
EMPLOYEE WELL-BEING AND EMPLOYEE JOB PERFORMANCE

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ABSTRACT

Given the importance of employee well-being to employee job performance, this study aims to investigate effect of the former on the latter. Some dimensions of employee well-being such as physical, social and psychological well-being were examined to determine their impacts on job performance. Organizations should establish a healthy working atmosphere to stimulate performance. However, the study method/approach was theoretical and position-based review of extant literature. Findings reveal that social well-being is necessary since individuals need frequent interactions in stable relationships with others that involve giving and receiving care and this is consistent with basic need theories which all acknowledge the importance of social relationships. Conclusively, the study recommends that Human Resource Managers need to understand the importance of employees' physical, social and psychological well-being for work-related attitudes, behaviour, organizational commitment and job performance. Finally, it recommends that organizations should ensure that employees feel a sense of job security if not the outcomes on employee well-being intervention programmes could result to nut.

Key words: Employee well-being, psychological well-being, hedonic well-being, eudaimonic well-being, physical well-being, social well-being, employee job performance

Introduction

Inquisitively, one may ask if employee well-being have vital consequences both at work and for other aspects of an employees' life. Definitely, it is a true phenomenon that they impact life at work and a number of researches have examined the impact of employee well-being on work outcomes (Karapinar et al., 2019; Turban & Yan, 2016). However, what is less comprehended is how employee well-being impacts job performance. Evidence reveals that employee health and well-being are among the most critical factors for organizational success and performance (Bakker et al., 2019; Turban & Yan, 2016). Hewett et al (2018) stipulated that several studies have documented that employee well-being leads to various employee and organizational results such as increased organizational performance and productivity; customer satisfaction (Sharma et al., 2016); employee engagement (Tisu et al., 2020) and organizational citizenship behaviour (Mousa et al., 2020).

Shin & Konrad (2017) revealed that organizations' performance and productivity are tied to the performance of its employees. Numerous evidences have shown the value of employee job performance i.e. the measurable actions, behaviours and outcomes that employee engages in or result into which are linked with and contribute to organizational goals (Viswesvaran & Ones, 2017) for organizational outcomes and success (Al Hammadi & Hussain, 2019; Shin & Konrad, 2017), which invariably has led scholars to seek to understand what motivates employee performance. Personality traits (Tisu et al., 2020), job conditions and organizational characteristics (Diamantidis & Chatzoglou, 2019) have all been identified as critical foregoing of employee job performance.

Employee well-being is the overall goodness or quality of employee's experiences at work. The various dimensions of employee well-being could be seen from the perspective of physical, social, emotional, occupational, intellectual, economic, spiritual and psychological well-being (Adams et al, 1997). However, for this study wellbeing is conceptualized as psychological, physical, and social wellbeing, in line with Grant et al (2007) cited in Zakaria et al (2014). It combines the well balance of individual judgement, physical health, and the relationships with other people and communities. Physical environment and psychosocial environment can affect the employees' wellbeing at work. According to DiMaria et al (2020), previous research has found happy workers to be more productive than less happy or unhappy worker. For higher comprehension of the consequences and processes of physical, social and psychological well-being in the work environment, this study examines the relationship between them and job performance in the workplace setting. Di-Maria et al (2020) emphasized that such understanding will not only help managers to attain higher organizational performance during the uncertain times but will uncover how to keep employees happy and satisfied. On the other hand, organizational performance might not be achieved optimally, if the wellbeing of employees is ignored. Roslender et al (2006) cited in Zakaria et al (2014) stressed that employees bring their individual health and fitness to an organization in the same way they bring their expertise and experience, know-how, leadership skills, and creativity. Further, Baptiste (2008) in Zakaria et al (2014) emphasized that committed workforce can be developed where employees are satisfied with their job and work-life balance, positively predisposed towards enhanced performance, reduced absenteeism and turnover. In the same vein, Roslender et al (2012) found out that many management have appeared to be prepared to view wellbeing as a valuable organizational asset and it is beneficial to promote the greater of health and wellbeing of employees.

According to Ismail et al (2019), to conduct job performance research, more work is needed to examine the relationship between employees' psychological well-being and their job

performance. As Salgado et al (2019) explicitly explained that we need to consider how an employees' wellbeing affects ones' performance at work. This study was to bridge a gap as no study (to the best of knowledge of the researcher) has been conducted on the relationship between employee well-being and employee job performance. This study, through the review of extant literature, seeks to carry out job performance research by linking the employee's physical, social and psychological (in terms of hedonic and eudaimonic) well-being to an employee's job performance. While the specific objectives are to examine how psychological well-being impact on employee job performance; to analyse the effects of physical well-being on the employee job performance and to determine the impact of social well-being on employee job performance. The reason to inquire about this path is that wellbeing is associated with employees' happiness, pleasure and personal growth (Ismail et al., 2019). Therefore, the higher the employee well-being, the higher will be the employee's job performance. The study conceptual framework is depicted in Figure 1.

