

The impact of well-being on work performance: Analyzing the mediating role of work satisfaction*

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Abstract

This study investigates the impact of employee well-being—emotional, economic, and relational – on organizational performance, emphasizing the mediating role of job satisfaction. A quantitative method was applied using survey data collected from 191 employees in Dâmbovița County, Romania. Structural Equation Modeling (SEM-PLS) was employed to test the proposed hypotheses. Results indicate that economic and emotional well-being positively influence job satisfaction, which in turn significantly predicts work performance. Economic well-being also directly affects performance. However, relational well-being does not show significant effects. The study offers theoretical contributions by outlining the unique influence of each well-being dimension, along with practical implications for HR policies aimed at enhancing employee satisfaction and performance. The research provides new insights into how job satisfaction influences the relationship between various types of well-being and performance in a Central-Eastern European context.

Keywords: emotional, economic and relational well-being, employee, work satisfaction, performance

JEL classification: J28, M12, M54, D23

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1. Introduction

The increasing complexity of the modern workplace has intensified the relevance of studying the relationships among employee well-being, job satisfaction, and work performance. These aspects—spanning emotional, economic, and relational dimensions—have become central themes in human resources and organizational psychology (Ma and Marion, 2025; Wright and Cropanzano, 2000; Dong et al., 2025; Cooper et al., 2019). Well-being is now widely acknowledged as a multidimensional construct linking personal and professional domains (Kaur and Singh, 2024).

Existing literature commonly highlights two critical facets of well-being: the balance between positive and negative emotional states, and the social dimension involving interpersonal stability. Well-being, while subjective and variable, remains a vital predictor of both satisfaction and performance outcomes (Smith, 2023; Giamos et al., 2023). At the organizational level, well-being has evolved from a wellness concern to a strategic HRM issue with measurable effects on employee motivation and output (Hennicks et al., 2022).

Performance refers to actions that produce results exceeding standard expectations. Individual performance is a fundamental concept in work and organizational psychology, encompassing only actions relevant to organizational objectives (Guerci et al., 2022). The originality of this paper lies in its analysis of the types of well-being—emotional, economic, and relational – and their potential influence on professional performance, mediated by job satisfaction. A satisfied employee is both happy and productive, which enhances performance, as highlighted in Hawthorne’s study (Wicker, 2011). Thus, job satisfaction is the state of balance an individual achieves when fully meeting conscious or unconscious needs or expectations, resulting in fulfillment and pride in their work. Job satisfaction brings emotional pleasure and fosters a positive attitude and improved performance (Guerci et al., 2022; Van Tuan and Khoi, 2019).

This study makes a valuable contribution to the existing literature (Robert et al., 2006; Bergbom and Kinnunen, 2014) by comprehensively analyzing the distinct features of the three types of well-being. Additionally, we examine the interplay between well-being, job satisfaction, and work performance to identify practical measures for enhancing organizational performance. From a theoretical perspective, this paper adds to previous research by highlighting the specific features of the three types of well-being in relation to job satisfaction and performance.

This study contributes to the field by disaggregating well-being into three types—emotional, economic, and relational – and examining their differential impacts on work satisfaction and performance. Importantly, job satisfaction is explored as a mediating variable that bridges well-being and employee performance. The article

is structured as follows: Section 2 reviews the literature, presents the conceptual framework and hypotheses. Section 3 details the research methodology. Section 4 discusses the empirical results. Finally, Section 5 outlines the study's theoretical and managerial implications, limitations, and directions for future research.

2. Literature review, research hypothesis and conceptual model

We used a relational approach to generate a set of hypotheses. The investigators analyzed specialized literature on the relationships among three types of well-being, job satisfaction, and performance. Next, we defined the research framework and presented a conceptual model that served as the basis for defining the results.

2.1. Analysis of Emotional Well-Being and Job Satisfaction

Well-being is among the paramount objectives of the worldwide health system, a dynamic model that promotes an optimal lifestyle. Emotional well-being is equated with life satisfaction, meaning, and positive affect (Feller et al., 2018). The hedonic view is the most widely accepted method of emotional well-being, being the individualistic approach which emphasizes good feelings and focusing on pursuing pleasure and happiness. The eudaimonic theory was introduced here as psychological well-being based on Carol Ryff's scale (Keyes, 2002).

A good working environment that ensures well-being is also an essential element of supporting employees' happiness as well as the performance of organizations. A working environment with a good climate was found to raise productivity, service quality, sales performance, customers' satisfaction, creativity, and innovation while lowering stress (Rahmi, 2018). There is a popular conception that individuals would not likely be very satisfied if they did not like what they do. As work becomes meaningful and purposeful, employees become happier and healthier. Such experiences generate cognitive and affective-behavioral commitment, trust, integrity, and active involvement in business processes (Wright and Cropanzano, 2000).

Psychological well-being is a crucial determinant of individual performance, especially when linked to physical activity (Ramírez-Gomez et al., 2024). A study conducted with 225 students emphasized the significant role of emotional factors in achieving psychological adjustment and managing perfectionism (Lee et al., 2024). Experts have proposed various strategies to enhance well-being and job performance, such as remote work arrangements (Das et al., 2025), or cultivating self-compassion within a psychologically safe work environment, as demonstrated in a study involving 253 radiographers in France, which found a positive association between workplace well-being and health (Jacquet et al., 2024).

