence job performance. Psychological empowerment and organisational citizenship	

			behavior positively influenced job performance. Organisational behavior acted as a partial mediator between perceived organisational support and job performance, as well as between psychological empowerment and job performance.	
18	A moderated-mediation analysis of psychological empowerment: Sustainable leadership and sustainable performance	To investigate the mediating effect of psychological safety on the relationship between sustainable leadership and sustainable performance as well as evaluating the moderation impact of psychological empowerment on that relationship.	The empirical results confirm that sustainable leadership has a substantial impact on psychological safety. This study confirms that sustainable leadership has positive indirect effect on sustainable performance through psychological safety which amplifies in the presence of psychological empowerment. Establishment of a psychologically safe environment that encourages knowledge sharing and openness to speaking will improve sustainable performance in the presence of sustainable leadership.	
19	Increasing perceived work meaningfulness by implementing psychological need-satisfying performance management practices	To investigate the relationship between human resource practices and organisational performance, research suggests focusing on psychological employee outcomes.	The positive psychological concept of work meaningfulness constitutes a mediator between human resource practices and performance which is worth investigating. The author argues that performance management practices can potentially lead to an increase in employees' perceived work meaningfulness, if they focus on satisfying the three psychological needs for competence, autonomy, and relatedness.	The findings from research focusing on performance management trends, goal setting, performance appraisal, performance feedback, and self-determination theory, the paper suggests a new perspective on how to incorporate concepts rooted in the science of positive psychology in performance management practices to contribute to positive workplace outcomes such as well-being and performance.
20	Much More than Meets the Eye: The	To investigate the Role of Psychological Well-	There are several intervention strategies for promoting both	



	Role of Psychological Well-being in Job Performance, Employee Retention and Cardiovascular Health	being in Job Performance, Employee Retention and Cardiovascular Health	individual well-being and competitive human resource advantage.	
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Table 2 above displays the summary of article names, objectives, findings, and recommendations collected from various sources related to employees' well-being, psychological factors, and their effect on job performance.

### 3. Results and Discussion

Applying the mini-review approach, this study found that talent management practices have a positive and significant relationship with librarians' job performance (Oluwatobi et al., 2021). Pavithra and Deepak (2021) showed that social media influences employees' job performance. Khtatbeh et al. (2020) indicated that job analysis has a significant relationship with job performance and procedural justice. Also, procedural justice and job performance. Also, procedural justice mediates the relationship between job analysis and job performance. Swanson et al. (2020) stated that leadership skills are important for fostering information sharing and improving employee efficiency. Employee loyalty is found to be affected by both information sharing and employee job results.

Further, this study found that supervisory confidence and work satisfaction, manager phubbing has a negative effect on employee job performance (James et al., 2020). Motevali and Ali (2020) focus on SWB's mediating role, confirming that JI has a negative impact on employees' JP by lowering their SWB. Furthermore, the findings indicate that workers with a high degree of PsyCap can cope with JI. Mahlamäki et al. (2019) found that job performance is affected by two motivational constructs: learning orientation and performance orientation. Relationships between personality characteristics and motivational structures have also been discovered: Extraversion, agreeableness, conscientiousness, and emotional well-being are related to motivational constructs. Extraversion and conscientiousness, two personality characteristics, are related to both learning and success orientation. According to Sobaih et al. (2019), they found that HR managers should acknowledge and emphasise the crucial position of PCFul in the mediating mechanisms between high-performance HRMP and performance. It means that outcomes to increase hotel employees' job satisfaction and enable them to participate in organisational citizenship behaviour (OCB).

Besides that, Tisu et al. (2020) found that workplace involvement is related to personality traits, which predicts employee performance and mental health. Core self-evaluations and psychological capital, on the other hand, were found to have a direct connection to the assessed outcomes. Yuen et al. (2018) indicated that Seafarers' work satisfaction is closely linked to their job results. Furthermore, job satisfaction is affected by the amount of tension associated with working aboard a ship and the attractiveness of incentives. Job satisfaction is often affected by the attitudes of seafarers and the appeal of the job design. Also, Dhani and Sharma (2017) found that Emotional Intelligence and Job performance are different through gender, implying that female workers have a higher EI score than their male counterparts. The second-order sampling error was the source of heterogeneity in the predictive validity of many FFM traits and facets through several performance parameters. However, for certain moderators, such as sources of personality knowledge or self-reporting versus informant reports, there was a true difference (He et al., 2019). Chiang and Hsieh (2020) indicated that organisational citizenship activity was favourably influenced by both perceived organisational support and psychological empowerment. Job performance was not affected by perceived organisational support. Job performance was positively affected by psychological empowerment and organisational citizenship behaviour. Organisational actions partly mediated the relationship between perceived organisational support and job performance and the relationship between psychological empowerment and job performance.

Empirical results by Iqbala et al. (2020) showed that psychological well-being is profoundly affected by long-term leadership. This study confirms that long-term leadership has a positive indirect impact on long-term success through psychological protection, which is intensified when psychological empowerment is present. In sustainable leadership, developing a mentally healthy atmosphere that facilitates information sharing and openness to speaking would enhance long-term results. Also, Kubiak (2020) found Job meaningfulness, a constructive psychological term, is a mediator between human resource activities and success worth exploring. According to the author, performance improvement strategies that concentrate on meeting the three psychological needs of integrity, autonomy, and relatedness can increase employees' perceived job meaningfulness. Besides, Wright (2010) stated that individual well-being and strategic human resource advantages had enhanced various intervention techniques to improve job performance.

#### 4. Conclusions

In conclusion, psychological factors have a significant effect on employee's well-being. Also, the employee's well-being has a significant impact on job performance. It is hoped that this study's findings can assist the employees with their well-being issue and performance. Besides, the study results can help employers and policymakers formulate measures or strategies to boost their employees' work performance considering employees' well-being and psychological factors. The findings are also valuable for researchers to conduct future research to investigate other factors that influence employees' well-being and job performance.

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## Biographies

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**Abdul Talib Bon** is a professor of Production and Operations Management in the Faculty of Technology Management and Business at the Universiti Tun Hussein Onn Malaysia since 1999. He has a PhD in Computer Science, which he obtained from the Universite de La Rochelle, France in the year 2008. His doctoral thesis was on topic Process Quality

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