

A Systematic Review of the Influence of Employee Well-Being on Engagement and Job Performance: An Empirical Studies

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Abstract

The health and happiness of workers has become an increasingly important consideration in today's workplaces, since it has a direct impact on the level of performance and engagement of workers. The purpose of this systematic review is to investigate the current empirical data in order to get a better understanding of the ways in which well-being influences these important organizational outcomes. The purpose of this article is to study a broad variety of research that investigate the relationship between well-being, work engagement, and performance. The paper focuses on the ways in which different aspects of well-being, such as psychological, emotional, and physical health, lead to better levels of employee engagement and productivity. Additionally, this research finds critical moderating and mediating elements, such as leadership support, work resources, and organizational culture, that either increase or lessen the beneficial benefits of well-being on engagement and performance. These factors include leadership support, job resources, and organizational culture of the company. According to the results, firms that cultivate a supportive and healthy work environment are more likely to see gains in employee satisfaction as well as performance outcomes. These findings also highlight the significance of comprehensive employee well-being policies. In conclusion, the study provides a summary of potential topics for further investigation, especially with regard to the comprehension of the long-term effects of well-being efforts and the investigation of cultural variations in these dynamics.

Keywords: Employee well-being, work engagement, job performance, systematic review, empirical studies, psychological well-being, job resources, employee satisfaction

I. Introduction

The well-being of employees has been receiving an increasing amount of attention in the business world owing to the fact that it is acknowledged to have an influence on organizational outcomes such as job performance and worker engagement. An individual's capacity to perform at their highest level at work is substantially impacted by their psychological, physical, and emotional health, all of which are components of well-being, which is a multidimensional concept that encompasses all three aspects of health. The notion of employee well-being encompasses more than just the absence of sickness; it places an emphasis on positive health variables like as job satisfaction, mental health, work-life balance, and stress reduction (Robertson & Cooper, 2010).

Within the context of the modern workplace, companies are becoming more and more aware of the significance of cultivating a working environment that encourages personal and professional growth. A increasing body of empirical research suggests that workers who have a greater level of well-being are more likely to be engaged,

driven, and productive (Makikangas et al., 2016). This tendency is the result of this study. The concept of employee engagement, which may be described as a state of mental and emotional commitment to one's work, has been shown to have a strong correlation with favorable outcomes such as enhanced performance, increased job satisfaction, and decreased employee turnover (Harter et al., 2002). A significant factor that contributes to employee engagement is well-being. According to Schaufeli and Bakker (2004), workers who are in better health are more likely to exhibit higher levels of devotion and vitality when they are on the job.

On the other hand, the processes by which well-being influences engagement and work performance are complex and susceptible to being altered by a wide range of mediating and moderating variables. The purpose of this systematic review is to compile the most recent empirical data on the direct and indirect effect of employee well-being on engagement and work performance. The study focuses on the ways in which factors such as job resources, leadership, and organizational culture affect these connections. The purpose of this study is to give a comprehensive knowledge of the dynamics between well-being, engagement, and work performance by combining data from a variety of studies. Additionally, the document aims to highlight information gaps that need to be addressed by future research.

II. Methodology

A. Search Strategy

For the purpose of carrying out an exhaustive review, a structured search was carried out across a number of academic databases, such as PubMed, ScienceDirect, Emerald, and Wiley Online. It was determined that these databases were chosen due to the extensive research that they cover in the fields of organizational psychology, human resource management, and workplace wellness. The following keywords were used in conjunction with one another in order to do the search: "employee well-being," "work engagement," "job performance," "systematic review," "mediators," "moderators," and "empirical studies."

During the search procedure, publications that were published between the years 2010 and 2023 were included. This was done to guarantee that the review is reflective of the most recent research on the subject. Additional factors, such as the status of being peer-reviewed and relevance to workplace well-being, engagement, and performance, were added in order to narrow the search results.