Emotional and psychological well-being are particularly important in the education sector, where they shape teachers' performance trajectories and are closely tied to job satisfaction and success, as shown in studies using Partial Least Squares Structural Equation Modeling (PLS-SEM) (Tong, 2025). Employees who report low levels of psychological well-being tend to experience performance declines, as evidenced by research involving 311 Chinese teachers and 256 Iranian teachers (Wang and Derakhshan, 2025). Moreover, emotional well-being may be adversely affected by excessive workload, stress, and burnout, which negatively impact performance – this was confirmed in a study using structural equation modeling and Mplus software among 62 managers and 315 subordinates (Guan et al., 2025).

Thus, we claim that H1 – Emotional well-being positively affects employee work satisfaction and H1a: Employee job satisfaction mediates the influence of emotional well-being on employee work performance.

2.2. Economic well-being and work satisfaction

Economic well-being refers to the current and future financial prosperity of the person, household, and community in order to meet day-to-day requirements and make intelligent financial choices. Economic well-being is enhanced by public policy through education regarding finances, accessibility of financial products, and accessibility of stable and equal economic resources. Financial prosperity is also increased by skill development for efficient money management (Kaur and Singh, 2024).

Recent studies have shown that economic well-being is both a determinant and a consequence of job satisfaction. Ravid and Malul (2017) argue that economic conditions influence job satisfaction, while job satisfaction itself may be affected by economic stability. Fluctuations in income and job security can impact mental health and overall happiness (Cannas et al., 2019). Furthermore, financial well-being is an important factor in shaping individuals' attitudes toward money and is associated with broader measures of social progress. For instance, studies using Partial Least Squares Structural Equation Modeling (PLS-SEM) have demonstrated that financial well-being positively affects risk tolerance and social performance (Mathew et al., 2024; Rad et al., 2023).

A large-scale study involving 3,716 respondents across 193 Chinese schools revealed a direct positive link between well-being and job satisfaction (Ma and Marion, 2025). However, workplace stressors such as illegitimate tasks or excessive email workload have been shown to reduce satisfaction, as observed in studies on 338 hospitality employees (Dong et al., 2025) and 1,372 employees from various sectors (Martin et al., 2025). These stressors can jeopardize financial as well as emotional health, ultimately affecting work performance and spreading consequences to employee families. Additionally, research among 3,547 educators

indicated that higher incomes contribute to improved well-being and reduce levels of teachers' and students' stress, particularly when viewed from racial and ethnic strands (Burkhardt et al., 2025).

Thus, we claim that: H2 – Economic well-being positively affects employee work satisfaction and H2a: Employee job satisfaction mediates the influence of economic well-being on employee work performance.

2.3. Relational well-being and work satisfaction

Relational or social well-being refers to the extent to which individuals function effectively in their social lives and workplace relationships, including their capacity for collaboration and positive interaction with peers. This dimension of well-being is a central focus of various theoretical models, such as the Mental Health Continuum (Keyes, 2002), the Workplace Flourishing Model (Rothmann et al., 2019), the Safe Flourishing Model (VanderWeele, 2017), and Self-Determination Theory, which conceptualizes relationality as a fundamental psychological need involving feelings of love, care, and connectedness.

Social well-being is grounded in the quality of interpersonal relationships that support the achievement of professional goals and is positively associated with job satisfaction (Çek and Eyupoglu, 2020). It also plays a critical role in strengthening organizational culture, fostering loyalty, and nurturing a sense of belonging (Hennicks et al., 2022). A study involving 87 nurse educators found a positive relationship between well-being and workload when supported by self-guided exercises (Rinne et al., 2024). Another study highlighted that open and positive group communication enhances team cohesion and group stability (Jurewicz et al., 2024).

In healthcare settings, relational well-being – particularly the quality of interactions with patients – has been shown to influence both job satisfaction and performance, as demonstrated in a study of 8,386 respondents in China (Lin et al., 2025). A systematic review of 97 articles further revealed that frequent administrative demands and time constraints can negatively affect healthcare professionals' relational well-being, leading to decreased performance outcomes (Pryor et al., 2025).

Moreover, job satisfaction and performance can be enhanced through the implementation of green human resource management (HRM) practices that promote sustainable communication and trust-based relationships between managers and employees, as confirmed by a study of 384 hospitality workers in China (Shahzad et al., 2025).

Thus, we claim that: H3 – Relational well-being positively affects employee work satisfaction and H3a: Employee job satisfaction mediates the influence of relational well-being on employee work performance.

2.4. Work satisfaction and organizational performance

Job satisfaction and performance must be placed within the broader context of the interplay between work and personal life. Such integration – also referred to as work-life integration – has been the focus of a great deal of research, such as concerns regarding work-family conflict, leisure time, and work-life balance (Fisher, 2002). Non-integration has been linked to a variety of unfavorable results, such as physical and mental disease, depression, and chronic tiredness (Hämmig and Bauer, 2009).

Research across various fields supports the positive influence of satisfaction on performance. For instance, student satisfaction with academic activities has been shown to correlate with academic success (Tsusaki et al., 2024), and similar findings have emerged in sports psychology, where satisfaction enhances athletic performance (Lucia et al., 2023).

Among working professionals – such as teachers, nurses, and corporate employees – studies using Partial Least Squares Structural Equation Modeling (PLS-SEM) have identified several workplace factors that influence performance. These include team atmosphere, interpersonal relationships, group dynamics, workload, physical workspace (including outdoor space and comfort), autonomy at work (Judi et al., 2025), and perceived organizational support (Li et al., 2025; Luo et al., 2025).

Work-life balance and job performance are strongly interrelated, as demonstrated in a study of 253 hotel employees in Gran Canaria, which found that maintaining a healthy equilibrium between personal and professional responsibilities significantly enhances work outcomes (Dorta-Afonso et al., 2025).

