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Influence of Employee Wellbeing on Job Performance in the Hospitality Sector: Mediating Role of Work Engagement

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Abstract

Background: The hospitality sector is one of the most people-centric industries whose performance directly influences customer experience, service quality, and organizational competitiveness. Given the demanding nature of hospitality work, employees are exposed to psychological, emotional, and physical strains, making employees' well-being a critical factor in sustaining workforce effectiveness.

Purpose: Grounded on the Job Demands-Resources Model, this study examines the influence of employee well-being on job performance in the hospitality sector through the mediating role of work engagement. The study also adds qualitative insights to provide a deeper understanding of how employee well-being shapes engagement and performance outcomes.

Design/methodology/approach: This study adopts an embedded mixed-method design, using a cross-sectional survey to collect data from 256 hospitality sector employees in Kathmandu Valley through purposive sampling, of which 193 respondents provided usable responses to an open-ended question. Quantitative data were analyzed using PLS-SEM, while qualitative responses were examined using reflexive thematic analysis with inductive coding to complement and contextualize the quantitative findings.

Findings: Employees' well-being was a significant predictor of job performance and work engagement. Likewise, work engagement mediated the relationship between employee well-being and job performance. The open-ended responses revealed four interrelated themes: psychological well-being as a foundational resource, work engagement as the behavioral mechanism, enhanced job performance outcomes, and supportive organizational context, demonstrating how employee well-being fosters engagement that ultimately translates into improved job performance.

Conclusion: Employees with higher levels of well-being tend to demonstrate greater emotional stability, resilience, and motivation, leading to better engagement at work. Therefore, the organizations should strategically invest in holistic employee well-being initiatives to strengthen employee engagement and sustain quality performance.

Keywords: Employee well-being, hospitality sector, job performance, work engagement

1. Introduction

The hospitality sector is one of the most people-centric industries in the global economy, in which customer satisfaction, service quality, and organizational competitiveness largely depend on the performance of frontline employees (Reilly, 2018). Unlike the technology-driven and manufacturing sectors, the hospitality sector is heavily dependent on interpersonal interaction, emotional management, and responsiveness in providing high-quality service experiences. Consequently, the performance of employees in hospitality settings relies not solely on technical skills but is profoundly impacted by emotional and psychological states to engage effectively with customers (Teoh et al., 2019). In contrast, the employees in hospitality sectors frequently work in demanding working environments characterized by high customer expectations, long working hours, unpredictable workloads, and emotional labor (Teoh et al., 2019). Such a work setting has exposed employees to significant psychological, emotional, and physical strain, making employee well-being (EWB) a pressing concern for both organizational sustainability and workforce effectiveness.

Studies by Zheng et al. (2015), Wepfer et al. (2018), and Negi et al. (2025) highlighted that EWB has significant implications for both employees' work life and broader life outcomes, and there has been a plethora of research documenting EWB's significant influence on work outcomes (organizational and individual). Thus, empirical evidence suggests that EWB has emerged as a strategic priority, as the employees' psychological, emotional, and physical wellness are the critical factors for organizational success, documenting significant contribution to competitiveness, productivity, customer satisfaction, engagement, and organizational citizenship behavior (OCB). In service-intensive industries such as hospitality, where employees are expected to maintain positive interpersonal interactions despite workplace pressures, EWB becomes particularly important in sustaining workforce performance and organizational competitiveness.

In organizational research, job performance (JP) has received substantial scholarly attention because it reflects employees' contribution toward organizational goals and operational effectiveness (Aguilera et al., 2024). JP encompasses task performance, contextual performance, and adaptive performance, all of which are critical for hospitality organizations operating in dynamic and customer-oriented environments (Shoss et al., 2012). Prior research has documented that higher levels of employee engagement are directly related to enhanced productivity, service quality, innovation, and overall organizational performance (Staniškienė et al., 2018; Chang et al., 2021).

Existing studies highlight that employee performance is shaped by a wide range of antecedents, including individual attributes such as personality, job-related factors like workload and job role ambiguity, and more general organizational factors like work climate, leadership styles, and human resources systems (Hendri, 2025; Eshete et al., 2025). As organizations increasingly recognize employees as strategic resources, understanding how EWB contributes to improved JP has become an important area of inquiry.

Research on EWB has grown progressively over the past few years, particularly in the wake of the COVID-19 pandemic, which intensified scholarly work toward individuals' psychological and emotional conditions at work settings (Mgammal et al., 2022). Although prior studies have acknowledged the significance of EWB in shaping organizational outcomes and workplace attitudes, the relationship between EWB and JP remains theoretically and empirically underdeveloped. Most of the existing studies have primarily concentrated on distal outcomes like turnover intention, job satisfaction, psychological health, organizational commitment, and outcomes, while comparatively limited attention has been devoted to multidimensional job performance outcomes. Similarly, the empirical findings regarding the EWB-performance relationship remain largely fragmented and incongruent across organizational and cultural contexts (Devonish, 2016; Negi et al., 2025). Furthermore, most prior studies on EWB have concentrated on developed economies, characterized by structured human resource practices, a stable labor regulatory framework, and a well-established employee support system (Basnet et al., 2024), whereas in the developing context, it is predominantly documented on operational outcomes such as job satisfaction, turnover intention, and leaving psychological mechanisms underexplored (Zhenjing et al., 2022; Bhoir & Sinha, 2024).

In addition to further comprehending the EWB-JP relationship, scholars have explicitly highlighted the significance of identifying underlying psychological mechanisms that explain how well-being translates into positive workplace outcomes. In this regard, work engagement (WE) has emerged as a relevant construct because it reflects employees' vigor, dedication, and absorption toward their work roles (Bakker et al., 2008; Schaufeli, 2012). Employees experiencing a higher degree of well-being are more likely to have significant psychological agility, optimism, and emotional stability, which enable employees to engage more deeply in their work activities and ultimately enhance performance outcomes (Panda & Singh, 2025). Hence, WE may function as an important motivational mechanism that translates these personal resources into better task, adaptive, and contextual performance (Schaufeli & Bakker, 2013; Simpson, 2009).

However, despite its significant theoretical relevance as a potential mechanism linking well-being and performance, relatively few studies have researched its mediating role (Tan et al., 2022; Rafiq et al., 2024), and the findings remain fragmented across sectors and contexts. Prior studies have documented general organizational settings and developed country contexts, while limited evidence exists within hospitality organizations operating in developing economies. This gap is especially significant since the workforce in hospitality sectors deals with intensive emotional labor and constant customer interaction, conditions that require employees not only to be capable of doing their tasks but also to be psychologically agile and engaged in their roles (Shani et al., 2014; Amissah et al., 2022; Li et al., 2018). Therefore, the analysis of WE as a mediator will shed more light on the psychological process by which EWB influences performance outcomes in hospitality settings.