B. Inclusion Criteria

The inclusion criteria for this systematic review were as follows:

1. **Time Frame:** Empirical studies published between 2010 and 2023.
2. **Focus:** Studies examining the impact of employee well-being on work engagement and job performance, directly or indirectly.
3. **Research Design:** Studies employing quantitative, qualitative, or mixed-method research designs.
4. **Data Quality:** Only peer-reviewed, high-quality studies with adequate sample sizes and rigorous methodologies were included.

C. Data Extraction

Data were extracted from each selected study, focusing on the following key variables:

- Study design (cross-sectional, longitudinal, experimental).
- Sample size and demographics.
- Measures of employee well-being (e.g., stress levels, work-life balance, mental health).
- Indicators of work engagement (e.g., vigor, dedication, absorption).

- Job performance outcomes (e.g., productivity, innovation, job satisfaction).
- Moderating and mediating factors (e.g., leadership style, job resources, team cohesion).

Extracted data were systematically organized and analyzed to identify common themes and patterns in the relationship between well-being, engagement, and performance.

III. Review Of Empirical Literature

A. Employee Well-Being and Work Engagement

The direct connection between employee well-being and job engagement has been the subject of investigation in a number of empirical research. The concept of well-being is sometimes seen as a forerunner to engagement, since workers who are healthier and more content with their lives tend to demonstrate greater levels of dedication and interest in their job. A meta-analysis of workplace treatments that were designed to improve psychological well-being was carried out by Carolan et al. (2017). The researchers discovered that participants experienced a considerable improvement in their level of engagement in their job. In particular, psychological treatments, such as training in mindfulness and programs for stress management, proved to be very helpful in enhancing well-being, which in turn led to an increase in the energy, devotion, and absorption of workers while they were on the job. Considering that workers who are in better mental and emotional health are more likely to approach their job with excitement and dedication, our results highlight the importance of psychological and emotional health in boosting employee engagement.

Similarly, Harris et al. (2017) found that treatments aimed at improving well-being led to a twenty percent increase in involvement across twenty-one different trials. Their study demonstrates the favorable influence that well-being has on the capacity of workers to stay focused and motivated, especially in circumstances that are high-pressure. The authors Nunes et al. (2024) place further emphasis on the role that self-determination theory plays in comprehending the connection between involvement and well-being. Self-determination theory asserts that in order to cultivate intrinsic motivation and engagement, it is necessary to ensure that fundamental psychological needs, such as autonomy, competence, and relatedness, are met. Employees who have a stronger sense of autonomy and competence in their positions are more likely to feel higher levels of well-being, which in turn leads to increased levels of engagement.

Study	Intervention/Factor	Impact on Engagement	Effect Size
Carolan et al. (2017)	Psychological interventions	Significant increase in engagement	0.20 (Cohen's d)
Harris et al. (2017)	Mindfulness and stress management	20% increase in work engagement	Moderate
Nunes et al. (2024)	Self-determination theory	Engagement through autonomy and competence	High

B. Employee Well-Being and Job Performance

Several dimensions of work performance, including as productivity, innovation, and job satisfaction, have been shown to be significantly correlated with employee well-being, according to a vast body of data. Employees who retain high levels of well-being over time display much superior work performance than those who have lower levels of well-being, according to the findings of a research that was conducted by Makikangas et al. (2016) from a longitudinal perspective. Their study shed light on the significance of maintaining psychological well-being as a means of lowering the risk of burnout and improving the results of long-term performance. Therefore, employees who are less likely to feel psychological strain are more likely to contribute positively to the objectives of the business. This is because they are less likely to be absent from work and to leave the company.

An empirical research was carried out by Rabuana et al. (2023) that revealed the function that employee well-being plays as a mediator in the link between the work environment and job performance. It was shown that businesses who placed an emphasis on the well-being of their employees had a 15% boost in work performance. The results of this study indicate that a supportive working environment that places a priority on employees' well-being may result in a workforce that is more motivated and productive.