Thus, we claim that: H4 – Work satisfaction determines employee work performance.

2.5. Emotional well-being and performance

In contemporary society, maintaining a balance between personal and professional life is essential, as it plays a critical role in sustaining individual motivation and overall well-being (Ford et al., 2018). Given the intrinsic link between work experiences, mental health, and psychological well-being, employment is not only a means of securing prosperity but also a fundamental source of happiness and fulfillment (Feller et al., 2018; Warr and Nielsen, 2018).

From an organizational standpoint, employees who find meaning and satisfaction in their work tend to experience more frequent positive emotions and enhanced engagement (Wesarat et al., 2014). As a result, the concept of performance has evolved beyond mere economic output to include a more human-centered perspective – focusing on factors such as leadership quality, open communication, physical activity, and therapeutic practices (Sun et al., 2024; Tanwar et al., 2024).

Workplace stress manifests both physically and mentally, and numerous studies have demonstrated that psychological well-being has a significant direct impact on various performance-related indicators, including creativity, productivity, work engagement, and overall effectiveness. This has been evidenced through PLS-SEM-based research across diverse populations: teachers (Tong, 2025), Generation Z expatriates (Duong et al., 2025), 1,200 early childhood educators (Wang et al., 2025), university students involved in virtual exercise programs (Gumusgul et al., 2025), a global sample of 16,086 software engineering professionals (Godliauskas and Smite, 2025), and 337 employees in the agriculture and banking sectors in China (Liu et al., 2025).

Thus, we claim that: H5 – Emotional well-being determines employee work performance.

2.6. Economic well-being and performance

Numerous studies have demonstrated that economic or financial well-being has a direct and positive impact on organizational performance (Mahendru, 2021; Arifin et al., 2022; Topor et al., 2024). Financially secure and motivated employees – those whose short-term needs are met – tend to contribute more effectively to individual and, by extension, organizational outcomes. Factors such as financial education, asset management, savings for education (Ansong et al., 2023), and financial security (Weziak-Bialowolska et al., 2023), along with policies related to credit usage and financial literacy (Gladstone and Barrett, 2023), play key roles in fostering this well-being.

The logic underpinning these relationships is that employee effort leads to performance, financial performance yields tangible results, and these outcomes further enhance job satisfaction and motivation. Research employing models such as PLS-SEM has provided empirical support for these dynamics. For instance, studies have shown that financial incentives and economic well-being positively influence work performance among 169 employees (Saini et al., 2025), support product development in the automotive sector (Zeng et al., 2025), improve distribution safety (based on a review of 43 articles) (Soro et al., 2025), and drive green innovation across 4,275 Chinese firms (Deng et al., 2025).

Thus, we claim that: H6 – Economic well-being determines employee work performance.

2.7. Relational well-being and performance

Research has proved that interactions at work with fellow human beings directly impact workers' performance and quality of life. The interactions are what facilitate better production, improved belongingness, and increased normative conformity

among workers in a given group (Ruggeri et al., 2020; Colenberg and Jylhä, 2021). The connection between emotional well-being and performance is typically mediated by prosociality and comprises a range of core dimensions, including adaptability, innovativeness, work quality, proactivity, technical skills, coaching, support, and organizational goal congruence (Warr and Nielsen, 2018). Mood, emotional activation, and leisure activities are also critical factors that characterize experience and performance in the workplace (Ruedl et al., 2024).

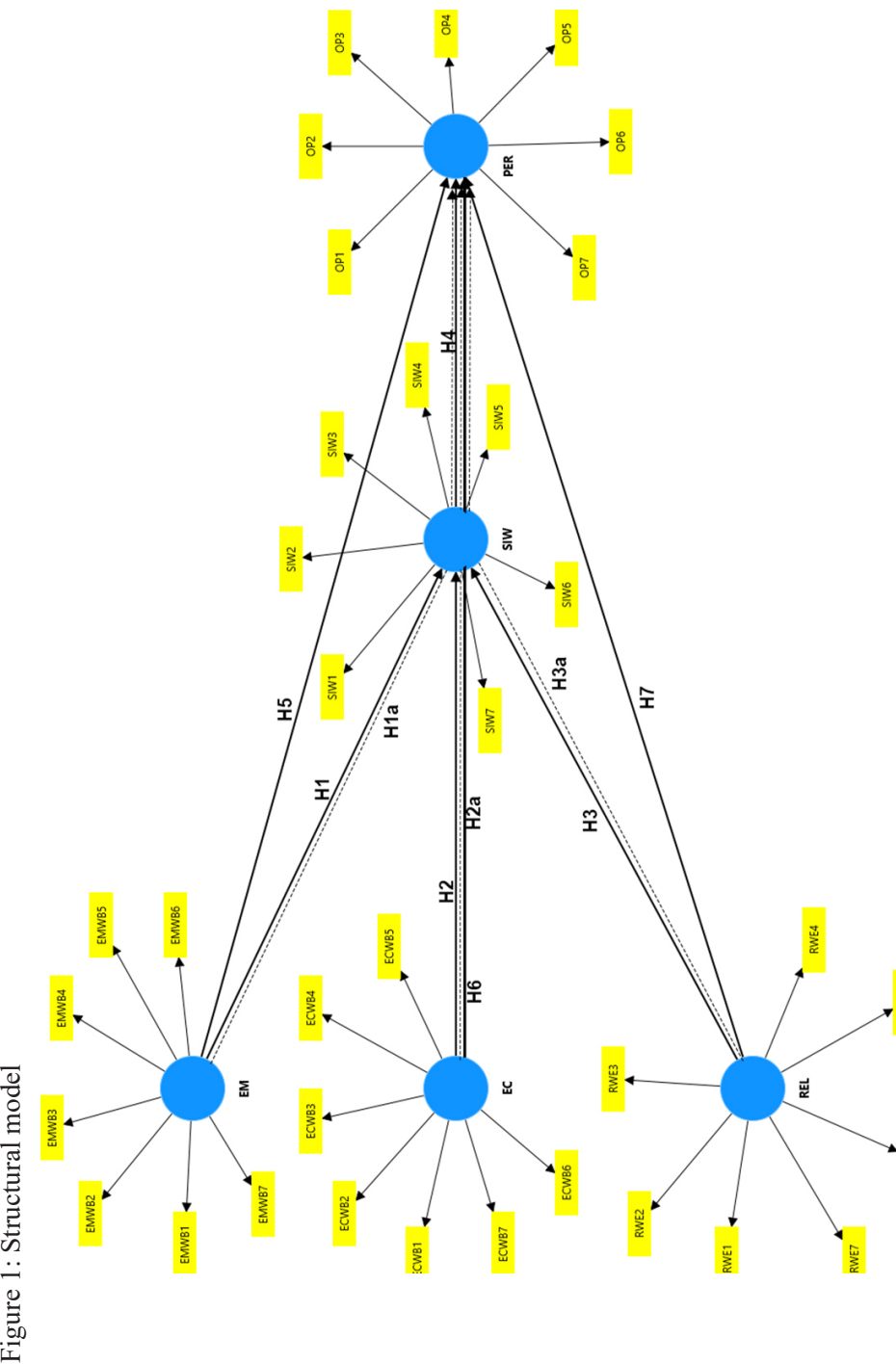
Given that employees typically spend at least eight hours per day in the workplace, the quality of social relationships becomes especially relevant. Studies have indicated that strong interpersonal connections at work can enhance innovation (Farooqi et al., 2025), improve communication – particularly among expatriate workers (Aldandachly et al., 2025) – and support team-based performance, as demonstrated in the sports domain where trust and relational clarity influence outcomes (Barrett et al., 2025). These findings have been validated through a variety of analytical models and research approaches.