In Nepal, the hospitality sector plays a critical role in employment generation, tourism development, and economic growth (Thapa-Parajuli & Paudel, 2018), but it remains vulnerable to external crises and internal management challenges (Shrestha, 2020). While the hospitality industry in Nepal provides diverse tourism experiences and significant growth potential, its workforce often operates under precarious conditions, and there is a growing concern regarding mental health, stressful work environment, disengagement, limited support systems, and workforce instability (Shrestha, 2020; Simkhada et al., 2024; Dhungana, 2026).

Despite the growing importance of EWB in service industries, empirical evidence on the relationships among EWB-JP-WE in the Nepalese hospitality sector remains limited. Furthermore, prior studies have largely focused on the quantitative approach, limited a deeper understanding of the underlying psychological and behavioral processes. Therefore, a mixed-method design is necessary to integrate quantitative findings with qualitative insights to provide a more comprehensive understanding.

Against this backdrop, the present study seeks to examine the influence of EWB on JP through the mediating role of WE in the hospitality sector of Nepal, using an embedded-mixed method design. The present study brings together EWB and performance literature through the underlying motivational mechanism of WE. Likewise, by conceptualizing all three study variables as multidimensional constructs, this study provides a more comprehensive perspective on its role in shaping employee behavior. Thus, by foregrounding EWB as a strategic asset rather than a peripheral concern, this study emphasizes the critical role in developing sustainable performance, resilience of the workforce, and long-term competitiveness in the hospitality sector.

2. Literature Review

Employee Wellbeing in the Hospitality Sector

The EWB domain has been developed over the past five decades, having its original roots in the early occupational health and welfare research of the 1970s, primarily focusing on stress mitigation and physical working conditions (Fitzgerald & Danner, 2012; Renwick, 2009). By the 1990s, scholarly work shifted to psychological well-being, motivation, and work engagement, describing EWB as a multi-dimensional construct encompassing physical, emotional, and cognitive domains (Abrahamson, 1997; Pandey et al., 2025). In addition, the current studies are shifting towards positioning well-being not merely as a welfare

concern but as a strategic organizational initiative that fosters service quality, productivity, and employee retention (Pandey et al., 2025).

The hospitality industry is an extensive, labor-intensive industry that supports more than 330 million jobs globally and generates around 9-10% of the overall global GDP, presenting a particularly compelling context for well-being studies (Saito et al., 2025). Employment in restaurants, hotels, resorts, and tourism services is often highlighted by irregular work schedules, high levels of emotional labor, long hours of work, and high levels of customer interactions. As empirical studies reveal, wages in the hospitality industry are often 10-15% below national rates, and turnover rate is often more than 60-70% in hotels and restaurants (Dogru et al, 2023). The prevalence of burnout is high, and 40-45% of employees report experiencing symptoms that decrease engagement, productivity, and service performance (Lederer, 2017). Multinational hotel chains, including Hilton Worldwide and Marriott International, have, in turn, institutionalized comprehensive wellbeing programs, such as mental health, flexible working schedules, resilience training, and workplace wellness, which have been shown to enhance productivity by 21% approximately and reduce turnover significantly (Saito et al., 2025; Bohdanowicz & Zientara, 2009). Hence, these initiatives are supported by the regulatory framework, such as occupational health and safety directives by the European Union, emphasizing psychological well-being alongside physical safety.

Studies by Nafee and Hamid (2024) and Rafi et al. (2024) have revealed that the EWB practices in the developing hospitality economies are less formalized. The problem of workforce sustainability remains a challenge despite the fast growth of tourism due to the long hours of work, lack of job security, and institutionalization of HR policies. South Asia is a subtle example: nations like India, Sri Lanka, and Nepal have seen significant growth in the tourism-driven employment, but most of the local businesses have focused on operational efficiency over structured well-being interventions (Nawaz et al., 2020).

Nepal represents a particularly relevant case for understanding EWB in hospitality. In 2023, the tourism industry contributed about NPR 327.9 billion to the national economy, which contributed to over 1.19 million jobs, representing 6.6% of GDP and 15% of total employment (Bhattarai, 2025). The hospitality sector in Nepal includes hotels and resorts, trekking and mountaineering services, cultural and heritage tourism, adventure tourism, wildlife tourism, and community-based homestays, generating employment across urban and rural areas. The Nepal Tourism Board, the Hotel Association Nepal, and the Restaurant and Bar Association Nepal are some of the institutions that actively facilitate workforce training, professional development, and service quality improvement.

National initiatives, including the Visit Nepal 2020 Campaign, aimed to attract two million international tourists, improve infrastructure, and expand hospitality employment. Similarly, labor policies guided by the Government of Nepal, including provisions under the Labor Act 2017, aim to promote safer working conditions, fair compensation, and employee rights across service industries, including hospitality (Shrestha, 2023). Despite these efforts and a recovery of international arrivals to over one million annually, challenges persist, including long working hours, seasonal employment, and high service expectations, which can reduce employee engagement and JP (Pradhan & Koirala, 2024).

As a result, the hospitality industry offers a great paradox: it is one of the most rapidly-growing sectors of the world service economy and the major source of employment, but at the same time, it has been experiencing persistent challenges related to employee wellbeing, workforce sustainability, and JP.

Theoretical Underpinning of Employee Well-being Literature in the Hospitality Sector

The theoretical underpinning of EWB in hospitality research is diverse, drawing from multiple disciplinary traditions such as sociology, psychology, and organizational behavior. The relevant theories widely used in EWB in hospitality research can be broadly divided into three clusters: resource-based perspectives, social interactions, and motivational and role-based perspectives (Hwang et al., 2021; Negi et al., 2025). Resource-based theories have been used to describe the role of workplace demands in diminishing physical and emotional resources in employees, emphasizing the importance of recovery and supportive job resources (Barney, 2001). Social interaction perspectives are concerned with the dynamic relationship

between employees and the organizational environment, with emphasis on the functions of perceptions of fairness, reciprocity, and emotional interactions in shaping well-being (Shores, 1987). In contrast, motivational and role-based theories highlight psychological needs and role expectations that contribute to employees' involvement and service operation (Abrutyn & Lizardo, 2023). Thus, these theoretical underpinnings provide complementary insights into the mechanisms through which EWB is shaped in hospitality contexts (see Table 1).