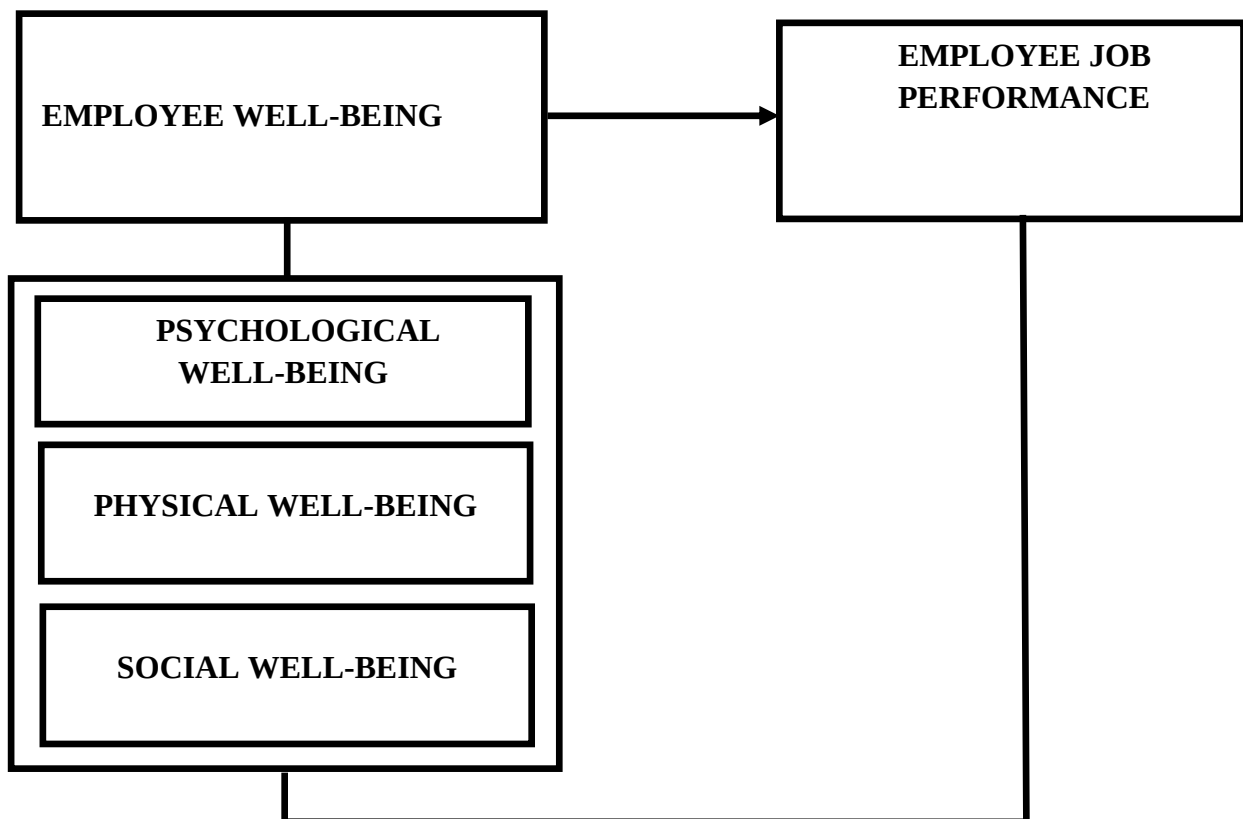


Figure 1. Conceptual framework of the study variables.
Source: Researcher (2021)

The conceptual framework shows the summary of the study in a diagrammatic format. This study examines the effect of employee well-being on employee job performance. The conceptual framework focuses on the predictor variable and the effect on the criterion variable. The predictor variable in the framework is about the employee well-being with dimensions of psychological, physical and social well-being. The dependent variable is about the employee job performance. The well-being of employees and employee job performance depends on how well the predictor and criterion variables interact as shown in the conceptual framework above.

Theoretical foundation

Human Relations Theory

This theory was postulated by Elton Mayo in 1964 after conducting experiments to find out how individual employees behaved under certain work conditions. The study highlighted the importance of the relationship between various social factors and performance within an organisation. It was found that employee productivity and performance were considered as their functions and then compensated in the end. However, after the experiment, it was realised that in order for employee performance and production to increase, their needs had to be satisfied through motivation and with the right compensation packages (Lee et al, 2014). The Human Relations School of Thought was of the view that the performance of an organisation depends on the types of relationship between employees and managers. The managers should be able to have more concern for their employees by establishing favourable interpersonal relationships which goes to show that achieving organisational goals depended upon employees (Saeed, 2014).

Human relations theory focuses on the individuals in a workplace and their needs in order for them to perform significantly better. The organisation should provide a great relationship between management and employees through employee participation in the decision making process (Dobre, 2013). In such circumstances, workers are exposed to morale enhancing conditions which focuses on their creativity and innovation and encourages them to perform to the expectations of the organisation (Odembo, 2013). The Human Relations theory should therefore be important to management and their practices in that; management should be able to know their employees well and how they behave in different situations, have good interpersonal relations and motivate them of which in the end, challenges and conflicts will be reduced.

Expectancy theory

The expectancy theory was postulated by Victor Vroom in 1965. The expectancy theory is based on how employees perform their given jobs according to the organization's expectations. According to Vroom (1965), individual employees perform in a specific manner because they are driven by different factors thus, a certain type of behaviour among them. Employee performance goals should be linked to those of the organizational goals. When motivated, individuals behave in a certain way thus, expectancy in terms of various outcomes. The expectancy is how they behave when performing their jobs in the given workplace.