Thus, we claim that H7 – Relational well-being determines employees' work performance.

3. Research methodology

Based on the literature review (Yu and Chen, 2023; Lee and Kim, 2023; Amirian et al., 2023) and well-being theory, we propose the conceptual model (Figure 1), in which employee well-being directly influences work satisfaction and work performance.

Adults typically spend approximately one-third of their waking hours at work. Performance outcomes are more likely to be achieved when individuals perceive their jobs as satisfying, and when employment conditions and organizational policies are perceived as attractive and supportive (Burke, 2017). Grant et al. (2007) identified three core domains of well-being-emotional (or psychological), physical (or economic), and social (or relational)-which collectively contribute to both job satisfaction and workplace performance. Conversely, under adverse working conditions that negatively affect these same three domains, employees are more likely to experience burnout and reduced performance (Shkoler et al., 2021). Building on the extensive body of literature that explores various facets of well-being (Guerci et al., 2022; Burke, 2017), this study focuses specifically on three key dimensions-emotional, economic, and relational well-being-in order to conduct a targeted analysis of their impact on job satisfaction and performance.



Source: Authors' contribution, made with SmartPLS 4.0

This study proposes to examine the impact of well-being on work performance and to explore the mediating role of job satisfaction between the well-being factors (emotional, economic, and relational) and work performance. The study is made on employees from Dambovită County, Romania, outlining the importance of well-being at work in obtaining work performance. The questionnaire (Table 2) was developed using a five-point Likert scale (1- total disagreement and 5 – total agreement).

The study population consisted of employees with valid and complete work contracts from Dâmbovița County, Romania. Data collection was carried out between December 2024 and January 2025. While the intention was to use a random sampling strategy, practical constraints led to the adoption of a convenience sampling approach, based on accessibility and willingness to participate. Despite this limitation, efforts were made to include participants from diverse organizational roles and age groups to improve representativeness. A total of 200 employees were contacted, and 191 responded, yielding a high response rate of 95.5%, which reflects the strong relevance of the topic. The authors gathered a considerable amount of data from the survey, which they then analyzed and used to draw meaningful conclusions. Overall, the study provides valuable insights into the attitudes and opinions of employees in Dambovită County, Romania. Table 1 illustrates the socio-demographical data of the respondents. As we may observe, from the 191 respondents, 60.7% are male, 59.2% are employees, and 33.5% are between 31-45 years, 30.9% are under 30 years, 24.1% are above 60 years, and 11.5% are between 31-45 years.

Table 1: Demographic characteristics of the respondents

Characteristic	N	%	Characteristic	N	%	Characteristic	N	%
<i>Gen</i>			<i>Position</i>			<i>Age</i>		
Male	116	60.7	Employee	113	59.2	< 30 years	59	30.9
Female	75	39.3	Manager	78	40.8	31-45 years	22	11.5
						46-60 years	64	33.5
						> 60 years	46	24.1

Source: Authors' calculations

The model was based on using partial least squares-based structural equation modeling in SmartPLS 4.0 (Table 2).