Table 1

Key Theoretical Perspective Explaining Employee Well-Being in Hospitality Research

Theoretical Cluster	Theory	Seminal Author (s)	Core Theoretical Premise	Key Implications for Employee Well-Being in Hospitality	Representative Studies
Resource-Based Perspectives	Job Demands – Resources (JD-R) Model	Demerouti et al. (2001)	Employee well-being is shaped by the balance between job demands and job resources.	High workload, emotional labour, and customer interactions can reduce well-being unless balanced by supportive resources such as autonomy and managerial support.	Christ-Brendemuhl (2022); Arjon-Fuentes et al. (2022)
	Effort-Recovery Model (ERM)	Meijman and Mulder (1998)	Work effort generates physiological and psychological strain that requires recovery periods to restore well-being.	Continuous service demands in hospitality increase fatigue, making recovery essential for maintaining employee vitality and job effectiveness.	Gordon and Shi (2021)
Social Interaction Perspectives	Cognitive Appraisal Theory	Lazarus and Folkman (1986)	Individuals evaluate stressors based on personal interpretation, influencing emotional and behavioral responses.	Hospitality employees' perceptions of guest interactions determine whether they experience them as stress or challenge.	Baker and Kim (2020); Yang and Lau (2019)
	Social Exchange Theory (SET)	Homans (1958)	Workplace relationships are governed by reciprocal exchanges of benefits and obligations	Perceived organizational support and fairness encourage employees to reciprocate with greater engagement and performance.	(Biswas & Kapil (2017)

Theoretical Cluster	Theory	Seminal Author (s)	Core Theoretical Premise	Key Implications for Employee Well-Being in Hospitality	Representative Studies
Motivational and Role-Based Perspectives	Role Theory	Solomon et al. (1985)	Behaviour is shaped by expectations associated with social roles and responsibilities.	Role clarity and manageable expectations help employees handle service demands and maintain well-being.	Kang et al. (2021); Raub et al. (2021)
	Self Determination Theory (SDT)	Deci and Ryan (2012)	Well-being emerges when three fundamental psychological needs—autonomy, competence, and relatedness—are satisfied.	Empowerment, skill development, and supportive relationships enhance hospitality employees' motivation and well-being.	Shulga (2021); Hu et al. (2019)

3. Research Model

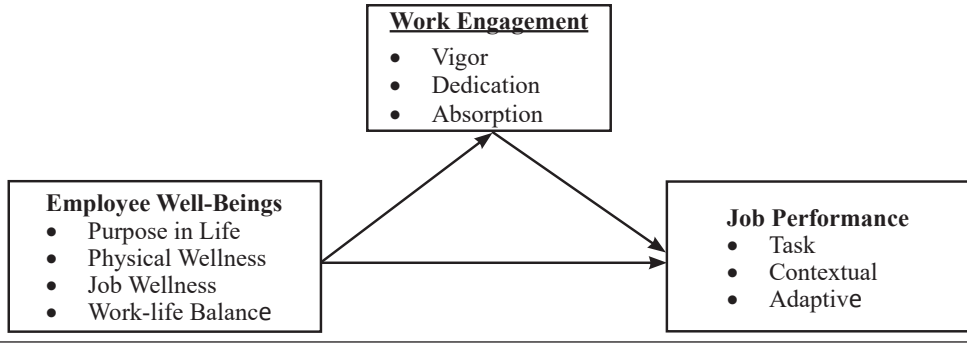
The research examines the interplay between EWB and JP through the mediating effect of WE in the hospitality sector. All three constructs used in the study are multidimensional constructs, drawn from the extensive literature review, and align with fundamental theory.

Primarily, this study falls under the domain of organizational psychology and behavior, which aligns with JD-R theory. The JD-R theory is established on two eminent characteristics, i.e., job demands and job resources. However, this study selectively applies the motivational pathway, focusing on how personal resources (employee well-being) influence WE and JP. This approach is consistent with contemporary extensions of the JD-R model (Xanthopoulou et al., 2007; Bakker & Demerouti, 2023), which emphasize the interchangeable and reinforcing roles of job and personal resources. Similarly, Bakker et al. (2014) and Bakker et al. (2023) in JD-R theory demonstrate that when employees have sufficient personal/job-related resources, it stimulates the psychological states leading to a higher level of engagement and performance.

Likewise, in the hospitality sector, high emotional demands, customer-driven stress, and irregular schedules make well-being resources critical for sustained engagement and performance, thus making it an ideal context to examine JD-R's motivational pathway (Wang, 2019).

Figure 1

Research Model



Employee Well-Being and Job Performance: EWB has emerged as a critical determinant of organizational success and employee productivity, especially in the service and labor-intensive industries where employees directly interact with customers. Studies have documented those empowered employees with higher levels of personal resources (i.e., purpose in life, physical wellness, job wellness, and work-life balance) stimulate intrinsic motivation, leading to superior performance (Li et al., 2017; Bin Saeed et al., 2019). In addition, Shulga et al. (2021) have demonstrated that increased psychological, physical, and social well-being significantly influences competitive advantage and performance by fostering service delivery and achievement motivation. In contrast, few prior studies have documented that EWB does not always lead to improved JP, stressing that the relationship may be influenced by contextual and organizational factors (Liu et al., 2022; Chang, 2024).

As per Moller and Deci (2024), an individual having a strong sense of purpose in life provides intrinsic motivation and meaning, which enhances goal-directed behavior, thereby fostering the accomplishment of tasks and service delivery. Studies by Straker and Mathiassen (2009) and Christian et al. (2011) have shown that better physical health enhances the energy, stamina, and cognitive abilities of employees, that enables employees to maintain service excellence and remain agile while dealing with difficult customers. Similarly, job well-being highlights positive emotional experiences and job satisfaction, which facilitates engagement and motivates employees to exhibit significant task, adaptive, and contextual performance (Rothausen & Henderson, 2019). Likewise, employees with greater work-life balance have lower job strain and role conflict, fostering employees to maintain great psychological safety and give more focus and effort to job responsibilities (Ali et al., 2022).

In the hospitality industry, EWB is especially eminent because the service excellence and customer satisfaction heavily rely on the physical energy, emotional stability, and psychological engagement of the frontline employees (Sarwar et al., 2020; Nafee & Hamid, 2024). Employees who experience a strong sense of purpose in life, maintain good physical health, and have balanced work-life are more likely to demonstrate higher levels of task performance, contextual behaviors like assisting colleagues, and be adaptable and agile in dynamic environments (Oludayo et al., 2019). Thus, EWB not only improves individual effectiveness but also strengthens organizational competitiveness.

Based on the JD-R Model, EWB functions as a fundamental personal resource that empowers employees' motivation, agility, energy, and resilience, thereby fostering employees to perform task, contextual, and adaptive roles effectively under agile and demanding service conditions (Radic et al., 2020; Grover et al., 2018).

Therefore, the following hypothesis is proposed:

H1: EWB significantly influences JP in the hospitality sector.

Employee Well-being and Work Engagement: EWB offers fundamental psychological and emotional resources that empower employees to invest energy and focus in their work, which leads to higher levels of WE (Park et al., 2017; Shuck & Reio, 2014). Based on the JD-R model, employees who have positive well-being can cope with job demands more easily and are more vigorous, dedicated, and absorbed in their work (Demerouti et al., 2001; Bakker and Demerouti, 2023). This association is particularly relevant in the service sector, where continuous customer interaction and emotional labor require sustained psychological investment. Improved EWB also acts as a cushion against stress and demanding service roles, fostering job satisfaction, commitment, and engagement while reducing absenteeism and turnover (Smollan & Mooney, 2024).