The expectancy theory was based on the expectancy, valence and instrumentality. The expectancy is determined by the individual employee's behaviour and this can be determined through managers discovering the various needs of employees and ensure that they are met. This aids individuals determine if they have the desired skills, competence. Valence refers to what individuals expect for their performance whereas the instrumentality refers to the qualifications and abilities of the employees to perform. According to Lee et al., (2014), for employees to perform, they should be rewarded, motivated, recognised and mainly by the management and the organizations to encourage the employees to perform accordingly. When not encouraged to perform, their performance tends to decline thus low quality of work, reduced creativity and innovation and others. Therefore employees should be seen as a major asset in the organisation and should be provided with the necessary needs to perform according to yield good results for the organization thus avoiding any problem that may arise with time to come (Muldoon, 2017).

The expectancy theory was relevant to the study in that it is applied practically in all organizations especially in human relations, Human Resource functions like recruitment and selection process, training, performance appraisals and also when motivating employees to perform according to the organization standards. The theory therefore works towards understanding the behaviours that employees show individually (Dobre, 2013 in Jaden, 2018). The theory is useful to the organizations when identifying the actual performance of the employees in order to recognise and be able to retain them. With the expectancy theory in place, managers should be able to understand their employees and satisfy their needs in order to encourage continuous performance in the organization.

Human Needs Theories

The theoretical view of this theory is that all humans have basic needs, which they seek to fulfil, and that the denial and frustration of these needs by other groups or individuals could affect them immediately or later, thereby resulting to conflict. “Basic human needs” comprise of physical, psychological, social and spiritual needs. In essence, to provide access to one e.g. food and deny or hinder access to another e.g. freedom of worship will amount to denial, and could make people resort to violence in an effort to protect these needs. Abraham Maslow (1954), in his *Motivation and Personality*, has identified such needs to include physiological needs, safety needs, belongingness and love, esteem and self-actualization. Burton (1990), on the other hand has identified response, stimulation, security, recognition, distributive justice, meaning, need to appear rational and develop rationality, need for self-sense of control and the need for role defence. The frustration of the basic human needs hampers the realization of those higher order needs, and prevents individuals and groups from realizing their potentials. This leads to conflict. To resolve conflict or prevent it from occurring, the needs have to be met with appropriate satisfiers.

Theories of psychological wellbeing

Theories about psychological well-being generally focus on understanding the structure of psychological wellbeing or the dynamics (i.e. the causes and consequences of psychological well-being). The breakdown of psychological well-being into hedonic and eudaimonic components and Carol Ryff’s model are widely accepted theories of the structure of psychological well-being and are discussed in the course of conceptual clarification in the study. As far as the dynamics of psychological well-being are concerned it is pertinent to recognise that, to some extent, psychological well-being is relatively stable and would have been influenced by both previous experience e.g. early upbringing and underlying personality. Stressful experiences can drive people to subsequent mood and anxiety disorders (Gladstone et al, 2004); however, exposure to extremely traumatic events can help to build resilience and actually protect psychological well-being e.g. children exposed to moderately stressful events seem better able to cope with subsequent stressors (Khobasa & Maddi, 1999). Similarly, the impact of stressful events has also been observed in working adults (Soloman et al, 2007).

Although baseline psychological wellbeing may be fairly stable, day-to-day events and experiences also pose an impact. For example, even the most resilient person may eventually become very low or depressed, if the individual’s daily experiences are constantly troubling. There is strong evidence to show that exposure to work-related stressors over long periods of time will have a negative impact on psychological wellbeing, although as aforementioned, short periods of adversity may be helpful in building resilience, long-term stress is not good for psychological wellbeing. On the other hand, this lower level of psychological wellbeing may well result into serious illness, including cardiovascular disease, problems with blood sugar control, such as diabetes and immune system malfunctions (Chandola et al, 2008).

Conclusively, psychological well-being theory proposes that early experience and underlying personality create a platform for psychological well-being but everyday experiences can help to maintain a good level of psychological well-being (if they are positive) but, if they are negative, reduce levels of psychological well-being, invariably result into poor health outcomes.

The Self-determination Theory of Motivation

The self-determination theory of motivation could be defined as people's ability to make decisions and control their life for better psychological health and well-being (Deci & Ryan, 1985; Ryan & Deci, 2000). Self-determination theory is categorized into three types of psychological needs, namely, autonomy, relatedness and competence. These types of psychological needs are considered essential for the happiness and satisfaction of an individual. Based on self-determination theory, it is suggested that employees who are satisfied and happy in their lives will be more committed to their organizations. Research in the past has found a positive linkage between employee commitment and indicators of psychological well-being such as happiness, personal growth, vitality and personal expressiveness (Pan et al, 2018; Sharma et al, 2016). Similarly, Thoresen et al (2003), in their meta-analysis, also found a positive association between organizational commitment and indicators of hedonic well-being and eudaimonic well-being.