Table 2: Confirmatory Factor Analysis and Descriptive statistics

Con- struct	Item	Measure	Mean	Loading (St.Est.)	Chro alpha	AVE	CR
1. Employee well-being							
1.1. Emotional well-being							
	EMWB1	When I wake up, I feel refreshed.	4.702	0.823	0.925	0.690	0.940
	EMWB2	My personal and professional lives are balanced.	4.691	0.809			
	EMWB3	While working, I feel joyful.	4.277	0.802			
	EMWB4	While working, I remain calm and relaxed.	4.037	0.905			
	EMWB5	While working, I feel happy.	4.283	0.804			
	EMWB6	The work atmosphere brings me satisfaction.	4.042	0.905			
	EMWB7	I am satisfied with the ergonomics of my workspace.	4.283	0.758			
1.2. Economic well-being							
	ECWB1	My company pays for my training programs.	4.215	0.919	0.977	0.872	0.979
	ECWB2	My company offers me the opportunity to get a management position.	4.23	0.959			
	ECWB3	The wage increases are made based on performance.	4.246	0.966			
	ECWB4	Different employee assurance is paid of my company.	4.513	0.762			
	ECWB5	My company is paying our vacations.	4.277	0.987			
	ECWB6	My company is paying the taxes for doing studies in the field.	4.262	0.976			
	ECWB7	The increases or allowances are well-deserved by the employees.	4.246	0.949			
1.3. Relational well-being							
	RWE1	I easily collaborate with my department colleagues.	4.262	0.989	0.981	0.898	0.984
	RWE2	I continuously collaborate with my direct managers.	4.251	0.968			
	RWE3	I relate easy with colleagues from other departments.	4.22	0.930			
	RWE4	Relationship with suppliers or customers is based on trust.	4.23	0.959			
	RWE5	Communication with my colleagues is based on constant feedback.	4.22	0.927			
	RWE6	Work relationship is a win-win type.	4.209	0.925			
	RWE7	Relationship is leading to obtaining benefits.	4.209	0.934			

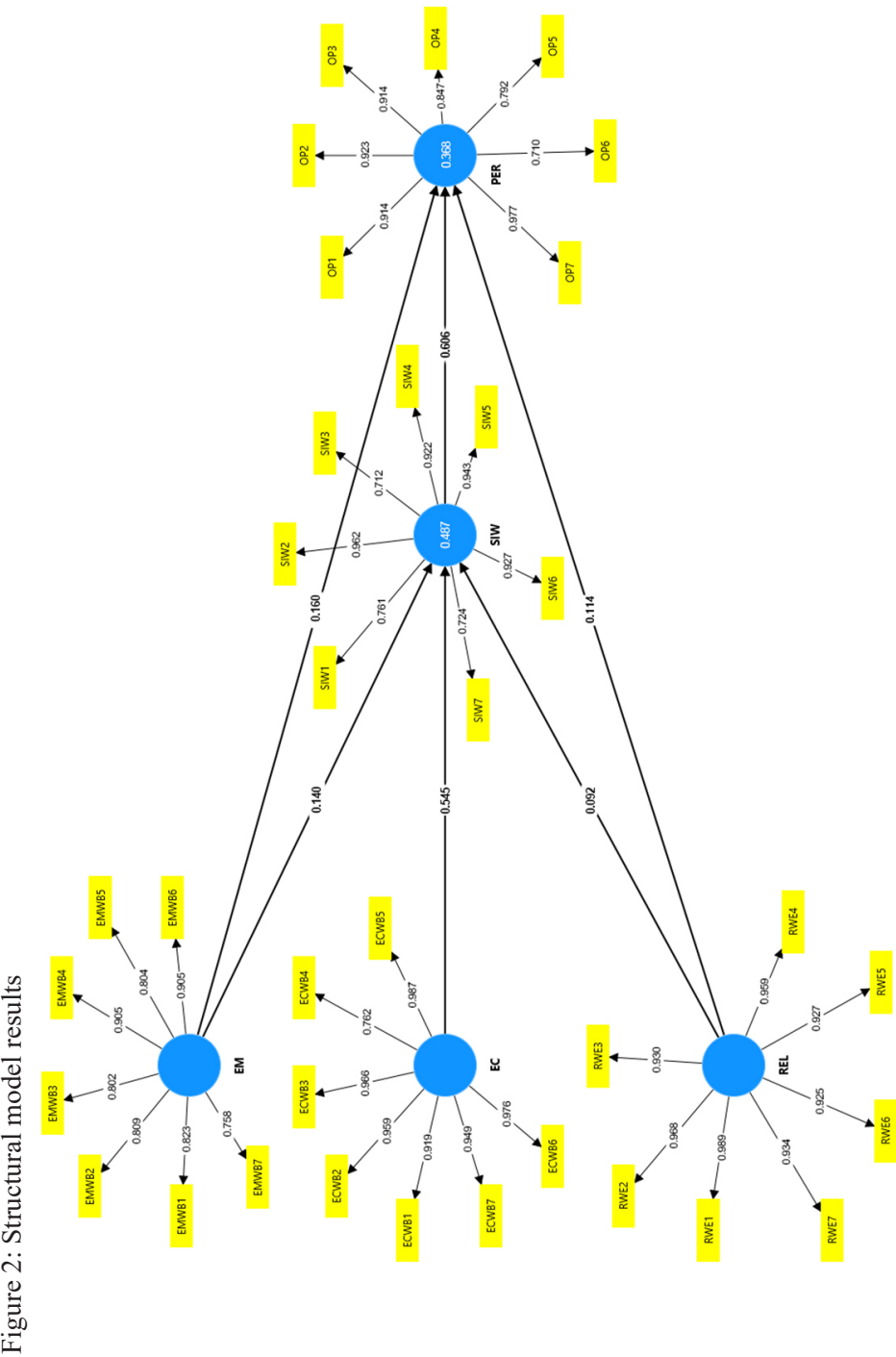
Source: Authors' calculations

Table 2: Confirmatory Factor Analysis and Descriptive statistics (continues)