Studies by Boyd et al. (2018) and Kuijpers, et al. (2020) highlighted that in collectivist and service-oriented cultures, where interpersonal interactions are central to job roles, emotional and social well-being acts as an important determinant in sustaining engagement. Hence, fostering comprehensive EWB should not be viewed solely as an HR function but as a strategic imperative for fostering work engagement in the organization.

Therefore, the following hypothesis is proposed:

H2: EWB significantly influences WE in the hospitality sector.

Work Engagement and Job Performance: WE entail a persistent motivational state characterized by vigor, dedication, and absorption that prompts individuals to channel their emotional, physical, and cognitive efforts in their work, thereby enhancing performance (Simpson, 2009; Christian et al., 2011). It functions as a proximal driver of JP by translating employees' psychological resources into observable work behaviors.

Based on the JD-R model, engaged employees can more effectively utilize the available resources to perform tasks, exhibit agile working behaviors, and play a crucial role in organizational functioning (Bakker and Demerouti, 2017). Studies across the globe have consistently demonstrated a positive association between work engagement and multiple dimensions of job performance, including task, contextual, and adaptive performance (Yoon & Kim, 2013; Corbeanu & Iliescu, 2023).

Mechanistically, vigor fosters employees to preserve and sustain energy in completing the core task, dedication promotes commitment and encourages OCBs, whereas absorption facilitates focus and flexibility in enabling employees to be agile in the dynamic and unpredictable work demands (Muldoon et al., 2017). In service-intensive industries such as healthcare, hospitality, and retail, engagement-driven behaviors translate into better service quality, proactive teamwork, and effective and efficient management of multifaceted operational issues (Nuchpramool et al., 2025; Khawand, 2025). Thus, WE play a decisive role in predicting JP.

Therefore, the following hypothesis is proposed:

H3: WE significantly influence JP in the hospitality sector.

Mediating Role of Work Engagement: Studies by Ramlall (2008), Pawar (2013), and Kundi et al. (2021) on organizational behavior highlighted that the association between EWB and JP operates fundamentally through motivational mechanisms rather than direct effects. Those employees who have greater psychological well-being possess significant emotional and cognitive resources, leading to the development of vigor, dedication, and absorption, the key dimensions of WE (Joo et al., 2017). These engagement states improve the motivation, persistence, and task focus of employees, which reinforces performance outcomes. Empirical evidence form Chen (2015), Alessandri et al. (2018), and Koroglu and Ozmen (2022) further demonstrated that positive psychological resources enhance job performance indirectly by increasing higher levels of work engagement, highlighting its role as a key behavioral pathway. In addition, Sheeran et al. (2025) and Brokmeier et al. (2022) have revealed that EWB fosters good working attitudes and sustained effort, which naturally translates into better commitment to work roles. Thus, WE function as a critical mechanism through which EWB is converted into improved JP.

Therefore, the following hypothesis is proposed:

H4: WE mediate the relationship between EWB and JP in the hospitality Sector.

3. Research Methods

Study Context

According to the Department of Tourism (Ministry of Culture, Tourism and Civil Aviation, 2024), Kathmandu Valley has over 60% of Nepal's total star-rated hotels, non-star hotels, resorts, and boutiques, making it a primary hub of the hospitality industry in Nepal. According to the National Hotel and Restaurant Survey report for the year 2080 BS, approximately 50,000 employees are engaged in the hospitality sector in the Bagmati province, which is the highest among other geographical regions (Kathmandu Post, 2025).

Research Design and Approach

This study adopted an embedded mixed-method design, in which a quantitative survey served as a primary research method and a qualitative component was included through an open-ended question in the questionnaire. An embedded mixed-method was used to obtain both statistical evidence on the relationship between EWB, WE, and JP, and contextual insights into how employees perceive and experience these

relationships in their workplace settings. The qualitative component was employed to complement and enrich the interpretation of quantitative findings rather than functioning as an independent qualitative inquiry.

Table 2

Demographic Profile

Demographic Variable	Category	Frequency	Percent (%)
Gender	Male	149	58.2
	Female	107	41.8
Age Group (Years)	Below 20	6	2.3
	20–29	133	52
	30–39	86	33.6
	40–49	25	9.8
	50 and above	6	2.3
Education Level	SEE/SLC	8	3.1
	Intermediate (+2)	21	8.2
	Diploma	13	5.1
	Bachelor's	124	48.4
	Master's	90	35.2
Employee Level	Front-Line	160	62.5
	Mid-Level	96	37.5
Years of Experience	1–3 years	90	35.16
	4–6 years	72	28.14
	7–10 years	82	32
	Above 10 years	12	4.7

Employing a post-positivist approach, a survey design was used to collect cross-sectional data from the hospitality sector operating in the Kathmandu valley. Since the sample frame of the respondents was difficult to obtain, a non-probability purposive sampling technique was used in the study. Specifically, the data were collected from frontline and middle-level employees as both groups significantly engaged in service delivery and experienced workplace conditions that influence well-being, engagement, and performance. The study requires respondents to be full-time employees and have at least one year of working experience in their current organization.

To ensure robustness and dependability in the study's findings, the sample size was determined under Kline's (2005) standards, which state that a sample size of more than 200 is deemed significant for the comprehensive analysis of structural equation models (SEM). Considering the average response rate of 60% as suggested by Fowler (2013) and Baruch and Hultom (2008), 333 questionnaires were distributed (200/.60) to achieve the required sample target. Similarly, the survey questionnaire consisted of three sections: demographic information, study variables, and open-ended questions designed to elicit participants' subjective experiences and explanatory perspectives. Following the criteria set by Nunnally (1978), a pilot test incorporating 30 responses was conducted before full-scale questionnaire administration. The result indicated that Cronbach's alpha values exceeded the recommended threshold of .70 for all the constructs, and respondents indicated no significant issues regarding item clarity or questionnaire comprehension.

Among the 333 questionnaires distributed, 280 responses were received. Following the data cleaning, 24 responses were eliminated (i.e., 13 incomplete forms, and 11 forms were random fillings); thus, 256 responses (76.88%) were retained for the analysis. According to Babbie (1998), a response of 60% or higher is considered highly comprehensive for a survey. Data was collected only through printed forms between November and December 2025, to improve response monitoring. To complement the quantitative findings and provide a process-level explanation of the structural relationship (employee well-being → Work Engagement → Job Performance), an open-ended question was included at the end of the survey to capture explanatory insights into participants' perspectives. The open-ended question was not mandatory.