The concept of Employee Well-being

The concept of corporate social responsibility is instrumental to various organizations' efforts to enhance employee well-being, which shows the initiatives that an organization take up to positively influence society and contribute to its well-being (Hediger, 2010). The World Health Organization (WHO) proffered a comprehensive definition of well-being, as the state of each employee in which they understand their capabilities, cope with life stresses, work productively and contribute to their community (Misselbrook, 2014). Study into employee well-being with regard to human resource management utilises the five-element PERMA model, in which P is positive emotion, E is engagement, R is positive relationships, M is meaning, and A is accomplishments/achievements (Seligman, 2012).

Employee well-being is the overall goodness or quality of employee's experiences at work. There are various dimensions of employee well-being which include emotional, physical, psychological, social, intellectual well-being, among others. In a nutshell a peep at the perceptions of these dimensions of employee well-being is pertinent. Emotional centeredness refers to a secure self-identity and a positive sense of self-regard; Intellectual stimulation refers to a perception of being internally energized by an optimal amount of intellectually stimulating activity; Physical resilience refers to a positive perception and expectation of physical health; Psychological optimism refers to a perception that one will experience positive outcomes to the events and circumstances of life; Social connectedness refers to a perception of having support available from family or friends and perception of being a valued support provider; while Spiritual life purpose refers to a positive sense of meaning and purpose in life (Adams et al, 2000).

The concept of well-being can be analysed from different angles. From a macro viewpoint, it includes dimensions such as life expectancy, poverty rates, and environmental factors. From the micro (individual) viewpoint, it consists of subjective or psychological measures of a person's well-being- an individual's assessment of their quality of life and employment, which is determined through three main aspects: physical, social, and psychological. Well-being (the state in which an individual feels good, healthy and happy), is associated with connecting to all aspects of life, among which work activity and occupational functioning

play a vital role. Another concept is a three-dimensional model (Van De Voorde et al, 2012) consisting of the following components: health, happiness, and relationships (Price et al, 2007). The first dimension describes well-being in terms of mental and physical health as well as their proper function. The second consists of two aspects of happiness: experiencing hedonistic pleasure at work and the eudemonistic perception of work as meaningful and engaging (Ryan et al, 2001). The relational dimension considers the perception of the quality of the employee's interpersonal relationships and includes aspects such as trust, fairness in the workplace, and social support (Guest, 2017).

Dimensions of Employee Well-being

Psychological well-being

Psychological well-being has undergone extensive empirical review and theoretical evaluation (Wissing & Van Eeden, 1998). Research from extant literature have shown that psychological well-being is a diverse multidimensional concept (MacLeod & Moore, 2000; Ryff, 1989b; Wissing & Van Eeden, 2002), which develops through a combination of emotional regulation, personality characteristics, identity and life experience (Helson & Srivastava, 2001). Psychological well-being can increase with age, education, extraversion and consciousness and decreases with neuroticism (Keyes et al, 2002). Research reveals that in the work process, psychological well-being is the most important well-being factor (Johnson et al, 2018). Well-being is therefore conceptualised using the construct of psychological well-being (Ryff, 1989), based on an individual's development and self-actualization along six dimensions: positive attitudes toward oneself, trusting interpersonal relationships, a sense of freedom from unacceptable norms governing everyday life, opportunities to control and contribute to one's environment, a sense of purpose in life, and opportunities to develop one's potential. The first three dimensions are derived from theories of self-actualisation and self-determination (Ryff, 1989; Deci, 2001).

The last three are obtained from the concepts of mastery and optimal functioning. Also, a distinct stream of research on workplace well-being has emerged in the literature, defined as the comprehensive experiences and function of an employee in both physical and psychological dimensions (Warr, 2006). This construct corresponds to the specificity of work performed in stable conditions and subordinated structures.

There are two types of Psychological well-being, viz, hedonic well-being and eudaimonic well-being. Hedonic well-being refers to the happiness achieved through experiences of pleasure and enjoyment, while eudaimonic well-being refers to the happiness achieved through experiences of meaning and purpose (Huta, 2016; Rahmani et al., 2018).

Hedonic well-being is usually used to refer to the subjective feelings of happiness. It consists of two components- an affective component (high positive affect and low negative affect) and a cognitive component (satisfaction with life). It is suggested that an individual experiences happiness when positive affect and satisfaction with life are both high (Carruthers & Hood, 2004).

Eudaimonic well-being is used to refer to the purposeful aspect of psychological well-being .i.e. happiness achieved through experiences of meaning and purpose. Ryff (1989) has developed a very clear model that breaks down eudaimonic wellbeing into six key components of psychological wellbeing, viz, autonomy, personal growth, environmental mastery, purpose in life, positive relations with others and self-acceptance. This scale has been regarded as the best objective measure of positive mental health (Conway & Macleod, 2002).

Autonomy

Autonomy is the regulation of a person's own behaviour through an internal locus of control (Ryff, 1989; Ryff & Keyes, 1995). A fully-functioning person has a high level of internal evaluation, assessing the self on personal standards and achievements while not relying on the standards of others. They do not wait for endorsement/approval from other persons (Ryff, 1989), are focused on their own beliefs and are less swayed or carried away by others people's ideas. A high level of autonomy indicates independence with a low level pointing concern over self-perception. Internal locus of control is an important component of motivation (Weinberg & Gould, 2007) with athletes' generally requiring autonomy, personal insight and objectivity in order to maintain self-confidence and belief. Autonomy is also linked to self-determined motivation in sport participation (Huang & Jeng, 2005). High scores in the measurement scale indicate that the respondent is independent and regulates one's behaviour independent of social pressures .e.g. such statement as "I have confidence in my opinions, even though they are contrary to the general consensus".