Con-struct	Item	Measure	Mean	Loading (St.Est.)	Chro alpha	AVE	CR
2. Satisfaction in work							
	SIW1	Different tasks offer me satisfaction.	4.571	0.761	0.936	0.734	0.950
	SIW2	At work I am let to be creative.	4.44	0.962			
	SIW3	At work I am fulfilled.	4.34	0.712			
	SIW4	At work I can take autonomous decisions.	4.403	0.922			
	SIW5	Work environment let me share knowledge and experiences.	4.419	0.943			
	SIW6	I am heard and understood.	4.419	0.927			
	SIW7	Work culture is based on inter-relationship.	4.471	0.724			
3. Organizational performance							
	OP1	Individual performance is leading to organizational performance.	4.576	0.914	0.946	0.761	0.957
	OP2	Salary increases is based on individual performance.	4.581	0.923			
	OP3	Individual performance is well seen at work.	4.576	0.914			
	OP4	The employees who obtain performance are offered as examples for others in official meetings.	4.565	0.847			
	OP5	Performing, I obtain awards and distinctions.	4.545	0.792			
	OP6	Performance matters for obtaining an executive position.	4.487	0.710			
	OP7	I am happy when I obtain performance.	4.607	0.977			

Source: Authors' calculations

The collected data has been thoroughly examined to determine the accuracy and effectiveness of the measurements and to authenticate the connections among the underlying concepts (Figure 2).



Source: Authors' contribution, made with SmartPLS 4.0

Findings suggest the internal consistency of the model (Table 1) because all item loadings are over 0.7 (Hair et al., 2010); Cronbach alpha's exceeding 0.7 (Henseler and Sarstedt, 2013); and CR (composite reliability) values are also over 0.7 (Nemțeanu et al., 2022). According to the Fornell and Larcker (1981) procedure, AVE's value is higher for each latent variable than the correlation coefficient between the competent and all distinct variables (Table 3).

Table 3: Discriminant validity analysis

	ECWB	EMWB	OP	RWE	SIW
ECWB	1				
EMWB	0.359	1			
OP	0.368	0.151	1		
RWE	0.975	0.341	0.342	1	
SIW	0.685	0.368	0.606	0.671	1

Note: ECWB: economic well-being, EMWB: emotional well-being, RWE: relational well-being, OP: organizational performance, SIW: satisfaction in work.

Source: Authors' calculations

4. Results

The analysis was developed to evaluate the relationship among the latent variables. It was conducted to determine which hypotheses were supported. Based on the t-statistics, four out of the seven hypotheses were supported, while the remaining three were not confirmed (see Table 4). Emotional well-being positively influenced job satisfaction ($\beta = 0.140$; T-value = 1.664; $p < 0.1$). Therefore, greater emotional well-being for employees will lead to more satisfied employees; thus, H1 is accepted.

Economic well-being also positively impacts job satisfaction ($\beta = 0.545$; T-value = 2.152; $p < 0.1$), indicating that when employees obtain economic well-being, they are more satisfied with their jobs, so H2 is supported. Relational well-being does not influence job satisfaction ($\beta = 0.545$; T-value = 2.152; $p > 0.1$), indicating that a greater relationship with employees does not bring better job satisfaction, so H3 is not supported. Of the three dimensions of well-being presented, economic well-being is the only dimension that affects organizational performance statistically significantly ($\beta = 0.331$; T-value = 2.07; $p < 0.1$), suggesting that increased economic well-being yields increased performance and thus H6 is valid. Emotional well-being is not significant ($p = 0.102$), although it is close to the significance level; thus, H5 cannot be accepted. Relational well-being is not a factor ($p = 0.726$), and hence H7 is not accepted. Job satisfaction is a positive and significant factor of organizational performance ($\beta = 0.606$; T-value = 10.936; $p < 0.001$), and hence H4 is accepted.

Table 4: The path coefficients of the structural equation model

Paths	Path Coeff. (P) or (β)	Sample mean (M)	Standard deviation (STDEV)	T statistics (P/STDEV)	P values	Hypothesis
EMWB -> SIW (H1)	0.140	0.143	0.084	1.664	0.096*	H1 – supported
ECWB -> SIW (H2)	0.545	0.591	0.253	2.152	0.031*	H2 – supported
RWE -> SIW (H3)	0.092	0.045	0.261	0.352	0.725	H3 – not supported
SIW -> OP (H4)	0.606	0.609	0.055	10.936	0.000***	H4 – supported
EMWB -> OP (H5)	0.085	0.087	0.052	1.638	0.102	H5 – not supported
ECWB -> OP (H6)	0.331	0.361	0.160	2.07	0.039*	H6 – supported
RWE -> OP (H7)	0.056	0.027	0.159	0.350	0.726	H7 – not supported

Note: * $p < 0.1$; ** $p < 0.01$; *** $p < 0.001$

Source: Authors’ calculations

The study also evaluated the mediating effect of job satisfaction between the three types of well-being and organizational performance (Table 5).

Table 5: Test of mediation

Paths	Path Coeff. (P) or (β)	Sample mean (M)	Stand. deviation (STDEV)	T statistics (P/STDEV)	P values	Hypothesis
EMWB -> SIW -> OP (H1a)	0.085	0.087	0.052	1.638	0.102	H1a – not supported
ECWB -> SIW -> OP (H2a)	0.331	0.361	0.16	2.07	0.039	H2a – supported
RWE -> SIW -> OP (H3a)	0.056	0.027	0.159	0.35	0.726	H3a – not supported

Note: Significance levels: * $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$.