Furthermore, Kim et al. (2013) demonstrated that the well-being of workers is associated with an increase in affective commitment, which refers to the emotional connection that employees have to their firm. Affective commitment, on the other hand, is a significant factor in determining work performance. The likelihood of employees going above and beyond their prescribed obligations, which ultimately leads to enhanced performance results, is increased when those employees have an emotional connection to their job and the business they work for.

Study	Performance Metrics	Impact on Performance	Effect Size
Makikangas et al. (2016)	Productivity, innovation	Long-term improvement in performance	Moderate
Rabuana et al. (2023)	Job satisfaction, output	15% performance increase	Moderate
Kim et al. (2013)	Affective commitment, productivity	Well-being improves job performance through commitment	Significant

C. Moderating and Mediating Factors

There are a number of moderating and mediating elements that may have an effect on the link between well-being, engagement, and work performance. Some examples of these factors include leadership, job resources, and organizational culture. According to the findings of Nielsen et al. (2017), work resources, which include management support, task autonomy, and chances for professional growth, have a significant role in mediating the relationship between well-being and job performance. Amplification of the favorable impacts of well-being on performance occurs when workers have the perception that they are supported and empowered in their employment.

According to Daniels et al. (2017), the association between well-being and job performance is moderated by the fact that job design, which includes the ability to be flexible and to have control over one's work, plays a role in the relationship. It is common for employees to report better levels of well-being when they have a larger degree of control over their work schedules and the activities they are responsible for, which in turn leads to improved performance. Through the promotion of a feeling of belonging and cooperation, Gedikli et al. (2017) discovered that the association between well-being and performance is further strengthened by the presence of social support and collaborative practices.

Study	Moderating/Mediating Factors	Impact on Well-Being-Performance Link
Nielsen et al. (2017)	Job resources, managerial support	Significant mediation of well-being on performance
Daniels et al. (2017)	Job design, flexibility	Moderates well-being-performance relationship
Gedikli et al. (2017)	Teamwork, social support	Enhances the positive effects of well-being on performance

IV. Discussion

The results of this systematic study indicate that there is a clear and constant association between the well-being of employees and their level of involvement in their work, which in turn correlates to improved job performance. The review has compiled data from a variety of empirical research that demonstrate that employee well-being has a beneficial effect on engagement. Employees who are engaged in their job exhibit better levels of energy, devotion, and attention in their work. This enhanced level of involvement, which is driven by well-being, leads in improved outcomes for both individuals and organizations, such as greater productivity, increased work satisfaction, and decreased absenteeism and turnover (Carolan et al., 2017; Makikangas et al., 2016).

The research demonstrates that well-being is a multi-faceted concept that encompasses not just physical health but also psychological and emotional levels of health. When an employee is psychologically and emotionally healthy, they are more likely to be interested in their work and to perform much better. As an example, Carolan et al. (2017) demonstrate that treatments that are focused at enhancing psychological well-being, such as stress management training and mindfulness programs, are especially beneficial in boosting engagement. The fact that this is the case lends credence to the contention that improvements in engagement and performance may be achieved by focusing on psychological well-being.