Personal growth

Personal growth is the ability to develop and expand the self, to become a fully functioning person, to self-actualize and accomplish goals (Ryff, 1989; Ryff & Keyes, 1995). To achieve climax psychological functioning one must continue to develop the self through growth in various facets of life (Ryff, 1989). This requires one to continually evolve and solve problems thereby expanding one's talents and abilities. An elevated level of personal growth is associated with continued development while a depleted level is suggestive of a lack of growth. Sportspeople with a growth mindset realize hard work yields results (Dweck, 2005). A growth mindset requires openness to a variety of new and diverse experiences. Athletes, who are humble but confident, are constantly striving for personal growth and holistic development (Weinberg & Gould, 2007); they generally use positive and negative performances, as well as goals achieved, to enhance personal growth. Personal growth is potentially the psychological well-being dimension that is closest to eudemonia. High scores in the measurement scale reveal that the respondent continues to develop and is open to new experiences, and recognizes improvement in behaviour and self over time. e.g. such comment as "I think it is important to have new experiences that challenge how you think about yourself and the world".

Environmental mastery

Environmental mastery refers to choosing and controlling the surrounding and imagined environment through physical and/or mental actions (Ryff, 1989; Ryff & Keyes, 1995). While a high level of environmental mastery reflects control over one's context, a low level is related to inability to successful control one's environment (Ryff, 1989b). A mature individual is generally able to interact and relate to a variety of people in diverse situations and adapt to various contexts upon demand. Being in control of physiological and cognitive arousal can improve an athlete's control and understanding of their surroundings, as well as their interactions with others. Imagery results in improved self-awareness as well as enhanced situational and environmental understanding (Potgieter, 1997; Weinberg & Gould, 2007). Environmental mastery means being able to control complex environmental and life situations (Ryff, 1989) and to seize opportunities which present themselves. It often requires the ability to step out of one's 'comfort zone' when striving for optimal sporting performance. High scores in the measurement scale show that the respondent makes effective use of opportunities and has a sense of mastery in managing environmental factors and activities, including managing everyday affairs and creating situations to benefit personal

needs. e.g. such comment as “In general, I feel I am in charge of the situation in which I live”.

Purpose in life

Purpose in life refers to the perceived significance of one’s existence and involves the setting and reaching of goals, which contribute to the appreciation of life (Ryff, 1989; Ryff & Keyes, 1995). Mental health includes awareness that one has a greater goal and purpose in life (Ryff, 1989). Purpose in life creates direction, thereby eradicating despondency. Goals are an important part of striving for success (Miller, 1997). Maturity involves having a clear sense of intentionality (Ryff, 1989). When athletes sustain focus, attention and concentration, set realistic goals and aim to be more holistic, they seek a greater goal for themselves and often then also assist others. The setting and achieving of goals can be inspirational and motivational in nature (Potgieter, 1997; Weinberg & Gould, 2007). High scores in the measurement scale show the respondent’s strong goal orientation and conviction that life holds meaning. e.g. such statement as “Some people wander aimlessly through life, but I am not one of them”.

Positive relations with others

Having positive relations with others is an essential component in the development of trusting and lasting relationships as well as belonging to a network of communication and support (Ryff, 1989; Ryff & Keyes, 1995). A calm and relaxed approach reflects maturity, leads to improved interactions and better consideration of others. While good relations result in an understanding of others, poor relations can cause frustration (Ryff, 1989). The ability to have good human relations is one key feature of mental health with pathology often characterized by impairment in social functioning (American Psychiatric Association, 2000). Communication is a vital part of team interactions (Miller, 1997; Potgieter, 1997). In group/team settings, positive relations with others often results in increased knowledge, empowerment and improved sporting performance. High scores in the measurement scale indicate the respondent’s engagement in meaningful relationships with others that include reciprocal empathy, intimacy and affection .e.g. such statement as “People would describe me as a sacrificing person, willing to share my time with others”.

Self-acceptance

Self-acceptance is the most recurring aspect of psychological well-being. It is a fundamental feature of mental health and an element of optimal functioning (Ryff, 1989; Ryff & Keyes, 1995). Healthy levels of self-acceptance create a positive attitude and improved satisfaction with life (Ryff, 1989b). Moderate levels of confidence lead to greater achievement and acceptance (Wann & Church, 1998; Weinberg & Gould, 2007), with positive feedback from others important in the maintenance of self-confidence and belief. Self-acceptance is a key component of self-actualization, enhanced psychological functioning and development (Ryff, 1989). It entails accepting the past and present as well as maintaining direction for the future. High scores in the measurement scale indicate the respondent’s positive attitude about oneself. e.g. such statement as “I like most aspects of my personality”.