Source: Authors’ calculations

The mediation analysis (Table 5) indicates the positive and significant indirect effects of economic well-being on organizational performance ($\beta = 0.331$; T-value = 2.07; $p < 0.039$), so H1a is supported; the indirect effect of emotional well-being on organizational performance is not significant ($\beta = 0.085$; T-value = 1.638; $p > 0.05$), indicating that H1a is not supported; and also for relational well-being on organizational performance the impact is not significant ($\beta = -0.102$; T-value = 5.875; $p < 0.05$), indicating that H3a is not supported.

5. Results and discussion

Tolstoy once said, *If you want to be happy, be!* This idea also applies to organizations – if they want happy employees, they must invest in their well-being. Starting with emotional or psychological well-being can lead to better individual performance, which can improve overall organizational performance (Wright and Cropanzano, 2000).

This study examined how emotional, economic, and relational well-being affect job satisfaction and, ultimately, organizational performance. The findings confirm the theoretical assumption that well-being contributes to job satisfaction, which in turn significantly predicts individual and organizational performance. From a theoretical standpoint, the study extends existing frameworks by empirically isolating the specific effects of each dimension of well-being. From a practical perspective, the results suggest that employers should consider differentiated strategies that promote economic and emotional well-being to maximize employee outcomes. For employees, understanding how their well-being affects job satisfaction and performance may enhance self-awareness and career planning. Managers can use these insights to tailor well-being programs and organizational policies to improve motivation and reduce resistance to change. For organizations, aligning reward systems with performance and fostering a culture of trust and collaboration are important steps.

Limitations of the study include the use of a convenience sample and a geographically limited dataset. Future studies could expand the sample scope, employ longitudinal designs, and further explore the mediating or moderating variables involved in the well-being–performance nexus.

The influence of emotional or psychological well-being on job satisfaction is positive and strong ($\beta = 0.140$; T-value = 1.664; $p < 0.1$), which has been observed by many researchers (Lee and Kim, 2023; Desrumaux et al., 2023). A study made on 343 Chinese teachers indicated that 56.4% of work satisfaction is predicted by psychological well-being (Han, 2022). Another study made on 341 teachers showed that 16% of the variance in psychological well-being was explained by perceived work satisfaction (Sood and Kour, 2023).

Economic or financial well-being is positively influencing job satisfaction ($\beta = 0.545$; T-value = 2.152; $p < 0.1$) and is indicated in other studies (Sandoval-Reyes et al., 2023; Silva and Dias, 2023). Also, an association between financial well-being and work satisfaction was observed among 358 working adults from three underdeveloped areas in China (Wu et al., 2024). Among 334 workers from Macao (China), the same association was found to be strong and positive (To et al., 2023).

Our study found that relational or social well-being does not have a statistically significant influence on job satisfaction ($\beta = 0.545$; T-value = 2.152; $p > 0.1$).

However, this finding contrasts with prior research that has reported a positive association between relational well-being and job satisfaction. For example, a study conducted among 403 workers in South Africa demonstrated that social well-being is positively related to job satisfaction (Hennicks et al., 2022). Similarly, research in Sweden showed that while hedonic well-being (focused on material aspects) negatively affects satisfaction, eudaimonic well-being (centered on social interaction and relationships) has a positive influence (Hansen, 2015). A separate study conducted in a Finnish transportation company also reported a positive relationship between relational well-being and job satisfaction (Bergbom and Kinnunen, 2014).

Despite the growing emphasis on relational dynamics in what is often referred to as the *fifth era of marketing* – the era of relationships – Romanian employees may not yet perceive interpersonal relationships as direct contributors to performance. Financial well-being continues to be regarded as a dominant motivator, even though it tends to have short-term effects that may fade over time. In contrast, strong and mutually beneficial workplace relationships can serve as powerful long-term motivators; however, they are still often perceived as secondary in importance.

Of the three types of well-being in consideration, the economic or financial well-being is the only one that showed statistically significant influence on organizational performance to the extent that it accounted for 33.1% variance ($T\text{-value} = 2.07$; $p < 0.1$). In consonance with empirical evidence derived through research conducted in Indonesia and the Netherlands, financial well-being, similarly, in this finding, portrays a positive impact on performance (Mahendru, 2021; Arifin et al., 2022). On the other hand, emotional or psychological well-being played only a slight role in our study ($p = 0.102$), despite previous research showing a positive and significant relationship (Lee and Kim, 2023). Relational or social well-being exerted no significant influence on performance ($p = 0.726$), in contrast to other findings that emphasize its relevance (Zhu et al., 2024). Job satisfaction, though, was strongly and statistically correlated with organizational performance ($\beta = 0.606$; $T\text{-value} = 10.936$; $p < 0.001$), which is a finding that is congruent with an extensive literature base (Kwon et al., 2023; Sen et al., 2024). Job satisfaction explains 60.6% of the variance in organizational performance based on our findings, which means that satisfied employees are far more likely to be the drivers of performance improvements.

The lack of a substantial effect of relational well-being on job satisfaction or performance is contrary to findings in Western organizational contexts, where interpersonal relations are more likely to be at the center of employee motivation. One possible explanation lies in cultural or contextual differences. In Romanian organizations, especially post-communist or hierarchically structured organizations, work relationships are likely to be more formal and task-related, which may detract from their perceived affective value. One factor is that relational support can be expected primarily outside of work, e.g., from community or family, reducing its significance at work.