Out of 256 total respondents, only 193 respondents provided usable narrative responses, which were analyzed using reflexive thematic analysis. The inductive coding process followed three stages: (a) open coding to identify meaningful segments, (b) axial coding to group similar codes into broader categories and identify patterns, and (c) selective coding to refine and integrate themes into coherent overarching constructs. Similarly, the socio-demographic profile of respondents (i.e., gender, age group, education level, job position, and years of experience) is reported in Table 2. The results highlight that most of the respondents were male (58.2%), falling within the age group of 20-39 years (85.6%), and mostly having bachelor's (48.4%) and master's degrees (35.2%). In terms of employee level, most of the respondents are frontline employees (62.5%), and the remaining are mid-level employees (37.5%). Likewise, a majority of the respondents (63.3%) had 1–6 years of work experience, indicating that the sample was primarily composed of relatively early-career employees.

Likewise, descriptive analysis was conducted with the help of SPSS version 23, whereas inferential analysis was carried out with the help of SmartPLS 4.. Since the study is grounded on well-established reflective measures, the model was classified as a reflective model. Following the two-stage analytical procedure (i.e., test of Measurement and structural model) as suggested by Gerbing and Anderson (1988), was utilized in PLS-SEM to evaluate the psychometric properties of the scales.

Instruments

All three constructs used in the study are multi-dimensional in nature and were adapted from well-established literature. A seven-point Likert scale ranging from "Strongly Disagree (1)" to "Strongly Agree (7)" was used to measure all the items. All the scale items were validated and approved by the 9 panels of experts in the area of HR and organizational behavior. The scales, their corresponding dimensions, and sources are presented in Table 3.

Table 3

Instruments

Construct	Dimensions	Number of items	Adopted from
Employee Well-beings	Purpose in life	4	Khatri and Gupta (2019)
	Physical wellness	3	
	Job wellness	5	
	Work-life balance	6	
Job Performance	Task performance	6	Pradhan and Jena (2016)
	Contextual performance	10	
	Adaptive performance	7	
Work Engagement	Vigor	3	Schaufeli et al. (2002)
	Dedication	3	
	Absorption	3	

4. Results

Preliminary Diagnostic Tests and Descriptive Analysis

The Kaiser-Meyer-Olkin (KMO) and Bartlett's tests were carried out to examine sample adequacy and the homogeneity of the variances (Hair et al., 2010). The KMO test result of .813 is within the acceptable range (>.50), whereas Bartlett's test of sphericity also yielded a significant (P <.000). Hence, both tests collectively affirm the applicability of factor analysis to the dataset.

In order to reduce the common method bias (CMB), both procedural and statistical remedies were employed as recommended by Podsakoff et al. (2003). In procedural remedies, anonymity of the data collection procedures, randomization of the scale items, and improving item clarity and avoiding ambiguous wording were achieved. Collinearity test and Harman's single-factor test were carried out in the statistical measures for CMB. The findings revealed that the VIF score of all the indicators was less than the benchmark value of 3.33 (see Table 8), hence indicating that CMB is not a risk in our study model. Similarly, Harman's single-factor test was evaluated through principal component analysis (PCA) by incorporating all the constructs. It indicated that a single factor contributed 31.3% of the variance, which is below the threshold criterion of 50% suggested by Podsakoff et al. (2003).

Table 4 presents the descriptive statistics of all three variables and their dimensions used in the study: employee well-being, work engagement, and job performance. The descriptive statistics indicated generally higher levels of agreement across all the constructs, with the mean scores exceeding the scale midpoint. Employee well-being showed a relatively strong overall perception (M = 5.61, SD = 1.09), with job well-being and purpose in life reflecting particularly higher perception, whereas work-life balance and physical well-being showed comparatively moderate dispersion.

In addition, work engagement demonstrated an overall positive perception (M = 5.52, SD = .907), with absorption and dedication reflecting higher perception, whereas vigor demonstrated lower perception. Likewise, job performance demonstrated the overall highest mean score (M = 5.98, SD = .483), respectively, in all three dimensions (task, contextual, and adaptive performance). Since the job performance has a higher mean value and lower deviation, it acknowledges the presence of a potential ceiling effect, which may limit response variability. The observed high scores may reflect positive self-perceptions among hospitality employees. Similarly, the standard deviation (SD) value revealed comparatively greater response variability in employee well-being (SD = 1.09) and work engagement (SD = .907), reflecting heterogeneous employees' experiences. Whereas job performance demonstrated substantially lower response variability (SD = .483), highlighting strong consensus among respondents regarding performance levels.

Table 4

Descriptive Analysis of the Research Variables

Variables	Mean	STD
Purpose in Life	5.78	1.125
Physical Well-being	5.38	1.159
Job Well-being	5.93	.981
Work–Life Balance	5.35	1.094
Employee-Well-being	5.61	1.09
Vigor	4.98	1.154
Dedication	5.61	.905

Variables	Mean	STD
Absorption	5.97	.663
Work Engagement	5.52	.907
Task Performance	6.02	.51
Contextual Performance	5.95	.49
Adaptive Performance	5.97	.45
Job Performance	5.98	.483

Measurement Model

The reflective measurement model was first assessed by examining factor loadings, internal consistency, average variance extrancted (AVE), and composite reliability (CR), in order to establish reliability and validity. Among the three constructs and their dimensions, 50 scale items were used. Following the criteria of Hair et al. (2017), among the 50 measurement items of 3 constructs, 44 items with the factors loading above .40 were retained, while 6 items below the cutoff criteria were removed. One item from job well-being, work-life balance, absorption, task performance, contextual performance, and two items from adaptive performance (JW_6, WLB_6, ABS_3, TP_6, CP_6, AP_3, and AP_5) were dropped due to low factor loading issues. Likewise, two indicators (CP_2 and AP4) whose factor loading were within the range of .40 to .70 were also accepted as they did not impact the Cronbach alpha and the AVE scores. Therefore, they were retained to preserve the content validity of the constructs.

The internal consistency was assessed by Cronbach's alpha and CR value with a standard value of .70 (Hair et al., 2017). The scores of Cronbach's alpha and CR exceeded the cut-off value of .70, which substantiates the internal reliability of the measures (see Table 5). Factor loadings and AVE were employed to examine the convergent validity as proposed by Anasori et al. (2020). AVE scores ranged from .504 to .744 and surpassed the acceptable value of .50 (Hair et al., 2017). Thus, the convergent validity was substantiated by the outcomes of this study, by the scores of factor loadings and AVE.