Physical well being

Physical well-being refers to a positive perception and expectation of physical health. At a physiological level, physical activity guards against coronary heart disease, hypertension as well as some forms of cancer and diabetes (Scully et al., 1998), with one practical example being the heartbeat of a trained individual returning to a rate of normal function faster than untrained individuals (Sinyor et al, 1983). Health intervention strategies include general well-

being promotion related to eating healthily, taking care of oneself, accessing social support and using problem solving techniques.

A peep at the new normal (COVID 19 pandemic era) world situation at the workplace is unavoidable. This new normal era of COVID-19 pandemic has caused sudden changes in work organization e.g. working from home, virtual teamwork, etc. and affected workers e.g. through social distancing, stress, and unemployment (Kniffin et al, 2021). It has imposed the need to digitize work and forced a focus on the quality of life and health of employees. Studies have shown negative effects of COVID-19 on well-being (Bakker & VanWingerden, 2020), job satisfaction, and family life (Mohring et al, 2021).

As the pandemic remains, employee well-being has become one of the main concerns of organizations. The responses of organizations to the pandemic have acknowledged the need to respond to changes in employee needs. This has led to an intense focus on corporate social responsibility (Navickas, 2021) and organizations are placing increasing importance on the well-being of their employees (Kowalski, 2017). Organizations have been introducing various work-integrated learning programmes or embedding a well-being approach in their organisational culture. By so doing, they are not only contributing toward the improvement of employee moods but also providing working conditions conducive to high performance (Bryson, 2017). According to Deloitte Report: Global Human Capital Trends in 2021, as much as 80% of organizations operating globally declare that employee well-being is relevant or very relevant for their success but only 12% indicate full readiness to implement this approach. This limited interest in practice results in a research gap on the components of employee well-being and its relationship with digital work performance (Tuzovic, 2021; Prasad, 2020).

The dynamics of the pandemic environment have made it necessary for organizations to act and make decisions based on individual experiences. As they have been unable to experiment with different approaches, they have instead been selecting those with proven effectiveness. Lack of knowledge regarding optimal solutions can potentially lead to repeated disruptions in the organisation. The sudden, rapid need for the digitalization of work from the COVID-19 pandemic resulted in challenges in the spheres of maintaining work efficiency, commitment, and work-life balance. There is therefore a pressing need for up-to-date research on employee well-being.

Social Well-being

Social wellbeing at work is the third aspect in the wellbeing tripod. While early researchers paid attention to social relationships at work (e.g., the Hawthorn studies), the era of behaviourism and the subsequent cognitive revolution paid little heed to this aspect of work-life. Grant and Parker (2009) point out a parallel history in research on job design, with early work including consideration of socio-technical systems and required and optional interaction at work. However, these aspects were subsequently ignored in research focusing solely on the effects of non-social task characteristics on individual reactions and behavior. The pendulum has begun to swing back, with social, relational, and prosocial aspects of job design again gaining attention (Grant, 2007, 2008; Humphrey, Nahrgang, & Morgeson, 2007; Morgeson & Humphrey, 2006). These include satisfaction with peers as well as satisfaction and exchange relationships with leaders.

There also may be a third distinct aspect of wellbeing to complement the hedonic aspect of inner pleasure and the eudaimonic aspect of inner growth, autonomy, and self realization. It is the more outer-directed aspect of social well-being (Keyes, 1998). This is consistent with

basic need theories which all acknowledge the importance of social relationships. A significant review by Baumeister and Leary (1995) demonstrates the pervasive importance of social relationships for human well-being. They conclude that individuals need frequent interactions in stable relationships with others that involve giving and receiving care. Gallagher et al (2009) proposed and found empirical support for a hierarchical structure of wellbeing. The three second-order factors (hedonic, eudaimonic, and social wellbeing) has unique indicators but are quite highly correlated and combine to indicate overall wellbeing. Gallagher et al. make the case that each dimension should be assessed separately.

The Concept of Employee Job Performance

Employees are inevitable assets and major resource hired by organizations to perform tasks, under certain conditions, to meet the various organizational goals. Employees are the most relevant asset in an organization and without them the running of an organization becomes difficult because they support the smooth running and success of the organization through various tasks and activities in order to meet the organizational goals (Thoa & Hwang, 2010 in Jaden, 2018). The Nigerian Labour Act (1971) uses the word “workers” to describe employees and it defines workers in section 91 of the Act as “any person who has entered into or works under a contract with an employer, whether the contract is for manual labour or clerical work or is expressed or implied or oral or written, and where it is a contract of service or a contract personally to execute any work or labour”. According to Vroom (1964) in Jaden, (2018), for an organization to function efficiently, Human Resource Managers need to employ employees with the right skills, knowledge, experience and competence. The indicators that are relevant in employee performance include creativity and innovation, quality of work, efficiency and effectiveness, employee change of attitude, commitment, among others.