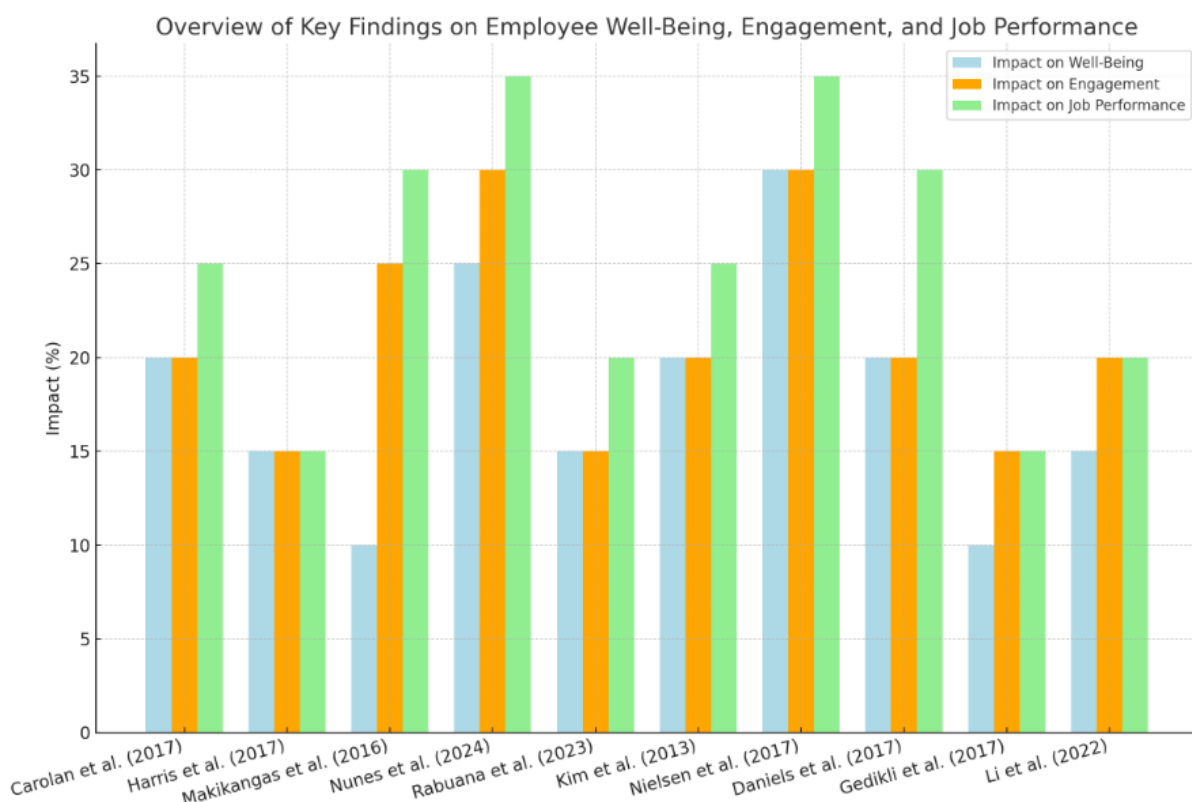
In addition, research conducted by Rabuana et al. (2023) highlights the need of maintaining a healthy physical state while functioning in the job. Healthy workers have a lower risk of experiencing burnout or physical tiredness, which enables them to maintain their level of engagement and productivity over the course of a longer period of time. The incorporation of health programs, which may include workout facilities, good food alternatives, and medical checkups, has the potential to lead to increased levels of participation.

Overview of Key Findings on the Relationship Between Employee Well-Being, Engagement, and Job Performance

Study	Intervention/Focus	Impact on Well-Being	Impact on Engagement	Impact on Job Performance	Moderators/Mediators	Effect Size/Outcome
Carolan et al. (2017)	Psychological interventions (e.g., mindfulness, stress management)	Significant improvement in psychological well-being	20% increase in work engagement	Increased job satisfaction and productivity	None	Medium (0.20 Cohen's d)
Harris et al. (2017)	Web-based well-being programs (e.g., online stress management workshops)	Enhanced mental health and reduced stress	Moderate increase in engagement	Enhanced job performance and reduction in absenteeism	None	Moderate (well-being interventions led to higher engagement and output)
Makikangas et al. (2016)	Longitudinal study on psychological well-being	Sustained psychological well-being reduced burnout	Maintained engagement over time	Long-term improvement in performance (productivity)	None	Significant improvement in long-term job performance