In practice, organizations can leverage these insights by designing tailored well-being programs. For example, HR operations can offer emotional well-being programs that include mindfulness training, stress management classes, or psychological counseling access. Financial well-being programs can include tailored financial education classes, employee savings programs, or performance-based rewards linked to individual goals. These concrete actions not only enhance satisfaction and performance but also contribute to creating a stronger, more engaged workforce.

6. Conclusions

This study examined how emotional, economic, and relational well-being affect job satisfaction and, ultimately, organizational performance. The findings confirm the theoretical assumption that well-being contributes to job satisfaction, which in turn significantly predicts individual and organizational performance.

From a theoretical standpoint, the study extends existing frameworks by empirically isolating the specific effects each dimension of well-being. From a practical perspective, the results suggest that employers should consider differentiated strategies that promote economic and emotional well-being to maximize employee outcomes.

For employees, understanding how their well-being affects job satisfaction and performance may enhance self-awareness and career planning. Managers can use these insights to tailor well-being programs and organizational policies to improve motivation and reduce resistance to change. For organizations, aligning reward systems with performance and fostering a culture of trust and collaboration are important steps.

Limitations of the study include the use of a convenience sample and a geographically limited dataset. Future studies could expand the sample scope, employ longitudinal designs, and further explore the mediating or moderating variables involved in the well-being–performance nexus.

Theoretical organizational performance implications are closely associated with individual performance. Through the identification and comprehension of the determinants of employee performance, organizations can regularly track and study these variables in order to guide future improvement efforts. Employee well-being is one of the most important among such determinants. Therefore, by investigating the interdependencies of well-being, job satisfaction, and organizational performance, this study contributes to the existing literature by providing a nuanced analysis of emotional, economic, and relational well-being and their association with both job satisfaction and overall performance. As far as practical significance is concerned, the study shows that organizations stand to benefit significantly from measuring

employees' well-being across all three dimensions-emotional, economic, and relational. Such measurements can potentially provide valuable information for the development of targeted interventions that enhance individual and organizational performance.

So, there are important practical implications:

- for employees: they can improve their performance by analyzing their three types of well-being: emotional, economic, and relational. They can identify the positive and negative factors that influence their individual performance and trace the effects by determining the causes that led to low performance.
- for managers: they could determine which type of well-being is influencing employee performance, so they can build a plan based on increasing the influence of each type, by building a positive and strong culture, a positive and transparent communication system, a relationship based on trust and plans for working together, to reduce the resistance to change, to collaborate better and create strong alliances based on knowledge sharing.
- for organizations: they should implement good work policies and establish strong payment systems that reward performance rather than rely on preconceived criteria. They should continuously promote good practices of work related to collaboration, communication, and relationships as interpersonal connections increasingly drive the economy. However, the study indicated that relational well-being does not have a positive effect on satisfaction and organizational performance.

In short, organizational performance enhancement relies on creating a positive workplace that promotes emotional, economic, and relational well-being. Since the performance of individuals directly affects organizational outcomes, attending to these aspects of well-being is of critical importance. There are several limitations of this study. One key limitation is that it focuses on a single population within a specific setting. Future research could broaden the analysis by including diverse and varied samples from different regions, industries, or organizational sectors. Additionally, while we investigated the impact of three dimensions of well-being, we did not explore other potential moderators or mediators that may provide greater insight into these relationships. Based on our findings, we propose some directions for future research. First, future research may investigate the mediating effect of job satisfaction in the relationship between emotional, economic, and relational well-being and organizational performance more intensively. Second, researchers should explore how each aspect of well-being contributes to both individual and organizational outcomes. Finally, future research can offer managerial recommendations on how to enhance employee satisfaction through interventions that target directly all three forms of well-being towards ultimately enhancing organizational long-term effectiveness.

Subsequent work should explore these associations in comparative settings—that is, in various industries or national cultures—to determine whether the patterns observed hold in less hierarchically structured work environments. Longitudinal studies would also be valuable in understanding how well-being dimensions' influence evolves over time, particularly in response to organizational change, economic recessions, or public health crises. Qualitative data synthesis would further expose latent subjective experiences beneath the statistical connections, enriching our understanding of employee well-being.

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Utjecaj dobrobiti na radni učinak: Analiza posredničke uloge zadovoljstva poslom

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Sažetak

U ovom se radu istražuje utjecaj dobrobiti zaposlenika – emocionalne, ekonomske i relacijske – na organizacijsku uspješnost, s naglaskom na posredničku ulogu zadovoljstva poslom. Primijenjuje se kvantitativna metoda korištenjem podataka ankete prikupljenih od 191 zaposlenika u okrugu Dâmbovița u Rumunjskoj. Za testiranje predloženih hipoteza korišteno je strukturno modeliranje jednadžbi (SEM-PLS). Rezultati pokazuju da ekonomska i emocionalna dobrobit pozitivno utječe na zadovoljstvo poslom, što zauzvrat značajno predviđa radnu uspješnost. Ekonomska dobrobit također izravno utječe na uspješnost. Međutim, relacijska dobrobit ne pokazuje značajan utjecaj. Ova studija daje teorijski doprinos opisujući različit utjecaj svake dimenzije dobrobiti i praktične implikacije za politike ljudskih resursa usmjerene na poboljšanje zadovoljstva i učinka zaposlenika. Istraživanje pruža nove uvide u to kako zadovoljstvo poslom posreduje u vezi između različitih vrsta dobrobiti i učinka u kontekstu srednjoistočne Europe.

Ključne riječi: emocionalna, ekonomska i relacijska dobrobit, zaposlenik, zadovoljstvo poslom, radni učinak.

JEL klasifikacija: J28, M12, M54, D23

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