Performance is a major multi-dimensional construct focused on achieving results and in most cases tied to the strategic goals of an organization (Mwita, 2000 cited in Massoudi, 2016). Employee performance is the activities related to certain job and how well those activities were carried out by employees. The behaviour of the employee need to relate to the objective of the organization such as increased sales revenue of the organization and higher profit. For every organization, the most vital factor is the employee’s performance since the success or failure of an organization depends on the performance of an employee. Most Human Resource Managers appraise the employee performance of worker on an annual or quarterly basis in order to help them identify areas of deviation and shortcoming and proffer solutions for improvement. The meaning of employee performance is exactly same as job performance (Massoudi, 2016). Kahya (2009) cited in Massoudi (2016) identified two dimensions of employee behaviour in the job performance- task performance and contextual performance. Task performance is the employee’s behaviour that is directly involved in the production of goods or service activities, providing indirect support for the core technical processes of the organization. It means when the employee uses his specific skills and knowledge to support the core technical processes of the organization. There are two types of task performance. Firstly, task (activities) that transform raw materials into the goods and services that are the products of the organization such as operating a production machine in manufacturing plant and selling merchandise in a retail store are one of the task performances. Secondly, task performance is activities that service and maintain the core technical processes by restocking its supply of raw materials or distributing its finished products (Kahya, 2009 cited in Massoudi, 2016).

On the other hand, contextual performance has two types. Firstly, it is the behaviour that targets the itch free functioning of the organization. Secondly, it is the behaviour that focuses

on change and improving work procedures and organizational processes. An effective employee performance can positively affect the productivity, sales, profit and market position of the organization in the market (Kahya, 2009 cited in Massoudi, 2016). The relevance of employees' performance must be understood by the management and taking steps to develop and motivate employees to perform well. When the performance of an organization is effective, it may assume market leadership and increase its market share.

Employee performance is the contribution of employees to meet organisational goals and how well an individual executes their duties and responsibilities within the organisation (Thao & Hwang, 2010 in Jaden, 2018). The known practices that encourage effective employee performance include motivation, reward and good industrial relations. According Saeed, et al (2014), management has to take care of the welfare of employees by encouraging them to perform effectively and without neglecting other resources at the disposal of the organization.

Performance is a critical factor for the success of an organization, thus, management through its Human Resource department should ensure that the policies and procedures used in the evaluation process impacts positively on employees and drives them to perform effectively (Dobre, 2013 in Jaden, 2018). In Deposit Money Banks, employee performance is usually measured through employee evaluations which are done quarterly, semi-annually and annually depending on the bank. Employee evaluation refers to the process of assessing the general performance of an individual employee and is normally carried out by immediate supervisors (Dobre, 2013). Employee performance is evaluated using 360degree feedback, behavioural checklist, management by objective, self-assessments and critical incidents and this is done through a process. In addition, certain factors are considered when measuring the performance of employees which include creativity and innovation, commitment, quality of work, employee effectiveness and efficiency and employee attitude (Thomas, 2012 cited in Jaden, 2018). Employee performance measure is usually done to determine the weak and strong areas of employees, determine compensation, improve on work productivity and increase employee efficiency where necessary (Armstrong, 2014).

For employees to perform according to the expected organisational standards, it was found out that it is important for management to understand the needs of their employees (Thao & Hwang, 2010 in Jaden, 2018) and this was supported by other researchers who stated that to understand the performance of employees, management should consider key factors including employee creativity and innovation, quality of work, change of attitude towards work and employee efficiency and effectiveness. Evaluating these factors fairly and consistently on a daily basis will help identify areas that require improvement (Saxena, 2014). Employees will feel a sense of job satisfaction and their motivation will increase thus a resultant increase in performance in the organisation (Dobre, 2013).

Armstrong (2014) considers employee performance as the outcomes employees produce though some individuals perceive it as the behaviours portrayed. Employee Performance involves the successful completion of tasks by a selected individual as assigned by the organization (Thao & Hwang, 2010 in Jaden, 2018). A number of factors are put into consideration to determine employee performance such as efficiency, effectiveness, quality and profitability of the organization. Managers have the responsibility to set the standards of organizational performance such as setting goals and objectives which are to be achieved.

Dobre (2013), in his studies found out that managers should be able to provide the necessary needs for the employees to perform such as rewards, recognition, motivation and

employee participation in the decision making process. In order to achieve the required performance, certain human resource practices such as performance management should be put in place like performance appraisals which can be done annually depending on the kind of organization to evaluate the performance of each employee and determine which areas need improvement. Armstrong (2014) finds management practices as an enhancer for employee performance and some of these practices are what the managers want the employees to do in order to perform.

Managers have to ensure that the organizations achieve high performance levels through their employees. This is done by setting goals and objectives against which individual employee performance can be measured. Therefore organisations should ensure that their employees are contributing and this can be through the process of employee performance management. This human resource function encourages employees to get involved through participation in the entire process thus encouraging motivation for high performance (Armstrong, 2014). Performance management focuses on employees' performance and processes too. Research shows that employees, who are satisfied with their jobs, perform according to the standards of the organization than those who are not satisfied with their jobs (Kaufman, et al, 2015).

Employee Well-being and Employee Job Performance

Employee well-being has received considerable attention in organization studies (Huang et al, 2016). Previous research has argued that happier and healthier employees increase their effort, performance and productivity (Huang et al, 2016). Similarly, research has evidenced that employee well-being has a positive influence on employee job-related attitudes and behaviours (Mousa et al, 2020), as well as job performance (Magnier-Watanabe et al, 2017) and decreasing employees' work-family conflict (Karapinar et al, 2019) and absenteeism (Schaumberg & Flynn, 2017).