Table 5

Reliability and Validity

Construct	Item	Factor Loading	CA	CR (ρA)	CR (ρC)	AVE
Purpose in Life	PL1	.881	.885	.892	.921	.744
	PL2	.832				
	PL3	.914				
	PL4	.819				
Physical Wellbeing	PW1	.836	.822	.826	.894	.738
	PW2	.841				
	PW3	.898				
Job Wellbeing	JW1	.892	.873	.879	.909	.667
	JW2	.73				
	JW3	.785				
	JW4	.781				
	JW5	.892				

Construct	Item	Factor Loading	CA	CR (ρA)	CR (ρC)	AVE
Work–Life Balance	WLB1	.759	.845	.853	.891	.621
	WLB2	.877				
	WLB3	.802				
	WLB4	.79				
	WLB5	.7				
Vigor	VGR1	.836	.839	.856	.902	.755
	VGR2	.896				
	VGR3	.873				
Dedication	DIC1	.845	.772	.78	.868	.686
	DIC2	.802				
	DIC3	.837				
Absorption	ABS1	.878	.736	.74	.883	.791
	ABS2	.9				
Task Performance	TP1	.834	.842	.849	.888	.615
	TP2	.714				
	TP3	.757				
	TP4	.855				
	TP5	.751				
Contextual Performance	CP1	.722	.888	.895	.91	.53
	CP2	.586				
	CP3	.75				
	CP4	.741				
	CP5	.772				
	CP7	.741				
	CP8	.8				
	CP9	.655				
	CP10	.76				
Adaptive Performance	AP1	.761	.743	.763	.91	.502
	AP2	.802				
	AP4	.497				
	AP6	.737				
	AP7	.703				

Similarly, the discriminant validity was assessed with the help of three different methods: Fornell and Larcker's (1981) criterion, the HTMT ratio, and cross-loading. As shown in Table 6, the square root of AVE was larger than its association with other indicators, conforming with Fornell and Larcker's (1981) criteria. Second, the scores of the HTMT ratio (see Table 7) were within the acceptable range of .85 (Henseler et al., 2015). Thirdly, all the indicators strongly loaded into their parent construct, signifying no issue of cross-loading in the model. Hence, all three criteria were satisfied, confirming that discriminant validity was not an issue.

Table 6

Fornell- Larcker Criteria

Constructs	ABS	AP	CP	DIC	JW	PL	PW	TP	VGR	WLB
ABS	**.889**									
AP	.625	**.708**								
CP	.665	.586	**.728**							
DIC	.616	.482	.548	**.828**						
JW	.528	.387	.531	.479	**.817**					
PL	.316	.335	.348	.333	.580	**.862**				
PW	.494	.379	.410	.521	.706	.475	**.859**			
TP	.677	.679	.513	.490	.416	.284	.445	**.784**		
VGR	.505	.348	.495	.589	.628	.373	.514	.381	**.869**	
WLB	.359	.448	.352	.396	.609	.395	.534	.384	.528	**.788**

Table 7

HTMT Values

Constructs	ABS	AP	CP	DIC	JW	PL	PW	TP	VGR	WLB
ABS										
AP	.839									
CP	.813	.729								
DIC	.818	.618	.648							
JW	.658	.478	.594	.571						
PL	.390	.412	.385	.387	.665					
PW	.633	.479	.475	.649	.830	.551				
TP	.856	.848	.596	.609	.483	.321	.538			
VGR	.637	.420	.546	.719	.727	.424	.611	.452		
WLB	.455	.570	.403	.490	.714	.456	.641	.452	.615	

Structural Model

After assessing the measurement model, the subsequent phase involves validating the structural model, which was carried out using a bootstrapping technique with a resample of 10,00. Hair et al. (2017) classified the R-square (R^2) values into three different criteria, i.e., .75 (substantial), .50 (Moderate), and .25 (weak), respectively. Table 8 shows that the R^2 value of 44.58% of the variance in work engagement and 55.8% of the variance in job performance are explained in the model, reflecting moderate explanatory power. Since the proportion of variance in work engagement remains unexplained (44.58%), the possible influence of other organizational and contextual factors not included in the current model.

Table 8

Collinearity Statistics and R-Square Values

Construct	VIF
ABS	1.696
AP	2.164
CP	1.582
DIC	1.937
JW	2.679
PL	1.53
PW	2.089
TP	1.927
VGR	1.612
WLB	1.647
R^2 Values: Work Engagement = .448; Job Performance = .558	

Hypothesis Testing

Table 9 presents the results of the summary of the direct and indirect model, which was assessed by taking into account beta value (β), t-score, and p-value. All the direct and indirect paths are statistically significant, indicating positive relationships among constructs.

All paths in the structural model are statistically significant as their confidence intervals do not include zero, indicating positive relationships among constructs. Employee well-being positively influences job performance both directly ($\beta = .139$, $p < .05$) and indirectly through work engagement ($\beta = .436$, $p < .05$). The strongest relationship is observed between employee well-being and work engagement ($\beta = .672$), which is highly significant. Work engagement also significantly predicts job performance ($\beta = .648$, $p < .05$). The indirect path confirms that work engagement partially mediates the effect of employee well-being on job performance ($\beta = .436$, $p < .001$). Thus, the results indicate that improving employee well-being can enhance both engagement and performance. These findings support acceptance of all four hypotheses (H1–H4).

Table 9

Hypothesis Testing

Path	Beta (β)	*t-value*	*P-value*	2.5% CI	97.5% CI
EWB → JP	.139	2.41	.016	.024	.248
EWB → WE	.672	17.531	.000	.579	.734
WE → JP	.648	13.099	0	.548	.744
EWB → WE → JP	.436	9.959	0	.355	.526

Qualitative Insights from Open-Ended Question

To complement the quantitative findings, an open-ended question was included in the survey questionnaire: to the

"Based on your experience in the hospitality sector, how does your overall well-being influence your level of work engagement and ultimately your job performance? Please describe specific experiences or situations."

Of the 256 respondents, 193 provided usable narrative responses, which were analyzed using reflexive thematic analysis. Through this iterative analytical process, four major themes were identified, with two sub-themes emerging under each major theme.

Theme 1: Psychological Well-Being as a Foundational Resource: Respondents explicitly articulated psychological well-being as the foundational personal resource for fostering motivational energy, emotional regulation, and behavioral orientation at work. The most prevalent patterns that emerged from the response were emotional stability and positive affect/motivation. This pattern demonstrates that the well-being of employees is not being perceived as a health condition but as a functional enabler of workplace engagement.

Employees reported that stress and burnout reduce their enthusiasm and service orientation: *"When I am mentally stressed (……), I just finish tasks without passion"; "If I feel calm and mentally healthy (…..), I serve customers with genuine care."*

Conversely, happiness and motivation were described as energizing forces: *"When I feel happy and valued (….), I automatically give extra effort"; "Motivation increases my involvement in work."*

These narratives demonstrate that well-being of the psyche enhances motivational energy and emotional regulation, which in turn is reflected in the increased commitment and engagement in work activity. It reinforces the argument that employee well-being serves as the psychological driver that can trigger the engagement-performance pathway.

Theme 2: Work Engagement as a Behavioral Mechanism: The second theme puts work engagement as the observable behavior mechanism by which psychological well-being maps into performance outcomes. Participants also repeatedly used the term " engagement" not as a phase of forced obligation but as an intuitive reaction that naturally developed due to physical vitality, psychological steadiness, and the perception of organizational affirmation.

Under the subtheme "dedication to service, employees related well-being with the increase in passion, involvement, commitment, and discretionary efforts. Narratives such as *"If I am physically and mentally well (…..), I give 100%" and "I put extra effort when I feel good about myself"* show that engagement is reflected behaviorally through voluntary efforts rather than mere task compliance.