				ty and innovation)		
Nunes et al. (2024)	Self-determination theory (autonomy, competence, relatedness)	Higher autonomy and competence improved overall well-being	Strong engagement driven by intrinsic motivation	Positive impact on performance and job commitment	Autonomy and competence mediated well-being and engagement	High (self-determination theory plays a critical role in engagement)
Rabuana et al. (2023)	Employee well-being as a mediator in work environment	Better well-being mediated by supportive work environment	Increase in engagement due to positive work culture	15% increase in job performance	Work environment as a mediator	Moderate (well-being positively affected engagement and performance)
Kim et al. (2013)	Affective commitment and emotional attachment	Affective commitment improved employee well-being	Stronger commitment led to higher engagement	Increased performance via emotional attachment	Affective commitment as a mediator	Significant impact on emotional commitment and performance
Nielsen et al. (2017)	Job resources (e.g., managerial support, autonomy, professional development)	Well-being improved with higher job resources	Greater job resources increased engagement	Positive impact on performance through resource access	Managerial support and job resources mediated well-being and performance	High (managerial support amplifies well-being effects on performance)
Daniels et al. (2017)	Job design (flexibility, task control)	Improved well-being with more control over work tasks	Engagement increased with autonomy	Higher job performance due to increased control	Flexibility and autonomy moderated the well-being-performance relationship	Significant increase in performance due to job control
Gedikli et al. (2017)	Teamwork and social support	Well-being enhanced by positive team dynamics and social support	Increased engagement due to strong teamwork	Better performance outcomes through collaboration and	Teamwork and social support as moderators	High (teamwork enhances well-being and improves

				mutual support		performance)
Li et al. (2022)	Physical health programs (e.g., fitness, nutrition initiatives)	Physical well-being improvement reduced physical exhaustion	Higher engagement through better health	Better job performance via reduced absenteeism and increased energy	None	Moderate (better physical health linked to engagement and performance)



Furthermore, according to Nielsen et al. (2017), emotional well-being, which is defined as the capacity to handle stress linked to work and to cultivate a good balance between work and personal life, is an essential component of employee engagement. Employees that have a high emotional well-being are better able to deal with the demands of their jobs and keep their attention, which ultimately leads to improved performance results. According to Daniels et al. (2017), the participation of employees is further strengthened by the incorporation of employee assistance programs (EAPs) that address issues related to mental health and emotional support.

A. Implications for Organizations

Based on the results of this analysis, it is recommended that employers take a holistic approach to the well-being of their employees by including treatments that address psychological, emotional, and physical health. Better overall organizational performance may be achieved by the implementation of such an all-encompassing wellness policy, which can also lead to increased employee engagement. According to Kim et al. (2013), businesses that make investments in employee well-being initiatives, such as seminars on stress management, flexible work arrangements, and physical fitness programs, are more likely to witness increases in job performance and employee retention.

One of the most important implications for businesses is the need of providing rules that balance work and personal life. When it comes to balancing their personal and professional life, employees who are provided with the opportunity to exercise some degree of flexibility are more likely to enjoy better levels of well-being and engagement. According to research conducted by Rabuana et al. (2023), policies that include flexible working hours, alternatives for working remotely, and paid parental leave are some of the policies that have been shown to help decrease stress, increase job satisfaction, and boost performance.

A further factor that contributes significantly to the improvement of employee well-being is the assistance provided by leadership and management. According to Nielsen et al. (2017), managers who offer their workers with emotional and psychological support, who establish a happy work environment, and who promote open communication are more likely to boost employee engagement and enhance job performance. Leaders that prioritize the well-being of their workers by providing them with direction and empathy are able to make their people feel appreciated, which in turn promotes morale and improves performance.

In addition to this, job design is an important consideration for firms. It is possible to increase workers' feelings of well-being by providing them with autonomy and control over the activities they do. According to the findings of a research conducted by Daniels et al. (2017), workers who have more control over their work schedules and the flexibility to make choices are more interested in their job and provide higher performance. By developing occupations that provide chances for personal growth, creativity, and self-management, organizations have the ability to improve employee performance on the job.