According to Jain and Sullivan (2019), employees with greater affective commitment are more likely to perform better in their jobs as compared to those who have a low sense of obligation and devotion toward their organization.

Schoemmel and Jönsson (2014) in their study researched Danish employees working in a health care organization and found that employee affective commitment is associated with different individual and organizational outcomes. They also discovered that among different individual and organizational outcomes, employee affective commitment was strongly related to job performance.

Many studies had used the construct of affective commitment as an independent variable, mediator and moderating variable because of its importance as an effective determinant of work outcomes such as low turnover intention, job satisfaction and job performance (Jain and Sullivan, 2019; Kundi et al, 2018). Employee psychological well-being is considered essential for employee affective commitment and employee job performance because an employee with greater well-being is more committed to his or her work and organization and tends to be a better performer (Jain and Sullivan, 2019). Staw and Barsade (1993) conducted a study in which they surveyed around 100 masters of Business Administration students and found that students who were happy and satisfied with their lives were having high grades and better performance.

Kundi et al (2020) conducted a study titled "Employee psychological well-being and job performance: exploring mediating and moderating mechanisms" in which a framework was developed to understand the relationship between employee psychological well-being, affective commitment and job performance. Also, in the study, they described how

psychological well-being influences job performance. In addition, they examined the moderating role of perceived job insecurity on psychological well-being and affective commitment relationship. The results revealed that employee psychological well-being (hedonic and eudaimonic) has beneficial effects on employee affective commitment, which invariably enhance their job performance. What more, the results indicated that perceived job insecurity has negative effects on employee affective commitment, especially when the employee has high levels of perceived job insecurity.

Zakaria et al (2014) conducted a study with the aim describing the role of wellbeing that may influence the performance in services sector, and eventually lead to better decision making. Their findings showed that the role of well-being did have a positive impact on performance. All the path coefficients were positive and significant. Their search model explained 37.3% (non-financial) and 50.6% (financial) of the differences in performance. As expected, wellbeing has always been clearly beneficial to the organization as they significantly affect performance. The results were consistent with the findings obtained in a study by Page and Vella-Brodrick (2009), whereby they found positive correlations between wellbeing and performance. Since all the respondents in this study were in managerial positions, they were able to formulate policies regarding the importance of wellbeing and the effect on performance. It showed that when the management is concerned about the wellbeing of the employees, it will reflect the contribution on performance.

Furthermore, Jones et al, (2010) demonstrated that the effect of healthy lifestyle consists of psychology wellbeing as a coping mechanism for stress and burnout in the workplace. In the same vein, Jain et al (2009) indicated that wellbeing has a positive relationship with commitment on organizational performance where healthy people view things through a positive frame of mind that may incline them to be affectively committed. Thus, having fit employees, together with inducement support from the employers, they are able to commit and make decisions in a sound manner. Therefore, wellbeing has been the ground for rational decision making or at any rate, expressed as rationality by the managers.

Conclusion

From extant literature reviewed, this study examined the influence and effect of employee well-being (physical, social and psychological) on the employee job performance. From the findings, the study concluded that employee psychological well-being (hedonic and eudaimonic), social well-being and physical well-being have beneficial effects on employee affective commitment, which invariably enhance their job performance. Further, from the findings, the study concluded that social well-being is necessary since individuals need frequent interactions in stable relationships with others that involve giving and receiving care and this is consistent with basic need theories which all acknowledge the importance of social relationships. Furthermore, the study concluded that physical activity and physiological needs such as health intervention strategies (general well-being promotion related to eating healthily, taking care of oneself, accessing social support and using problem solving techniques) of the employee are important for better job performance, especially during COVID 19 pandemic. In addition, conclusion was drawn that perceived job insecurity has negative effects on employee affective commitment, especially when the employee has high levels of perceived job insecurity.

Based on the findings of the study the researcher put forward the following recommendations:

(i). Human Resource Managers need to understand the importance of employees' physical, social and psychological well-being for work-related attitudes, behaviour, organizational

commitment and job performance. Several human resource-based interventions could foster employees' psychological well-being, such as selecting and placing employees into appropriate positions, ensuring a friendly work environment and providing training that improves employees' mental health and help them to manage their perceptions positively.

(ii). It is recommended and pertinent that managers should provide an enabling environment for their employees to take opportunities to use their full potential, which will increase employees' sense of autonomy and overall well-being. By promoting employee well-being in the workplace, managers can contribute to developing a workforce, which will be committed to their organizations and would have better job performance.

(iii). However, from previous studies findings suggest that organizations spending on intervention programmes to improve employees' psychological well-being, organizational commitment and job performance might be fruitless with the presence of job insecurity. Thus, organizations should ensure that employees feel a sense of job security if not the outcomes on such intervention programmes could result to nut. Since organizations operate in unpredictable, volatile and highly competitive environment, it is and will be difficult for them to provide high levels of job security to their employees, especially in developing countries such as Nigeria. For the fact that job insecurity causes adverse employee psychological well-being and affective commitment, human resource managers must be alert to employees' perceptions of job insecurity and adverse psychological well-being and be prepared to prevent harmful consequences.

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