Similarly, the sub-theme "Absorption and Focus" also shows the cognitive aspect of engagement. Respondents reported that sufficient rest and good health improved attention and focus, especially at peak hours of high demand; in contrast, bodily fatigue reduced concentration and the quality-of-service provision. Narratives such as *"When well-rested (….), I concentrate better (….) during peak time"* indicate that engagement entails persistent mental immersion in work activities.

Taken collectively, these findings indicate that work engagement acts as the critical behavioral conduct linking psychological resources and observable service performance.

Theme 3: Enhanced Job Performance Outcomes: Respondent explicitly described tangible performance outcomes resulting from well-being-driven engagement. This theme emerged from several codes that related to customer service behavior, task efficiency, productivity, and error reduction. Open codes like smile, patience, communication quality, service delivery, productivity, speed, and reduction of errors were frequently reiterated across the responses and later organized into two subsequent sub-themes: service quality and customer interaction, and efficiency and error reduction.

Participants highlighted that positive psychological conditions enhance the performance of interpersonal services, which allows being more patient, empathetic, and effective in their communication with guests. As several respondents stated, *"Guests can feel when we are genuinely happy"*, and others stated, *"My patience with difficult customers depends on my mental state"*.

Beyond interpersonal service outcomes, respondents also linked well-being to operational effectiveness. Employees indicated that good well-being increases productivity, work speed, and accuracy, whereas stress and fatigue often lead to performance lapses. For example, participants explained that *"Healthy staff work faster and make fewer errors," while "When stressed, I make more mistakes in orders."*

In addition to interpersonal service outcomes, respondents were also associating well-being with operational effectiveness. Employees stated that good well-being enhances productivity, faster work rate, and accuracy,

but stress and fatigue usually harm performance. For example, participants quoted that, *"Healthy staff work faster and make fewer errors," while "When stressed, I make more mistakes in orders."*

Notably, the convergence of these trends suggests that work engagement serves as the behavioral process by which well-being is translated into performance outcomes. Engaged employees seem to be more customer-focused and are more effective at work, which will ultimately enhance the quality of services and operational reliability.

Theme 4: Organizational Context/Resources Strengthening the Pathway: This theme emerged when the respondents were explicitly related to recognition, teamwork, managerial support, and workplace climate, which were grouped into contextual factors influencing psychological experiences at work. Two major sub-themes were distinguished: supervisor support and positive work environment, demonstrating that organizational resources play a critical role in fostering employee well-being and significantly strengthening the engagement-performance pathway.

Respondents often emphasized the role of positive leadership and managerial recognition in stress reduction in the workplace and boosting confidence. The respondents also mentioned that supervisors who offer appreciation, fairness, and emotional support make the psychological environment more stable. For example, the employees said, *"Supportive supervisors reduce my stress,"* and *"Recognition from managers increases my confidence."* Similarly, other respondents quoted that *"When management cares (...) we perform better."* These explanations imply that supervisory support is a psychological aid that strengthens the motivation and engagement of employees.

In addition, the respondent also quoted the importance of a positive working environment, which was expressed in terms of respect, teamwork, and cooperation. The respondents said that respectful and collaborative work environments lessen work pressure and support long-term engagement. For example, the respondent illustrated that: *"Positive workplace culture motivates performance,"* Team cooperation reduces pressure," and *"A respectful environment (...) keeps me engaged."* These observations demonstrate that a positive organizational climate not only stimulates well-being but also encourages employees to deliver consistent service performance.

Taking together, these patterns indicate that organizational resources are contextual facilitators that reaffirm the process by which employee well-being is translated into engagement and, eventually, to better job performance.

Table 10
Qualitative Analysis

Main Theme	Sub-Theme	Frequently Appeared Keywords	Quotes
Psychological Well-Being as Foundational Resource	Emotional Stability	Mental Health, Pressure, Burnout, Stress, and Calm	"Burnout reduces my energy to interact (….) with guests positively." "When I am mentally stressed (….), I just finish tasks (….) without passion." "If I feel calm, I serve customers (….) with genuine care."
	Positive Affect and Motivation	Motivated, Energetic, Satisfied, Happy, and Enthusiastic	"When I feel happy, I automatically give extra effort." "Feeling valued makes me more energetic during shifts." "Motivation increases my involvement in work."

Main Theme	Sub-Theme	Frequently Appeared Keywords	Quotes
Work Engagement as a Behavioral Mechanism	Dedication to Service	Involvement, Commitment, Passion, Dedication, Extra effort,	"If I am physically (….) and mentally well, I give 100%."
			"Engagement comes naturally (….) when I feel supported."
			"I put extra effort (….) when I feel good about myself."
	Absorption and Focus		"When well-rested, I concentrate better (….) during peak time."
			"Physical tiredness reduces my focus."
			"Good health helps me stay attentive."
Enhanced Job Performance Outcomes	Service Quality and Customer Interaction	smile, patience, communication, service quality, empathy	"Guests can feel when we are genuinely happy."
			"My patience depends on my mental condition (….)."
			"When I feel good (….), I communicate better."
	Efficiency and Error Reduction	Productivity, Efficiency, Speed, and Fewer Mistakes	"When stressed (….), I make more mistakes."
			"Healthy staff work faster (….) and make fewer errors."
			"Good well-being improves productivity."
Organizational Context Strengthening the Pathway	Supervisor Support	Support, Appreciation, Fairness, and Recognition	"Supportive supervisors reduce my stress."
			"Recognition from managers increases my confidence."
			"When management cares (….), we perform better."
	Positive Work Environment	Amicable Environment, Respect, Teamwork, Cooperation,	"Positive workplace culture motivates performance."
			"Team cooperation reduces pressure."
			"A respectful environment (….) keeps me engaged."

5. Discussions

Grounded on the JD-R model, this study examined the influence of EWB on JP in the hospitality sector of Nepal through the mediating role of WE (Bakker et al., 2008; Schaufeli, 2012). The hospitality context especially provided a relevant context for investigating these relationships because the service delivery explicitly relies on employee emotional labor, psychological resilience, and interpersonal interaction, where employees often face high customer expectations, demanding workloads, and irregular shifts, making EWB a central resource shaping employees' ability to remain engaged and deliver high-quality service performance. The quantitative findings confirmed all four structural relationships, whereas the

qualitative findings from the open-ended question further added contextual insights for these relationships, demonstrating how psychological stability, motivational energy, and organizational support collectively foster engagement and performance in the workplace.