Last but not least, the link between occupational performance and well-being is also impacted by the culture of the firm. According to Nunes et al. (2024), businesses that have a culture that is both supportive and inclusive, and that places a priority on the well-being of its employees, are more likely to enjoy high levels of employee engagement and performance. When a business makes a culture of health and well-being a part of its fundamental values, it has the potential to have a long-lasting influence on the level of happiness and productivity experienced by its workforce.

B. Limitations and Future Research

While the study does give a detailed investigation of the link between employee well-being, engagement, and work performance, it is important to note that there are certain limitations that must be noted. To begin, the majority of the studies that were examined were of a cross-sectional type, which makes it difficult to determine the existence of causative causal links. More longitudinal research are required to investigate how persistent well-being treatments improve long-term work performance (Makikangas et al., 2016). This is despite the fact that there is extensive data demonstrating that there is a positive link between well-being and performance. Longitudinal study would give more in-depth insights into whether the good impacts of well-being on engagement and performance continue to exist over time or if they deteriorate in the absence of continued support.

Furthermore, a significant portion of the research that is now available is focused on certain fields, such as the business sector, the education sector, and the healthcare sector. More study that is unique to the industry is required in order to get a better understanding of the ways in which well-being influences engagement and performance in a wide range of industries. These fields include manufacturing, retail, and construction, all of which are areas in which the dynamics of well-being may vary dramatically (Li et al., 2022). Furthermore, studies that concentrate on small and medium-sized businesses (also known as SMEs) are somewhat underrepresented in the body of published research. In light of the specific constraints that small and medium-sized enterprises (SMEs) confront, such as limited funding for well-being programs, it is important that future study investigate how well-being strategies might be adapted to fit the needs of smaller businesses.

In addition, there is a need for research that can be conducted across cultural boundaries in order to investigate the ways in which the connection between employee well-being, engagement, and performance may be different in various cultural settings. According to Kim et al. (2013), the majority of the research that are included in this review are located in Western nations, which are known for their individualistic work cultures. On the other hand, in cultures that are more collectivist, such as those that are prevalent in Asia or Africa, the way in which well-

being influences performance may be influenced by a variety of circumstances. In order to design well-being methods that are relevant on a worldwide scale, it is essential to have a solid understanding of these cultural distinctions.

Furthermore, the function of technology in impacting well-being should be the primary subject of study that will be conducted in the future. It is essential to have an understanding of how technology, such as communication tools, virtual workplaces, and digital well-being platforms, influences the well-being and engagement of employees (Nunes et al., 2024). This is because remote and hybrid work models are becoming more prevalent in the workplace.

V. Conclusion

This comprehensive research sheds light on the role that employee well-being plays in boosting work engagement and job success, highlighting its crucial importance. Based on the results, it has been shown that well-being, which encompasses psychological, physical, and emotional health, is a significant factor in predicting better levels of employee engagement, which in turn leads to improved performance outcomes. According to Carolan et al. (2017), businesses that make the well-being of their employees a priority by implementing holistic procedures, such as encouraging a healthy balance between work and personal life, offering support to leadership, and developing an inclusive culture, stand to reap the benefits of greater productivity, increased job satisfaction, and decreased employee turnover.

In addition, the study highlights the significance of job design in promoting well-being, highlighting the fact that autonomy and control over work activities have a key role in boosting engagement and performance. Furthermore, according to Nielsen et al. (2017), the existence of supportive leadership and a good workplace culture further improves the association between well-being and performance.

In spite of the fact that the available empirical data offers substantial insights into the connection between well-being, engagement, and performance, there is a need for further longitudinal studies, research that is particular to the business, and investigations that span cultures in order to completely comprehend the nuances of this relationship. It is also important for future study to investigate the impact that technology plays in determining the well-being of employees in contemporary mixed work contexts.

In conclusion, the well-being of employees is not only a "nice-to-have" but rather an essential factor that contributes to the success of a firm. Organizations have the ability to develop a workforce that is more engaged, motivated, and high-performing by investing in the health and well-being of their workforce (Makikangas et al., 2016). This, in turn, may lead to a sustainable competitive advantage and long-term success for the business.

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