The relationship between EWB and JP was significant, revealing that employees experiencing higher levels of well-being tend to demonstrate higher JP outcomes through enhanced service quality and organizational productivity. In line with the previous studies, employees experiencing higher emotional and psychological well-being possess greater emotional stability, cognitive resources, and resilience, enabling them to be more innovative, engaged, productive, and interact positively with customers (Joo et al., 2017; Ali et al., 2022). The qualitative findings also significantly support this quantitative relationship. Respondents repeatedly stated that their psychological state and positive emotions explicitly impact their ability to deliver quality services, whereas employees also stressed that burnout, mental stress, and emotional exhaustion reduce their enthusiasm and their capacity to provide attentive service. Thus, EWB significantly fosters JP by stimulating emotional availability and service orientation in the hospitality sector.

Similarly, the findings revealed a strong positive relationship between EWB and WE, indicating that EWB functions as a key antecedent of motivational engagement at work. Abrutyn and Lizardo (2023) highlight that employees with a higher degree of psychological stability are more likely to exhibit significant levels of vigor, dedication, and absorption in their work. These quantitative findings are supported by the qualitative results. Respondents often cited well-being as the source of motivational energy in the workplace, and they also linked the sense of psychological stability, motivation, and happiness with increased enthusiasm for their work. Consistent with Kuijpers et al. (2020), Mazzeetti et al. (2023), and Zahari and Kaliannan (2023), WE are a natural response from positive psychological states, rather than an obligation imposed by organizational demands. This insight is especially critical in the service sector, where employees often display enthusiasm and emotional positivity when communicating with customers.

Likewise, WE significantly influenced JP, indicating that engaged employees portray a significantly greater degree of work effectiveness, quality of service, and productivity through proactive behavior, discretionary effort, as well as maintaining a strong focus on task completion. These findings align with the larger body of literature on the organizational behavior field, demonstrating that engaged employees tend to be more energetic, dedicated, and persistent in their work activities (Galanakis & Tsitouri, 2022; Corbeanu & Iliescu, 2023). The qualitative findings further substantiate this association by demonstrating how engagement translates into tangible workplace behaviors. The respondents quoted engagement as manifested by dedication, zeal, and voluntary effort. Likewise, respondents also reinforce the cognitive dimension of engagement, especially the ability to remain focused during the demanding and challenging work situations. These qualitative insights emphasize the fact that WE foster JP both behaviorally and cognitively.

Furthermore, WE significantly mediated the relationship between EWB and JP, highlighting that WE serve as a crucial mechanism through which EWB impacts JP. The indirect effect is relatively high as compared with the direct effect in the study, indicating that the effect of well-being on performance primarily operates through motivational processes as opposed to direct physiological or emotional effects. Thapa-Parajuli and Paudel (2018) and Koroglu and Ozmen (2022) highlighted that WE mediate the link between psychological well-being and JP by emphasizing that well-being alone may not fully translate into performance without high engagement. This mediating process is well supported by the qualitative findings. Respondents frequently cited a linear process where psychological well-being leads to motivation and emotional stability, which subsequently fosters engagement and eventually leads to service performance. Moreover, the qualitative analysis also indicated that organizational resources, including supervisor support, recognition, and positive workplace culture, reinforce this engagement pathway. Studies by Dunlop and Scheepers (2023) and Corbeanu and Iliescu (2023) have shown that WE expressed through vigor, dedication, and absorption has a positive impact on tangible job outcomes. Thus,

employees experiencing better well-being demonstrate positive emotions and less stress, which promotes greater engagement and, as a result, improved performance (Bakker& Demerouti, 2017).

Collectively, the findings of the study indicated that EWB is a foundational psychological asset that stimulates motivational engagement, which in turn significantly fosters JP outcomes. The quantitative analysis validated the structural relationship between EWB, WE, and JP, whereas the qualitative findings triangulated the psychological and behavioral process on which the structural relations were based. Thus, blending the findings of both quantitative and qualitative studies, the insights derived stressed that EWB should not be viewed merely as a health outcome but as a strategic organizational resource that shapes employee and service performance.

Based on the integrated findings, the study proposes the Resource-Engagement-Performance Amplification Model (REPAM) as a preliminary conceptual model for future investigation. REPAM extends the motivational process of the JD-R model by positioning employee well-being as a key personal resource that promotes work engagement and subsequently enhances job performance. The qualitative findings further suggest that organizational resources may amplify this process, requiring empirical validation in future processes.

6. Conclusion and Implications

The findings revealed that EWB significantly influences JP and WE, while WE also exert a significant impact on JP. Likewise, WE significantly mediated the relationship between EWB and JP. The study findings imply that EWB serves as a key psychological resource, translating internal resilience and motivation into service performance through WE. Employees exhibiting enhanced well-being demonstrate greater emotional stability, agility, motivation, and focus, which naturally translates into increased engagement behaviors. Thus, holistic well-being initiatives such as mental health support, stress management, and emotional dexterity promote both engagement and performance.

Engagement works as a behavior conduit, which converts positive mental states into discretionary, focused, and customer-centric behavior. The mediating role of WE show that well-being is not sufficient to translate into job outcomes; it is the activation of engagement that materializes the JP outcomes. This pathway is supported by organizational context (supervisor support and collaborative environment), indicating that well-being interacts dynamically with workplace resources, rather than operating in isolation. Collectively, these findings imply that investing in EWB is not just an employee welfare initiative but a strategic lever for psychological resources, engagement, emotional dexterity, operational effectiveness, and maintaining high-quality services.

The study provides the following theoretical, practical, and policy-level implications.

- Integrates quantitative findings with qualitative insights and offers a mixed-method affirmation of engagement as the activation engine of well-being-based performance.
- Extends the EWB literature by demonstrating the critical mediating role of WE in translating well-being into JB in the hospitality sector from the developing context.
- Theoretically provides evidence for the need to incorporate well-being and engagement into one unified model of performance outcomes, and refine existing organizational behavior and HRM models.
- The service sector organization should prioritize the EWB initiatives as a strategic performance driver.
- The findings will help managers in understanding the importance of EWB for work-related attitudes and behaviors.
- Managers should focus on the holistic well-being initiatives as a strategic driver to foster employee engagement and performance.
- Well-being must be institutionalized as a core strategic objective, embedding it into HR, appraisal, and reward systems.

- Well-being and engagement metrics should be incorporated as industry standards and regulatory guidelines as a benchmark of operational sustainability and service quality.
- Workforce retention strategies and sustainable service quality should be linked with stress reduction, workplace wellness, and engagement-enhancing policies.

The focus of the study is confined to the hospitality sector in Nepal, and this might limit the applicability and generalizability of these findings across other industries or cultures where the employee-customer interactions differ. The cross-sectional design may preclude causal inferences, and the data were collected during the peak tourism season, which may have influenced respondents' perceptions. Future researchers could replicate the study across diverse service sectors (e.g., healthcare, IT, education), cross-cultural or multi-country studies to assess the factors influencing the well-being-engagement-performance pathway. Likewise, future studies can expand this research model by exploring additional mediators (e.g., emotional intelligence, resilience) or moderators (e.g., leadership style, organization climate) to deepen understanding of engagement mechanisms.

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Conflict of Interest

The Authors declare that there is no conflict of interest.

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